



Central University of Tamil Nadu

(Accredited by NAAC with A+ Grade)

Department of Management

Course Structure and Regulations for Bachelors of Business
Administration Programme

As per the UGC Credit Framework (NEP 2020)

BBA

Bachelor of Business Administration

(BBA/BBA (Honours)/BBA (Honours with Research))

Programme Structure

(With effect from AY 2026 - 27)

CENTRAL UNIVERSITY OF TAMIL NADU, THIRUVARUR
DEPARTMENT OF MANAGEMENT
CONTENTS

S. No	Particulars	Page No
1	Overview	1-3
2	Regulation on Bachelors of Business Administration (BBA)	4-6
3	Course Features	6
4	Eligibility and Admission	6
5	Examinations	7
6	Attendance	8
7	Programme Design	8
8	Description of the Courses	8-9
9	B.B.A., Honours and B.B.A., Honours with Research Streams	9
10	Employability and Career Opportunities	10
11	Alignment With NEP 2020	10
12	Curriculum Review Process	11
13	Programme Structure	11
14	Course- Wise Credit Distribution	12
15	Course Structure and Credit Distribution	13-24
16	Syllabus	1-86

Overview:

Central University of Tamil Nadu (CUTN) is an institution of higher education established by an Act of Parliament in 2009. The University aims at the forming of an enlightened society founded on a relentless pursuit of excellence through innovation in teaching-learning process, interdisciplinary studies and research. With a host of diversified integrated postgraduate, postgraduate and doctoral programmes, the University has been keen to stay abreast of the ever-expanding academic frontiers. Within a brief period CUTN has established itself as a frontrunner in the pursuit of excellence.

School of Commerce and Business Management:

The School of Commerce and Business Management aims to be in the forefront of teaching, research, and extension activities. This School presently comprises the Department of Management, Department of Commerce and Department of Tourism & Hospitality Management.

About the Department:

The Department of Management was established in the academic year 2017-18 under the school of Commerce and Management on the recommendation of duly constituted Advisory Committee. The Department is set up in view of the growing demand for management education both locally and globally. The Department is committed to provide quality education in the field of management. The programme offered by the department aims to cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment.

Vision

To develop innovative, ethical, and socially responsible business professionals through quality education, research, and practical learning experiences.

Mission

- To provide a strong foundation in business and management through innovative teaching and experiential learning.
- To equip students with knowledge, skills, and competencies required for careers in industry, entrepreneurship, and higher education.
- To promote leadership qualities, ethical values, and social responsibility to meet global business challenges.

Programme Educational Objectives (PEOs)

After completing the programme, graduates will be able to:

PO1	have an overview of all the relevant areas of Business
PO2	Students will learn basic skills in all major business areas and use simple tools and technology to manage different business situations effectively.
PO3	Analyse complex business situations, interpret data, and design evidence-based solutions using critical, creative, and analytical reasoning.
PO4	Be industry-ready, confident to start small businesses, and self-reliant with the ability to create job opportunities.
PO5	Keep learning and improving through further studies or training, staying updated with global business trends and new technologies.
PO6	Gain confidence to be self-reliant and create employment opportunities

- Pursue continuous personal and professional growth through advanced studies, certifications, or self-directed learning, staying responsive to global business trends and technological advancements.

1. REGULATION ON BACHELORS OF BUSINESS ADMINISTRATION PROGRAMME (BBA)

Introduction:

The Bachelor of Business Administration (BBA) programme with specializations in various business functional areas is a regular undergraduate degree offered by the Department of Management, Central University of Tamil Nadu. As per the provisions of the National Education Policy (NEP) 2020, the BBA programme is designed for three or four-year duration with multiple entry and exit options.

The structure and lengths of degree programmes shall be adjusted accordingly. The undergraduate degree will be of either 3 or 4-year duration, with multiple exit options within this period, with appropriate certifications, e.g., a certificate after completing 1 year in a discipline or a diploma after 2 years of study or a Bachelor's degree after a 3-year programme. The 4-year multidisciplinary Bachelor's programme, however, shall be the preferred option since it allows the opportunity to experience the full range of holistic and multidisciplinary education in addition to a focus on the chosen major and minors as per the choices of the student. An Academic Bank of Credit (ABC) shall be established which would digitally store the academic credits earned from various recognized HEIs so that the degrees from an HEI can be awarded taking into account credits earned. The 4-year programme may also lead to a degree 'with Research' if the student completes a rigorous research project in their major area(s) of study as specified by the HEI (NEP 2020, p 37 & 38).

Course Name:

- Bachelor of Business Administration (BBA)
- Bachelor of Business Administration (Honours)
- Bachelor of Business Administration (Honours with Research)

Course Level / Duration / System:

Undergraduate / Three or Four Years / 6 or 8 Semesters with Multiple Entry and Exit Options

Students joining the **BBA (Research/Honours with Research) Programme** will have the following options:

- a. **One Year:** Undergraduate Certificate in Business Administration
- b. **Two Years:** Undergraduate Diploma in Business Administration
- c. **Three Years:** Bachelor of Business Administration (BBA)
- d. **Four Years:**
 - ❖ Bachelor of Business Administration (Honours)
 - ❖ Bachelor of Business Administration (Honours with Research)

Programme Outcomes**At the End of First Year – Undergraduate Certificate in Business Administration**

- Develop a basic understanding and appreciation of management theories and concepts.
- Recognize the importance of effective communication for expressing ideas and opinions.
- Build the ability to clearly explain and discuss insights about the business environment.
- Use data analysis and logical reasoning to identify, understand, and assess business challenges.

At the End of Second Year – Undergraduate Diploma in Business Administration

- Gain theoretical knowledge of management and strengthen practical managerial skills.
- Improve communication and logical reasoning abilities for effective decision-making.
- Demonstrate professionalism and ethical behavior in business activities.
- Understand the importance of teamwork and collaboration in organizational settings.
- Develop creativity and innovation to find effective business solutions.

At the End of Third Year – Bachelor of Business Administration (BBA)

- Demonstrate a strong foundation in both theoretical and practical aspects of management and business.
- Analyze and evaluate Indian and global business environments across different contexts.
- Understand and perform the roles and responsibilities of a manager, entrepreneur, and leader.
- Communicate effectively by presenting ideas and opinions supported by critical thinking and logical analysis.
- Uphold professionalism, integrity, and ethical standards in business practices.

At the End of Fourth Year – BBA (Honours) / BBA (Honours with Research)

- Apply management knowledge and skills to evaluate and address challenges in Indian and global business environments.
- Communicate business insights with clarity, confidence, and critical understanding.
- Work effectively in multicultural and cross-cultural teams, showing commitment to diversity and inclusion.
- Develop leadership and emotional intelligence skills to make informed decisions and motivate teams effectively.
- Strengthen analytical and problem-solving abilities to support strategic business decisions.
- Build strong research skills to conduct detailed studies on business and management issues.

2. Course Features

The BBA programme includes subjects such as General Management, Human Resource Management, Marketing, Finance and Operations. It also offers languages, Core Courses, Minor Courses, Multidisciplinary Courses, Ability Enhance Course, Skill Enhancement Course and value-added courses along with research methodology and online MOOCs. The programme further includes an internship and a research project to provide students with practical experience and real-world exposure.

3. Eligibility and Admission

B.B.A

A pass in the Plus Two examination or equivalent of any recognised board in India with 60% marks for General Category, 55% marks for OBC (NCL)/EWS, and 50% marks for SC/ST/PWD candidates. The admission to the programme is done through the Common University Entrance Test (CUET) conducted by the National Testing Agency (NTA) under subject codes 305 (Business Studies) and 501 (General Aptitude Test).

Minimum eligibility criteria for opting the course in the fourth year will be as follows

- **Those candidates secured $\geq 75\%$ at the end of 6th semester can opt for Honours with Research Degree**
 - a. BBA (Honours with Research)
 - b. BBA (Honours)

Note: The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).

Duration for Award of UG Certificate, UG Diploma and Degrees: The UG Programmes will be of either 3 or 4-year duration, with a multiple entry and exit options and re-entry options, with appropriate certifications such as:

- UG Certificate after completing 1 year (2 semesters) of study in the chosen fields of study with **42 credits** provided the students secure additional 4 credits in work based vocational course(s) offered during summer term (**42+4=46 Credits**)
- UG Diploma after 2 years (4 semesters) of study with **84 credits** provided the students secure additional 4 credits in skill based vocational course(s) offered during first year or second year summer term (**84+4=88 Credits**)
- 3-Year Bachelor's Degree after successful completion of three years (6 semesters) with **131credits**.
- 4-Year Bachelor's Degree (Honours) after successful completion of four years (eight semesters) with Research Project or Dissertation under the guidance of a regular faculty member, securing **173credits** out of which 8 credits will be for Research Project.
- 4-Year Bachelor's Degree (Honours with Research) after successful completion of four years (eight semesters) with Research Project or Dissertation under the guidance of a regular faculty member, securing **173 credits** out of which 12 credits will be for Research Project or Dissertation.

4. Examination

The assessment of students in the B.B.A. programme is based on their performance in the Continuous Internal Assessment (CIA) and the End Semester Examination (ESE). For theory courses, 40% of the marks are allotted to the CIA and 60% to the ESE. To pass a course, a student must secure at least 50% marks in the ESE, regardless of the marks obtained in the CIA. The Internship and Final Project Report are evaluated by the guide, and a viva-voce is conducted by a panel of internal examiners to assess the student's understanding and presentation skills.

4.1 Continuous Internal Assessment (CIA)

The 40% marks for CIA shall be based on the students' performance in the following

1. Periodical assessment tests (30 %)
2. Assignment and seminar presentations (10 %)

4.2. End Semester Examinations (ESE)

The ESE for theory courses (maximum marks 60 %) will be conducted by the University at the end of each semester (odd and even). The student must register for the semester examination in order to be eligible for registration in the following semester's examinations. To attend the examination, 75 % attendance is mandatory.

4.2.1 Question Paper Pattern: The end semester examination question paper comprises three sections, with a maximum of 60 marks and an allowed time of 3 hours.

SECTION A: 10 X 1 = 10 (Answer ALL the questions)

Ten multiple-choice questions, two questions from each unit. Four choices of answers in each question.

SECTION B: 5 x 3 = 15 (Answer any 5 out of 7 questions)

Five questions are to be answered from the given choice of seven questions.

SECTION C: 5 x 7 = 35 Marks (Either or Type questions)

Answer all questions by choosing either (a) or (b) from each question. One question from each unit.

5. Attendance:

In each semester, the minimum attendance for a student to be eligible to appear in the end-of-semester examination is 75%. Upon failing the minimum requirement, the student shall abide by the University norms for eligibility.

6. Programme Design

Business Administration Degree Courses under New Education Policy 2020 shall be offered under the existing semester pattern. There shall be 6 semesters in 3-year BBA programme with Exit option with Bachelor's Degree (ie, Bachelor of Business Administration (BBA)) after three (3) years/Six Semesters with the completion of Courses equivalent to **131**Credits with not less than thirty (30) days of summer internship. Those candidates secured minimum CGPA of 7.50/≥75% at the end of Sixth Semester can opt for BBA Honours with Research Degree. Award of Bachelor's Degree (Honours/Research) or Bachelor of Business Administration (Hon's) in Discipline with Research after four years/Eight Semesters with the completion of all courses offered.

7. Description of Courses

In order to have better understanding of different category of courses offered by the Department under the NEP 2020, description of courses is presented below:

- a. **Core Courses (Major Courses):** Core courses are the courses which require in-depth knowledge in the subject and these are offered/floated by the department for a particular degree. A course on the other hand is courses which provide greater and required knowledge to complement the major chosen for a degree.

- b. **Minor (Main/Allied) Courses:** A minor or allied course is a supplementary subject studied along with the main course to enhance knowledge, interdisciplinary skills, and overall academic and career development.
- c. **Disciplinary Specific elective courses (DSE):** DSE courses in a BBA program help students specialize in areas like Human Resource Management, Marketing, Finance and Operations. These courses develop practical and analytical skills in recruitment, consumer behavior, financial management and supply chains, preparing students for real-world business challenges and future career opportunities
- d. **Multidisciplinary/ Open Elective:** Students may choose open elective courses offered by other departments of the University.
- e. **Ability Enhancement Courses/ Language Skill and Communication (AEC):** Ability Enhancement Courses (AEC) are also part of the academic programme. Under this category English and languages such as Tamil, Hindi, Malayalam and Telugu shall be offered. These papers shall focus on development and enhancement of soft skills such as communication, discussion and debate emphasized by NEP 2020 (11.1).
- f. **Skill Enhancement Courses (SEC):** These courses are aimed at imparting practical skills, Computer skills, hands-on training, soft skills, etc., to enhance the employability of students. Courses will be designed as per students' needs and available institutional resources. Each of the Skill Enhancement courses will be assigned 2 or 3 credits.
- g. **Value Added Courses (VAC):** These courses are common to all undergraduate students. All UG students are required to take the common courses offered by the university, such as Environmental Science, Constitutional Values and Yoga, etc.,
- h. **Internship:** Students shall undergo one summer Internship during the third year (2 Credits). The summer internship is for 30 days carried out in either in a business organization/Company or an Open Projects related to specialization.
- i. **Research Project / Dissertation:** In the 7th&8thSemester. Students have to undergo project in an organization/ Company about 90 days in the Fourth year. At the end of this period, they need to submit their dissertation report according to the department's guidelines in the 8th semester. The final report of the Research Project or Dissertation must be submitted at least one week before the start of the end-semester examination. Students must also present and defend their research in a viva-voce examination at the end of Semester 8th semester. The project carries 100 marks, with 60 marks for the research report (evaluated by the allotted guide from the department) and 40 marks for the viva voce (awarded by a panel of examiners based on the presentation and performance of the project).

8.B.B.A., Honours and B.B.A., Honours with Research Streams: Under the

National Education Policy (NEP) 2020, students pursuing a B.B.A. degree can graduate with either a **B.B.A. (Honours)** or **B.B.A. (Honours with Research)** depending on their academic performance up to the end of the sixth semester. Students who complete a minimum of **131 credits** and secure a **CGPA of 7.5 or above** by the end of the third year are eligible to receive a **B.B.A.** degree. Those with a **CGPA of 7.5 or $\geq 75\%$** may also opt to continue into the fourth year to pursue a research project upon successful completion of which they will be awarded a **B.B.A. (Honours)** degree and **B.B.A. (Honours with Research)** after earning a minimum of **173 Credits**. Students have the option to exit at the end of the first, second, or third year to get a Certificate, Diploma or B.B.A. degree respectively. The student must inform the Department at the beginning of the respective even semester if he/she wishes to exit.

For the students opting for B.B.A. (Honours with Research), the research guide shall be allotted based on their research interests and academic ranking. The project report shall be submitted in the form of a dissertation at the end of the eighth semester on or before the date notified by the Department. The student shall present the research project work, which will be evaluated by the Department.

9. EMPLOYABILITY AND CAREER OPPORTUNITIES

Graduates of the **B.B.A. (Hons)** and **B.B.A. (Hons) with Research** programmes are equipped with strong managerial, analytical, and entrepreneurial skills, preparing them for a broad range of professional and academic opportunities:

- **Higher Studies** – Eligibility for postgraduate programmes such as MBA, Data Analytics, and related disciplines in reputed national and international institutions.
- **Corporate Careers** – Opportunities in marketing, finance, human resources, operations, supply chain management, digital business, and business analytics.
- **Entrepreneurship** – Ability to launch and manage start-ups or family businesses with sound business planning and innovation skills.
- **Research and Academics** – Pathway to research fellowships (e.g., Ph.D.) and academic positions for those completing **B.B.A. (Hons) with Research**.

10. ALIGNMENT WITH NEP 2020

The B.B.A. (Hons) and B.B.A. (Hons) with Research programmes are designed in alignment with the National Education Policy (NEP) 2020, ensuring flexibility, relevance, and holistic student development. The programmes offer:

- A flexible and modular curriculum with multiple entry and exit options
- Focus on managerial, entrepreneurial, and research competencies
- Integration of ethics, sustainability, leadership, and experiential learning
- Credit mobility and multidisciplinary learning opportunities across business and allied domains

The Department of Management, CUTN, is committed to fostering academic excellence, industry readiness, innovation, and societal impact through this comprehensive management programmes.

11. Curriculum Review Process:

The Department of Management shall periodically review and revise the curriculum based on feedback from stakeholders to ensure its continued relevance to contemporary academic and industry requirements.

12. Programme Structure: Category of courses and Credit allotment to each course category (Undergraduate level)

S.No	Course Category	Minimum Credit Requirement as per UGC		
		3-Year	4-Year	4-Year
		BBA	BBA (Hons)	BBA (Hons with Research)
1	Core Courses (Major) CC	61	89	85
2	Minor Stream (Minor) CC	20	20	20
3	Discipline Specific Elective Course(DSE)	10	16	16
4	Multidisciplinary/ Open Elective (OE)	9	9	9
5	Ability Enhancement Course(AEC)	12	12	12
6	Skill Enhancement Course (SEC)	9	9	9
7	Value Added Course (VAC)	8	8	8
8	Summer Internship (INT)	2	2	2
9	Research Project/Dissertation (RP)	-	8	12
Total		131	173	173
10	Extension Activity (NCC/NSS/Etc.,)	1*	1*	1*

*Credit not included

13. COURSE-WISE CREDIT DISTRIBUTION

Four-Year B.B.A Honours with Research in Management

SEM	Major	DSE	Minor	OE	AEC	SEC	VAC	EXT	INT	PROJ	TOTAL
I	6	-	4	3	3	2	3	-	-	-	21
II	-	-	10	3	3	2	3	-	-	-	21
III	6	-	6	3	3	2	-	-	-	-	20
IV	14	-	-	-	3	3	2	1*	-	-	22
V	19	4	-	-	-	-	-	-	-	-	23
VI	16	6	-	-	-	-	-	-	2	-	24
VII	16	6	-	-	-	-	-	-	-	-	22
VIII	8	-	-	-	-	-	-	-	-	12	20
TOTAL	85	16	20	9	12	9	8	1*	2	12	173

Four-Year B.B.A Honours in Management

SEM	Major	DSE	Minor	OE	AEC	SEC	VAC	EXT	INT	PROJ	TOTAL
I	6	-	4	3	3	2	3		-	-	21
II	-	-	10	3	3	2	3		-	-	21
III	6	-	6	3	3	2	-		-	-	20
IV	14	-	-	-	3	3	2	1*	-	-	22
V	19	4	-	-	-	-	-	-	-	-	23
VI	16	6	-	-	-	-	-	-	2	-	24
VII	16	6	-	-	-	-	-	-	-	-	22
VIII	12	-	-	-	-	-	-	-	-	8	20
TOTAL	89	16	20	9	12	9	8	1*	2	8	173

Three-Year B.B.A in Management

SEM	Major	DSE	Minor	OE	AEC	SEC	VAC	EXT	INT	TOTAL
I	6	-	4	3	3	2	3		-	21
II	-	-	10	3	3	2	3		-	21
III	6	-	6	3	3	2	-		-	20
IV	14	-	-	-	3	3	2	1*	-	22
V	19	4	-	-	-	-	-	-	-	23
VI	16	6	-	-	-	-	-	-	2	24
TOTAL	61	10	20	9	12	9	8	1*	2	131

Two Years Diploma in Management

SEM	Major	Minor	OE	AEC	SEC	VAC	EXT	VOC	TOTAL
I	6	4	3	3	2	3		-	21
II	-	10	3	3	2	3		-	21
III	6	6	3	3	2	-		-	20
IV	14	-	-	3	3	2	1*	4	26
TOTAL	26	20	9	12	9	8	1*	4	88

One Year Certificate in Management

SEM	Major	Minor	OE	AEC	SEC	VAC	VOC	TOTAL
I	6	4	3	3	2	3	-	21
II	-	10	3	3	2	3	4	25
TOTAL	6	14	6	6	4	6	4	46

CENTRAL UNIVERSITY OF TAMIL NADU
DEPARTMENT OF MANAGEMENT
Bachelors of Business Administration
(BBA/BBA (Honours)/BBA (Honours with Research))
Course Structure and Syllabus as per National Education Policy (NEP) 2020

FIRST YEAR

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
Induction Program (2 weeks) (Appendix-1)							
SEMESTER – I							
1	MGM5011	Principles of Management	Major	3	3	40	60
2	MGM5012	Financial Accounting	Major	3	4	40	60
3	MGM5013	Interpersonal Dynamics	Minor	4	4	40	60
4		Open Elective	OE	3	3	40	60
5		TAMAE1- Modern Literature HINAE1- Hindi Language Learning FREAE1- Introduction to French Language	AEC	3	3	40	60
6	DRRSEC	Disaster Risk Reduction	SEC	2	2	40	60
7	CONVAC	Constitutional Values	VAC	3	3	40	60
Total Credits				21	21		
Total Hours Semester					21 x15 = 315		

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – II							
1	MGM5021	Soft Skills	Minor	4	4	40	60
2	MGM5022	Creativity and Leadership	Minor	3	3	40	60
3	MGM5023	Digital Market Places	Minor	3	3	40	60
4		Open Elective	OE	3	3	40	60
5	ENGAE1	General English-I	AEC	3	3	40	60
6	CYBSEC	Cyber Security	SEC	2	2	40	60
7	ENSVAC	Environmental Science	VAC	3	3	40	60
Total Credits				21	21		
Total Hours Semester					21x15 = 315		
Cumulative Total				42			
For Students exit after one year (Undergraduate Certificate in Business Management)							
8		Skill Development of the Youths and their Livelihood(NPTEL)	VOC	4	4	100	

Note: For Students who exit after the first year are advised to complete the Vocational Course. An **Undergraduate Certificate in Business Administration** will be awarded to students who choose to exit after completing the first year.

Exit Criteria after First Year of BBA Programme:

Students have the option to exit the Business Administration programme after the first year. Those who choose to exit will be awarded a **UG Certificate in Business Administration**. However, students opting for early exit must complete a compulsory vocational course.

The exiting students will clear the subject and complete the vocational course as per the University Schedule. Re-entry Criteria into Second Year (Third Semester), the student who takes an exit after one year with an award of certificate may be allowed to re-enter into Third Semester for completion of the BBA Program as per the respective University schedule after earning requisite credits in the First year.

SECOND YEAR

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – III							
1	MGM5031	Business Statistics	Major	3	3	40	60
2	MGM5032	Professional Skills	Major	3	3	40	60
3	MGM5033	Corporate Financial Analysis	Minor	3	3	40	60
4	MGM5034	Artificial Intelligence	Minor	3	3	40	60
5		Open Elective	OE	3	3	40	60
6	ENGAE2	General English-II	AEC	3	3	40	60
7	MGM5035	Accounting Software Skills	SEC	2	2	40	60
				20	20		
Cumulative Total				62			
Total Hours Semester				20 x15 = 300			

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – IV							
1	MGM5041	Quantitative Techniques in Management	Major	4	4	40	60
2	MGM5042	Banking and Insurance	Major	4	4	40	60
3	MGM5043	Business Intelligence	Major	3	3	40	60
4	MGM5044	Emotional Intelligence	Major	3	3	40	60
5	MGM5045	Life Skills	SEC	3	3	40	60
6	TAMAE2- Ancient, Epic. Literature & Grammar HINAE2- Hindi Language: Structure and Literature FREAE2- French Language and Civilization II		AEC	3	3	40	60
7	YOFVAC	Yoga and Fitness	VAC	2	2	40	60
8	MGMAU01	Extension Activity	EXT	1*	-	-	-
Total Credits				22	22		
Total Hours Semester				22 x15 =330			
Cumulative Total				84			
9		Skill Development of the Youths and their Livelihood(NPTEL)	VOC	4	4	100	
Total				88			

*Students have to enroll in any one of the following extension activities (NCC/NSS/ Red Ribbon) in the first semester and attend the enrolled activity across all four semesters. The course will be evaluated in the fourth semester.

Note: An **Undergraduate Diploma in Business Administration** will be awarded to students who choose to **exit after completing the second year**.

Exit Criteria after Second Year of BBA Programme

- The students shall have an option to exit after the 2nd year of the Business Administration Program and will be awarded with a UG Diploma in Business Administration.
- However, students opting for early exit will clear the subjects and must complete a compulsory vocational course offered by the University as per the University Schedule

Re-entry Criteria in to Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter into fifth Semester for completion of the BBA Program as per the respective University after earning requisite credits in the Second year.

THIRD YEAR

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – V							
1	MGM5051	Principles of Economics	Major	3	3	40	60
2	MGM5052	Organisational Behaviour	Major	4	4	40	60
3	MGM5053	Business Environment	Major	4	4	40	60
4	MGM5054	Business Research Methods	Major	4	4	40	60
5	MGM5055	Management Information System	Major	4	4	40	60
6	MGMEC01- Change management (or) MGMEC05- Consumer Behavior (or) MGMEC09- Cost and Management Accounting(or) MGMEC13- Supply Chain Management		DSE-I	4	4	40	60
Total Credits				23	23		
Total Hours Semester				23 x15 = 345			
Cumulative Total				107			

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – VI							
1	MGM5061	Operation Management	Major	4	4	40	60
2	MGM5062	Marketing Management	Major	4	4	40	60
3	MGM5063	Human Resource Management	Major	4	4	40	60
4	MGM5064	Financial Management	Major	4	4	40	60
5	MGMEC02- Performance Management(or) MGMEC06- Product and Services(or) MGMEC10- Financial Markets and Institutions(or) MGMEC14- Six sigma and Lean Management		DSE-2	3	3	40	60
6	MGMEC03- Cross Culture Management(or) MGMEC07- Brand Management (or) MGMEC11-International Finance (or) MGMEC15- Logistics Management		DSE-3	3	3	40	60
7	MGM5065	Internship	INT	2	-	40	60
				24	22		
Total Hours Semester				24 x15 = 360			
				131			

- Students can exit after three years with a Bachelor of Business Administration Degree (with 131 Credits).
- **Students who wish to continue for the fourth year will receive either a BBA Honours/ Honours with Research Degree based on their total CGPA as follows:**
- **For BBA Honours with Research Degree, the student shall score more than 7.5 CGPA.**

All Students must carry out Summer Internship based on their area of study, focusing on practical applications and real-world challenges. **BACHELOR IN BUSINESS ADMINISTRATION Degree** will be awarded, if student wishes to exit at the end of Third year.

The students shall have an option to exit after the 3rd year of the Business Administration Program and will be awarded with a Bachelor's in Business Administration (B.B.A).

Re-entry Criteria in to Fourth Year (Seventh Semester):

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honours) or BBA (Honours with Research) Program after earning requisite credits in the Third year.

SEMESTER VII (BBA HONOURS)

FOURTH YEAR

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – VII							
1	MGM5071	Legal Aspects of Business	Major	4	4	40	60
2	MGM5072	Corporate Governance and Business Ethics	Major	4	4	40	60
3	MGM5073	Operational Quality Management	Major	4	4	40	60
4	MGM5074	Entrepreneurship	Major	4	4	40	60
5	MGM5075	MGM5075-CompensationManagement(or) MGM5076- Retail Marketing(or) MGM5077-Financial Econometrics(or) MGM5078- Manufacturing Systems	DSE-4	3	3	40	60
6	MGMON01	MOOC-1 (NPTEL)	DSE-5	3	3	40	60
				22	22		
Total Hours Semester				22 x15 = 330			
Cumulative Total				153			

SEMESTER VIII (BBA HONOURS)

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – VIII							
1	MGM5081	Research &Publication Ethics	Major	4	4	40	60
2	MGM5082	Strategic Management	Major	4	4	40	60
3	MGM5083	Corporate Social Responsibility	Major	4	4	40	60
4	MGM5084	Research Project	RP	8	16	40	60
				20	28		
Over All Total				173			

SEMESTER VIII (BBA HONOURS WITH RESEARCH)

No	Course Code	Course Title	Course Type	Credit	Hours / week	Marks	
						Int	Ext
SEMESTER – VIII							
1	MGM5081	Research & Publication Ethics	Major	4	4	40	60
2	MGM5082	Strategic Management	Major	4	4	40	60
3	MGM5085	Research Project	RP	12	24	40	60
				20	32		
Over All Total				173			

Internship:

Students shall undergo one summer internship during the third year (2 credits) for a period of 1 month (30 days). They are encouraged to take up internships at Organization/ Company/ Industries/ institutes/universities (including CUTN). The evaluation of the internship would be based on external (60%, host institution) and internal (40%, Departmental) assessment.

Research Project / Dissertation:

For the students opting for B.B.A. Honours with Research, the research guide shall be allotted to the students based on their research interest and academic ranking. The project report shall be submitted in the form of a dissertation at the end of the 8th semester or before the date notified by the Department. The student shall present the research project work and shall be evaluated by the Department. Students must also **present and defend** their research in a **viva-voce examination** at the end of Semester 8th semester. The project carries **100 marks, with 60 marks** for the research report (evaluated by the allotted guide from the department) and **40 marks** for the viva voce (awarded by a panel of examiners based on the presentation and performance of the project). The research guide would periodically evaluate their performance. The duration of the project is 90 days.

THE COURSE STRUCTURE: This Four-Year Undergraduate Programme is structured under the Choice-Based Credit System (CBCS) and adheres to NEP 2020 guidelines:

<p>Duration: 4 years (8 semesters); Total Credits: 173</p> <p>Curriculum Components:</p> <ul style="list-style-type: none">❖ Core Courses (CC)❖ Discipline-Specific Electives (DSE)❖ Allied Courses (Minor)❖ Ability Enhancement Courses (AEC)❖ Skill Enhancement Courses (SEC)❖ Value Added Courses (VAC)❖ Interdisciplinary/Open Electives (OE)❖ Internship (INT)❖ Research/Project Work in the final year (PROJ)❖ Extension Activities (EXT)	<p>Exit Options (as per NEP):</p> <ul style="list-style-type: none">❖ Certificate after 1 year❖ Diploma after 2 years❖ B.B.A. Degree after 3 years❖ B.B.A (Hons/ Hons with Research) after 4 years
---	--

Central University of Tamil Nadu
BBA Honours/Honours with Research
Course Structure for BBA

SEMESTER-I

Course Code	Course Title	Course Type	Credits	Hours			Marks	
				L	T	P	INT	EXT
MGM5011	Principles of Management	Major (CC1)	3	3	-	-	40	60
MGM5012	Financial Accounting	Major (CC2)	3	3	-	-	40	60
MGM5013	Interpersonal Dynamics	Minor 1	4	3	1	-	40	60
	Open Elective	OE	3	3	-	-	40	60
TAMAE1- Modern Literature		AEC	3	3	-	-	40	60
HINAE1- Hindi Language Learning								
FREAE1- Introduction to French Language								
DRRSEC	Disaster Risk Reduction	SEC	2	2	-	-	40	60
CONVAC	Constitutional Values	VAC	3	3	-	-	40	60
Total			21	20	1			

SEMESTER-II

Course Code	Course Title	Course Type	Credits	Hours			Marks	
				L	T	P	INT	EXT
MGM5021	Soft Skills	Minor 2	4	2	2	-	40	60
MGM5022	Creativity and Leadership	Minor 3	3	3	-	-	40	60
MGM5023	Digital Market Places	Minor 4	3	3	-	-	40	60
	Open Elective	OE	3	3	-	-	40	60
ENGAE1	General English-I	AEC	3	3	-	-	40	60
CYBSEC	Cyber Security	SEC	2	2	-	-	40	60
ENSVAC	Environmental Science	VAC	3	3	-	-	40	60
Total			21	19	2	-		
Skill Development of the Youths and their Livelihood(NPTEL)(UG Certificate)			4	42 Credits				

SEMESTER-III

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5031	Business Statistics	Major (CC3)	3	3	-	-	40	60
MGM5032	Professional Skills	Major (CC4)	3	2	-	1	40	60
MGM5033	Corporate Financial Analysis	Minor 5	3	3	-	-	40	60
MGM5034	Artificial Intelligence	Minor 6	3	3	-	-	40	60
	Open Elective	OE	3	3	-	-	40	60
ENGAE2	General English-II	AEC	3	3	-	-	40	60
MGM5035	Accounting Software Skills	SEC	2	2	-	-	40	60
		Total	20	19	-	1	62 Credits	

SEMESTER-IV

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5041	Quantitative Techniques in Management	Major (CC5)	4	4	-	-	40	60
MGM5042	International Finance	Major (CC6)	4	4	-	-	40	60
MGM5043	Business Intelligence	Major (CC7)	3	3	-	-	40	60
MGM5044	Emotional Intelligence	Major (CC8)	3	3	-	-	40	60
MGM5045	Life Skills	SEC	3	3	-	-	40	60
	TAMAE2- Ancient, Epic. Literature & Grammar HINAE2- Hindi Language: Structure and Literature FREAE2- French Language and Civilization II	AEC	3	3	-	-	40	60
YOFVAC	Yoga and Fitness	VAC	2	2	-	-	40	60
MGMAU01	Extension Activity	EXT	1*					
		Total	22	22	-	-	84 Credits	
Skill Development of the Youths and their Livelihood (NPTEL)			4				88 Credits	

SEMESTER-V

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5051	Principles of Economics	Major (CC9)	3	3	-	-	40	60
MGM5052	Organisational Behaviour	Major (CC10)	4	4	-	-	40	60
MGM5053	Business Environment	Major (CC11)	4	4	-	-	40	60
MGM5054	Business Research Methods	Major (CC12)	4	3	-	1	40	60
MGM5055	Management Information System	Major (CC13)	4	4	-	-	40	60
MGMEC01- Change management (or) MGMEC05- Consumer Behavior (or) MGMEC09- Cost and Management Accounting (or) MGMEC13- Supply Chain Management		DSE-1	4	4	-	-	40	60
Total			23	22	-	1		

➤ **107 credits****SEMESTER-VI**

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5061	Operation Management	Major (CC14)	4	4	-	-	40	60
MGM5062	Marketing Management	Major (CC15)	4	4	-	-	40	60
MGM5063	Human Resource Management	Major (CC16)	4	4	-	-	40	60
MGM5064	Financial Management	Major (CC17)	4	4	-	-	40	60
MGMEC02- Performance Management(or) MGMEC06- Product and Services(or) MGMEC10- Financial Markets and Institutions(or) MGMEC14- Six Sigma and Lean Management		DSE-2	3	3	-	-	40	60
MGMEC03- Cross Culture Management(or) MGMEC07- Brand Management (or) MGMEC11-International Finance (or) MGMEC15- Logistics Management		DSE-3	3	3	-	-	40	60
MGM5065	Internship	INT	2	-	-	-	40	60
Total			24	22				

➤ **131 Credits****SEMESTER-VII**

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5071	Legal Aspects of Business	Major (CC18)	4	4	-	-	40	60
MGM5072	Corporate Governance and Business Ethics	Major (CC19)	4	4	-	-	40	60
MGM5073	Operational Quality Management	Major (CC20)	4	4	-	-	40	60
MGM5074	Entrepreneurship	Major (CC21)	4	4	-	-	40	60
MGMEC04-CompensationManagement(or) MGMEC08- Retail Marketing(or) MGMEC12-Financial Econometrics (or) MGMEC16- Manufacturing Systems		DSE-4	3	3	-	-	40	60
MGMON01	MOOC-1(NPTEL)	DSE-5	3	3	-	-	40	60
Total			22	22	-	-		

➤ **153 Credits**

SEMESTER-VIII (BBA HONOURS)

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5081	Research & Publication Ethics	Major (CC22)	4	3	1	-	40	60
MGM5082	Strategic Management	Major (CC23)	4	4	-	-	40	60
MGM5083	Corporate Social Responsibility	Major (CC24)	4	3	-	1	40	60
MGM5084	Research Project	RP	8	-	-	16	40	60
		Total	20	10	1	17		

➤ **173 Credits****SEMESTER-VIII (BBA HONOURS WITH RESEARCH)**

Course Code	Course Title	Course Type	Credits	Hrs			Marks	
				L	T	P	INT	EXT
MGM5081	Research & Publication Ethics	Major	4	4	-	-	40	60
MGM5082	Strategic Management	Major	4	4	-	-	40	60
MGM5085	Research Project	RP	12	-	-	24	40	60
		Total	20	8	-	24		

➤ **173 Credits**

Major Disciplinary Courses

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGM5011	Principles of Management	3	3	-	-
2	MGM5012	Financial Accounting	3	3	-	-
3	MGM5031	Business Statistics	3	3	-	-
4	MGM5032	Professional Skills	3	3	-	-
5	MGM5041	Quantitative Techniques in Management	4	4	-	-
6	MGM5042	Banking and Insurance	4	4	-	-
7	MGM5043	Business Intelligence	3	3	-	-
8	MGM5044	Emotional Intelligence	3	3	-	-
9	MGM5051	Principles of Economics	3	3	-	-
10	MGM5052	Organisational Behaviour	4	4	-	-
11	MGM5053	Business Environment	4	4	-	-
12	MGM5054	Business Research Methods	4	3	-	1
13	MGM5055	Management Information System	4	4	-	-
14	MGM5061	Operation Management	4	4	-	-
15	MGM5062	Marketing Management	4	4	-	-
16	MGM5063	Human Resource Management	4	4	-	-
17	MGM5064	Financial Management	4	4	-	-
18	MGM5071	Legal Aspects of Business	4	4	-	-
19	MGM5072	Corporate Governance and Business Ethics	4	4	-	-
20	MGM5073	Operational Quality Management	4	4	-	-
21	MGM5074	Entrepreneurship	4	4	-	-
22	MGM5081	Research & Publication Ethics	4	4	-	-
23	MGM5082	Strategic Management	4	4	-	-
24	MGM5083	Corporate Social Responsibility	4	3	-	1

Minor Courses

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGM5013	Interpersonal Dynamics	4	3	1	-
2	MGM5021	Soft Skills	4	2	2	-
3	MGM5022	Creativity and Leadership	3	3	-	-
4	MGM5023	Digital Market Places	3	3	-	-
5	MGM5033	Corporate Financial Analysis	3	3	-	-
6	MGM5034	Artificial Intelligence	3	3	-	-

List of Disciplinary Specific Elective Courses (DSE) Offered in the Department

Human Resource Management

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGMEC01	Change Management	4	4	-	-
2	MGMEC02	Performance Management	3	3	-	-
3	MGMEC03	Cross Culture Management	3	3	-	-
4	MGMEC04	Compensation Management	3	3	-	-

Marketing

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGMEC05	Consumer Behaviour	4	4	-	-
2	MGMEC06	Products & Services	3	3	-	-
3	MGMEC07	Brand Management	3	3	-	-
4	MGMEC08	Retail Marketing	3	3	-	-

Finance

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGMEC09	Cost and Management Accounting	4	4	-	-
2	MGMEC10	Financial Markets and Institutions	3	3	-	-
3	MGMEC11	International Finance	3	3	-	-
4	MGMEC12	Financial Econometrics	3	3	-	-

Operations

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGMEC13	Supply Chain Management	4	4	-	-
2	MGMEC14	Six Sigma and Lean Management	3	3	-	-
3	MGMEC15	Logistics Management	3	3	-	-
4	MGMEC16	Manufacturing Systems	3	3	-	-

Skill Enhancement Courses

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGM5035	Accounting Software Skills	2	1	1	-
2	MGM5045	Life Skills	3	2	1	-

Open Elective Courses

S. No	Subject Code	Subject Title	Credits	L	T	P
1	MGMOE01	E-Filing of Returns & GST	3	2	-	1
2	MGMOE02	Employability Skills	3	2	-	1
3	MGMOE03	E-marketing and Online Advertising	3	3	-	-
4	MGMOE04	Management Through Movies	3	1	2	-
5	MGMOE05	Stock Market Trading Strategies	3	3	-	-
6	MGMOE06	Interview Skills	3	2		1

SYLLABUS

SEMESTER -1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
I	MGM5011	Principles of Management	Major	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understanding the evolution and contributions of management thought	Understand
CO-2	Outlining the evolving concepts in managerial planning and scientific decision making	Apply
CO-3	Analyzing the role of organizing with other managerial functions	Analyze
CO-4	Learn the application of overall control for effective management and creating healthy working environment.	Create
CO-5	Apply communication skills in business practices	Skill

b. Syllabus

Unit-I (9 hrs)	Introduction: Scope of management; Functions of a manager; Evolution of management thought - Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Rensi Likert; Approaches to Management- Operations Research/Mathematical School/ Decision Theory approach, Systems Approach, McKinsey's 7-S Approach
Unit-II (9 hrs)	Planning: Planning -Types of plans; steps in planning and process of planning; Setting objectives; Concept and process of Managing by Objectives; Nature and purpose of strategies and policies; Strategic planning process; SWOT analysis; Organization culture and Environment Current trends and issues in Management.
Unit-III (9 hrs)	Organizing: Organizing - Process of organizing; Bases of departmentation; Authority & power - concept & distinction, Line & Staff Authority, Delegation and Decentralization, Span of Management - factors determining effective span-situational approach. Staffing - Position requirements and Job design, Recruitment and selection strategies, Skills and Personal characteristics needed in managers
Unit-IV (9 hrs)	Directing: Foundations of individual and group behavior — motivation — motivation theories — motivational techniques — job satisfaction — job enrichment — leadership — types and theories of leadership –communication — process of communication — barrier in communication — effective communication –communication and IT.
Unit-V (9 hrs)	Controlling: Control – control process; Benchmarking; Dimensions or Types of Control - Feed forward control, Concurrent Control (Real Time Information &Control), Feedback Control; Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control. Case Studies
References Books	1.Harold Koontz & Heinz Weihrich. (2010). Essentials of Management (8th edition.). New Delhi: Tata McGraw Hill. Suggested Readings 1.Robbins, S.P. &Decenzo, D. A. (2014). Fundamentals of Management: Essential Conceptsand Applications. New Delhi: Pearson Education. 2.Stoner, Freeman and Gilbert Jr. (1995). Management (6th edition.). New Delhi Prentice Hall of India. Stephen Robbins and Coulter Mary (2005). Management (8th edition.) New Delhi, Prentice Hall 3.Terry& Franklin. (2009), Fundamentals of Management. (8th edition) Pearson Education Asia. 4.Lesikar. (2010), Lesikar's Basic Business Communication, (12th edition), New Delhi, Tata mcgraw hill 5.Sharma, Mohan. (2007), Business Communication and Report Writing, (3rd edition), New Delhi, Tata McGraw hill

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	2	3	3	3	3	2
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
I	MGM5012	Financial Accounting	Major	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the meaning, scope, objectives, principles, and accounting standards in India.	Understand
CO-2	Learn the double-entry system, journal, ledger posting, and trial balance preparation	Apply
CO-3	Prepare and maintain subsidiary books including purchase, sales, return, and cash books.	Analyze
CO-4	Understand depreciation, reserves, provisions, and methods of recording depreciation.	Create
CO-5	Prepare final accounts like manufacturing, trading, profit & loss accounts, and balance sheets with adjustments.	Skill

b.Syllabus

Unit-I (9 hrs)	Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards in India.
Unit-II (9 hrs)	Books of Accounts: Double Entry System of Book-Keeping – Journal –Rules of Debit and Credit – Ledger Posting – Rules Regarding Posting – Relationship Between Journal and Ledger – Trial Balance
Unit-III (9 hrs)	Subsidiary Books: Benefits- Basic Documents-Preparation of Purchase Book - Sales Book- Purchase Return Book-Sales Return Book-Cash Book-Single, Double and Triple Column Cash Book-Petty Cash Book
Unit-IV (9 hrs)	Depreciation Provisions and Reserves: Concept of Deprecation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation
Unit-V (9 hrs)	Final Accounts: Manufacturing Account–Trading Accounts – Profit and Loss A/C – Balance Sheet – Adjustment entries
References Books	<ol style="list-style-type: none"> Gupta, R.L. and Radhaswamy M., Financial Accounting, (2006) – Sultan and Chand Sons – New Delhi. Maheswari, S.N and Maheshwary, S.K. (2006) – Fundamental of Accounting, Vikas Publications. Financial Accounting - P. C. Tulsian – Pearson Education Advance Accounting - Dr. Shukla & Dr Grewal- S. Chand Publishing.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
I	MGM5013	Interpersonal Dynamics	Minor	4	3	1	-

a. Course Outcome

Course Outcome		Level
CO-1	Understanding of how cultural, social, and cognitive factors shape interpersonal behaviour	Understand
CO-2	Knowledge of group behaviour, social structures, and decision-making processes within organizational settings.	Remember
CO-3	Analyze interpersonal relationships by examining self-concept, attitudes, attraction, and social influences.	Analyze
CO-4	Awareness of different leadership styles and their influence on group functioning and interpersonal interactions.	Evaluate
CO-5	The ability to use interpersonal and team-building concepts in practical organizational situations to enhance communication and collaboration	Apply

b. Syllabus

Unit I (12 hrs)	Cultural Foundations of Interpersonal Behaviour: Cultural diversity and socio-cultural influences -Nonverbal communication, verbal communication, and the role of language- Attribution processes in interpersonal interactions -Transactional Analysis (TA) -Social cognition: mental shortcuts, attitude formation, persuasion, and cognitive dissonance
Unit II (12 hrs)	Self, Attitudes, and Interpersonal Relationships: Self-concept, self-attitudes, and expectations of competence; Implications of self-monitoring behaviour; Interpersonal attraction: proximity, emotion, affiliation need; Friendship dynamics: similarity and reciprocity; Loneliness and interpersonal adjustment
Unit III (12 hrs)	Social Influences, Prejudice, and Behaviour in Groups: Prejudice and discrimination in interpersonal relationships; Conformity: cohesiveness, group size, social support, gender differences; Compliance and obedience; Helping behaviour and aggression in organizational settings
Unit IV (12 hrs)	Group Dynamics and Social Structures: Group formation, stages, and functions - Individual performance in the presence of others - Family as a social group: roles, decision-making, and life cycle - Social class measurement, geo-demographic clustering, lifestyle profiles - Influence of social structures on group functioning
Unit V (12 hrs)	Leadership and Decision Processes in Groups: Group decision-making and polarization - Gender differences in leadership - Contemporary leadership perspectives - Transformational leadership and its role in group effectiveness
Text/References books	<p>Text/References Books:</p> <ol style="list-style-type: none"> Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2013). <i>Organizational Behavior and Management</i>. New Delhi: Tata McGraw-Hill. Kreitner, R., & Kinicki, A. (2008). <i>Organizational Behavior</i> (8th ed.). New Delhi: Tata McGraw-Hill. Luthans, F. (2011). <i>Organizational Behavior</i>. New York: McGraw-Hill. McShane, S. L., Von Glinow, M. A., & Sharma, R. R. (2010). <i>Organizational Behavior</i>. New Delhi: Tata McGraw-Hill. <p>References:</p> <ol style="list-style-type: none"> Porter, L. W., Lawler, E. E., & Hackman, J. R. (1975). <i>Behavior in Organizations</i>. Tokyo: McGraw-Hill Kogakusha. Robbins, S. P., Judge, T. A., & Sanghi, S. (2009). <i>Organizational Behavior</i>. Delhi: Pearson Prentice Hall.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	2	2	2
CO2	3	2	2	3	2	3
CO3	2	3	2	2	2	2
CO4	3	2	2	2	3	2
CO5	3	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER- 2

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
II	MGM5021	Soft Skills	Minor	4	2	2	-

a. Course Out Come

Course Outcome		Level
CO-1	Apply emotional intelligence principles to enhance decision-making and resolve conflicts in a managerial context.	Apply
CO-2	Demonstrate effective time management skills to prioritize tasks, delegate responsibilities, and improve overall productivity as a manager.	Understand
CO-3	Analyze complex problems, identify root causes, and employ creative problem-solving techniques to develop innovative solutions within teams.	Analyze
CO-4	Employ stress management strategies to build personal resilience and create a positive work environment that supports team well-being	Apply
CO-5	Evaluate the significance of diversity and inclusion in management, design strategies to foster an inclusive team, and mitigate bias for better team performance.	Evaluate

b. Syllabus

Unit-I (12 hrs)	Emotional Intelligence and Self-Awareness: Understanding emotional intelligence (EI) and its significance in effective management - Developing self-awareness and recognizing emotions in oneself and others - Strategies for managing and regulating emotions in high-pressure situations - Leveraging emotional intelligence for better decision-making and conflict resolution
Unit-II (12 hrs)	Time Management and Productivity: The importance of time management in managerial roles - Techniques for prioritizing tasks and setting achievable goals- Strategies to handle interruptions, multitasking, and time-wasters- Effective delegation and time-saving methods to improve productivity
Unit-III (12 hrs)	Problem Solving and Decision Making: Approaches to structured problem-solving - Identifying root causes, analyzing alternatives, and making informed decisions - Evaluating risk and managing uncertainty in decision-making- Encouraging creative problem-solving and fostering innovative solutions within teams
Unit-IV (12 hrs)	Stress Management and Resilience: Recognizing sources of stress in the workplace - Techniques for managing stress, promoting resilience, and maintaining well-being- Strategies for staying calm under pressure and coping with challenging situations - Building a resilient team and promoting a positive work environment
Unit-V (12 hrs)	Diversity and Inclusion in Management: Understanding the importance of diversity and inclusion in the workplace - Strategies for creating a diverse and inclusive team - Overcoming bias and promoting equal opportunities for all team members- Fostering a culture of respect and understanding to enhance team performance- Assessment and Evaluation
References Books	<ol style="list-style-type: none"> Goleman, D. (1995). Emotional intelligence: Why it can matter more than IQ. Bantam. Covey, S. R. (1989). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. Free Press. Cohen, S., & McKay, M. (2014). The Relaxation and Stress Reduction Workbook (6th ed.). New Harbinger Publications. Cox, T., & Blake, S. (1991). Managing Cultural Diversity: Implications for Organizational Competitiveness. Academy of Management Executive, 5(3), 45-56. Nohria, N., Groysberg, B., & Lee, L. (2008). Employee Motivation: A Powerful New Model. Harvard Business Review, 86(7/8), 78-84.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	3	2	3
CO2	3	2	2	3	3	3
CO3	3	3	3	2	2	3
CO4	3	2	3	2	2	3
CO5	2	3	3	3	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
II	MGM5022	Creativity and Leadership	Minor	3	3	-	-

a. Course out Come

Course Outcome		Level
CO-1	Understand the concepts of creativity, innovation, and leadership within an organizational context.	Understand
CO-2	Identify and apply leadership styles that promote creativity and psychological safety.	Apply
CO-3	Develop skills to stimulate creative thinking and problem-solving in teams.	Skill
CO-4	Evaluate how leaders manage change and uncertainty through innovative strategies.	Evaluate
CO-5	Create and present a leadership plan that integrates creativity into real-world management practices.	Create

b. Syllabus

Unit-I (6 hrs)	Introduction to Creativity and Leadership – Concept and nature of creativity; difference between creativity, innovation, and invention; importance of creativity in leadership; roles of creative leaders in modern organizations; barriers to creative thinking.
Unit-II (9 hrs)	Theories and Models of Leadership – Overview of classical and contemporary leadership theories (Trait, Behavioral, Contingency, Transformational, Servant, Authentic); leadership styles and creative climates; developing a leadership mindset that fosters innovation.
Unit-III (10 hrs)	Creative Problem Solving and Decision-Making – Steps in creative problem-solving; divergent vs. convergent thinking; brainstorming, mind mapping, and lateral thinking; techniques like SCAMPER and design thinking; linking creativity to managerial decision-making.
Unit-IV (10 hrs)	Building and Leading Creative Teams – Team dynamics in creative work; leadership roles in fostering collaboration; psychological safety and open communication; managing conflict and diversity for innovation; creative team case studies (Google, Pixar, Apple).
Unit-V (10 hrs)	Change, Innovation, and Leadership Challenges – Managing resistance to change; leading innovation in digital environments; sustaining creativity under pressure; ethical leadership and creativity; integrating emotional intelligence and resilience in leadership practice.
References Books	<ol style="list-style-type: none"> Amabile, T. M. (1996). <i>Creativity in Context</i>. Westview Press. Goleman, D., Boyatzis, R., & McKee, A. (2017). <i>Primal Leadership: Unleashing the Power of Emotional Intelligence</i>. Harvard Business Review Press. Northouse, P. G. (2022). <i>Leadership: Theory and Practice</i>. Sage Publications. Robinson, K. (2017). <i>Out of Our Minds: The Power of Being Creative</i>. Capstone. Mumford, M. D. (2011). <i>Handbook of Organizational Creativity</i>. Academic Press.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	1	-
CO2	2	3	3	2	2	1
CO3	1	2	3	2	2	1
CO4	1	2	2	3	1	2
CO5	1	1	2	2	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
II	MGM5023	Digital Market Places	Minor	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understanding the concepts, dynamics, and ecosystem of the Digital Marketplace	Understand
CO-2	Applying digital marketing tools and platform strategies for effective online business decisions	Apply
CO-3	Analyzing consumer behaviour, data insights, and competitive strategies in digital marketplaces	Analyze
CO-4	Creating digital marketplace solutions, campaigns, and business models for real-time applications	Create
CO-5	Learning digital marketplace, platform management, and communication skills for marketplace operations	Skill

b. Syllabus

Unit I (9 hrs)	Introduction to Digital Marketplace & E-Commerce: Concept of Digital Marketplace and E-Commerce, Traditional Marketplace vs Digital Marketplace, Evolution and scope of Digital Marketplace, Digital commerce ecosystem, Role of online marketplaces
Unit II (9 hrs)	Online Business Setup & Infrastructure: Website planning and development for online business, E-commerce platforms and store setup, Web hosting and domain registration, Payment gateways and secure checkout systems, Mobile commerce (m-commerce) and mobile optimization, Digital payment methods and transaction mechanisms
Unit III (9 hrs)	Digital Marketplace Marketing & Promotion: Search Engine Optimization (SEO), Search Engine Marketing (SEM)/PPC advertising, Social Media Marketing (SMM), Content marketing for online marketplace, Email marketing and automation, Mobile marketing
Unit IV (9 hrs)	Marketplace Operations, Analytics & Customer Engagement: Online customer journey, consumer behaviour in digital marketplace, Customer segmentation and targeting, Analytics and metrics for website & campaigns (traffic analytics, conversion tracking), Customer relationship management (CRM) in e-commerce, Online order fulfilment, logistics and supply-chain basics for e-commerce
Unit V (9 hrs)	Digital Marketplace Monetization & Trends: Display advertising and ad formats, Buying models (CPC, CPM, CPA, etc.), Affiliate marketing and monetization strategies, Social commerce and marketplace-based business models, Emerging trends in digital commerce
Text/References books	<ol style="list-style-type: none"> 1. “e-Commerce (Concepts, Models, Strategies)” by C.S.V. Murthy 2. “E-Commerce and Internet Marketing” by Jonas Kozle 3. “Digital Marketing and E-Commerce” by Nelson Chacha 4. “Electronic Commerce: A Managerial Perspective” by Efraim Turban and David King 5. “Frontiers of Electronic Commerce” — classic text on e-commerce fundamentals

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER-3

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
III	MGM5031	Business Statistics	Major	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Students will be able to explain fundamental statistical concepts, including data types, measures of central tendency, dispersion, probability, and sampling techniques relevant to business decision-making.	Understand
CO-2	Students will be able to apply appropriate statistical tools such as mean, median, mode, standard deviation, correlation, and regression to solve real-time business problems.	Apply
CO-3	Students will be able to analyze business data using inferential statistics, hypothesis testing, and decision-making models to interpret patterns and support managerial decisions.	Analyze
CO-4	Students will be able to design and develop statistical reports, dashboards, or business models by integrating multiple statistical techniques for solving complex business challenges.	Create
CO-5	Students will be able to evaluate statistical results and choose the most suitable analytical methods for improving business strategies.	Skill

b. Syllabus

Unit I (9 hrs)	Measure Of Central Tendency: Measures of Central value- characteristics of an ideal measure - Measures of Central tendency – mean, median, mode – Application in Business decisions – Measures of Dispersion – absolute and relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Co-efficient of Variation – Moments, Skewness, Kurtosis - (Conceptual framework only)
Unit II (9 hrs)	Correlation analysis: Meaning and Significance –Correlation and Causation, Types of Correlation, Methods of studying Simple Correlation – Scatter diagram, Karl Pearson’s Coefficient of Correlation, Spearman’s Rank Correlation co-efficient
Unit III (9 hrs)	Regression Analysis: Regression Vs Correlation, Linear Regression, Regression lines, Standard error of estimates
Unit IV (9 hrs)	Time Series Analysis: Time Series-Meaning and significance – utility, components of Time series Measurement of Trend: Method of least squares, Parabolic Trend and Logarithmic trend.
Unit V (9 hrs)	Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers – weighted and unweighted, test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index numbers
References	1. Statistics Theory and Practice – R.S.N. Pillai and V. Bagavathi

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
III	MGM5032	Professional Skills	Major	3	2	-	1

a. Course Out Come

Course Outcome		Level
CO-1	Understand the scope and importance of communication	Understand
CO-2	Acquire verbal and non-verbal skills to handle day-to-day managerial responsibilities	Apply
CO-3	Learn the communication sub-skills, listening and analyze the strategies to use them effectively	Analyze
CO-4	Prepare different types of business letters to match the requirement of the organization	Apply
CO-5	Select the appropriate organizational formats and channels used in developing and presenting business messages	Evaluate

b.Syllabus

Unit-I (9 hrs)	Communication Foundations: Communication model – relevance and types of managerial communication –communication barriers – ethical communication Professionalism in communication – team communication, meetings, listening, non-verbal communication. Case Study- Experiential Learning
Unit-II (9 hrs)	Introduction to Managerial Skills: Communication Process, Barriers to Communication- Importance of Communication in Workplace. Types and Channels of Communication: Classification of Communication Channels- Principles of nonverbal communication - Types of Business Communication, Communication Network in Organizations, Pillars of Communication. Case Study: Experiential Learning – Role Play Technique
Unit-III (9 hrs)	Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in business context group discussions. Selection of placement interviews - discipline interviews - appraisal interviews-exit interviews. Case Study- Experiential Learning
Unit-IV (9 hrs)	Business Communication skills: Business letters- routine letters- lousy news and persuasion letters- sales letters - collection letters - job application letters. Developing Oral Business Communication Skills- reading Skills for Effective Business Communication-Technique of Reading. Case Study: Experiential Learning – Role Play Technique
Unit-V (9 hrs)	Other Forms of External Business Communication: Introduction, Communication with Media- News Releases, Communication about the Organization through Advertising. Internal and External Business -Communication. Writing Business Reports. Types of Business Reports, Format for Business Reports, Steps in Report Preparation. Public speaking and negotiations. Case Study: Experiential Learning – Role Play Technique
References Books	<ol style="list-style-type: none"> 1. Mary Ellen Guffey, Business Communication: Process and Product, 5e, South-Western Thomson Publishing, Mason, OH, 2005 2. Namita Gopal, Business Communication, New Age International Publishers, 3. Leadership and Management by Prof. A. Chandra Mohan, Himalaya Publishing House Mumbai. 4. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar’s Basic Business Communication. 11th ed. Tata McGraw-Hill, New Delhi.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	4	3	3
CO4	3	2	3	3	3	3
CO5	3	3	3	4	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
III	MGM5033	Corporate Financial Analysis	Minor	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understand the concepts, nature, scope, and role of management accounting in decision-making.	Understand
CO-2	Analyze financial statements using various techniques such as comparative statements, common-size statements, and trend analysis.	Apply
CO-3	Compute and interpret accounting ratios to assess profitability, liquidity, and turnover, and construct balance sheets using ratios.	Analyse
CO-4	Prepare fund flow and cash flow statements and analyze the movement of funds and cash in a business.	Create
CO-5	Apply marginal costing and break-even analysis to make managerial decisions, including key factor analysis, make-or-buy, and sales mix decisions	Skill

b. Syllabus

Unit I (7 hrs)	Management Accounting: Meaning – Nature – Scope – Function - Role of Management Accounting in Decision Making - Management Accounting vs. Financial Accounting - Management Accounting vs. Cost Accounting - Tools and Techniques of Management Accounting.
Unit II (10 hrs)	Financial Statement Analysis: Meaning - Objectives and Types of Financial Statements - Limitation of Financial Statement Analysis - Techniques of Financial Statement Analysis - Comparative Statement - Common Size Statement - Trend Percentage Additional disclosure statements.
Unit III (8 hrs)	Ratio Analysis: Meaning, Advantage and Limitation of Accounting Ratio Classification of Ratios-Profitability Ratio, Turnover Ratio and Liquidity Ratio-Construction of Balance Sheet using Ratios.
Unit IV (10 hrs)	Fund Flow Statement: Meaning, Need and Objectives- Statement of changes in Working Capital-Computation of Fund from operations- Workings for Computation of various sources and uses-Preparation of Fund Flow statement -Cash Flow Statement Analysis Computation of Cash from operation- Cash Flow Statement.
Unit V (10 hrs)	Marginal Costing: Definition-Distinction between Marginal Costing and Absorption Costing- Break Even Point Analysis – Contribution-P/V Ratio, Margin of Safety – Decision Making under Marginal Costing System- Key Factor Analysis-Make or Buy Decision, Sales Mix Decision
Text/References books	1. Management Accounting-R. S.N. Pillai & Bhagavati- S. Chand 2. Management Accounting- Dr. S.P. Gupta, Dr .K.L. Gupta- Sahitya Bhawan Publications 3. Management Accounting - Dr. S.N. Maheshwari- Sultan Chand & Sons

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2	2	2
CO2	2	3	3	2	2	2
CO3	2	3	3	3	2	2
CO4	3	3	2	2	3	2
CO5	2	3	3	2	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
III	MGM5034	Artificial Intelligence	Minor	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understand the basic meaning of Artificial Intelligence and its role in everyday life and business.	Understand
CO-2	Identify different AI applications and tools used in business.	Remember
CO-3	Explain in simple terms how AI works and how it appears in common business activities.	Understand
CO-4	Analyze the benefits and concerns of using AI in business.	Analyze
CO-5	Evaluate the future of AI and emerging career opportunities in the business world.	Evaluate

b. Syllabus

Unit I (9 hrs)	Introduction to Artificial Intelligence: Meaning and basic concept of AI – AI as machines that learn and make decisions – AI in everyday digital life – Business uses of AI in banking, customer service, retail and healthcare – Importance of AI for organisations – AI myths vs. realities – Current vs. future AI capabilities.
Unit II (9 hrs)	Fundamentals of AI Learning: AI learning from data (examples → patterns → decisions) – Training and prediction in simple terms – Email spam detection, chatbots and recommendation systems as illustrations – Basic AI technologies: machine learning, deep learning, natural language processing and computer vision – Human vs. AI strengths (creativity vs. speed and automation).
Unit III (9 hrs)	Applications of AI in Business: AI in marketing and sales – AI in banking and finance – AI in HR and recruitment – AI in supply chain and logistics – AI in retail and e-commerce – AI chatbots and customer support – AI in manufacturing and quality control – AI in healthcare diagnostics and predictions.
Unit IV (9 hrs)	Ethical, Social and Business Concerns in AI Use: Business benefits of AI: speed, cost savings, decision support, enhanced customer experience and innovation – Concerns: job displacement, privacy issues, bias, lack of transparency and security – Ethical questions in AI – Emerging regulatory expectations – Practices to build trust through fairness, transparency and human oversight.
Unit V (9 hrs)	Future Trends and Career Opportunities in AI: Current AI trends in business (2024–2025) – Generative AI, voice AI, computer vision and robotics – Future job roles and skill requirements – Preparing for AI-driven workplaces – Growth of AI adoption in India – Government initiatives and Indian industry case examples – Human–AI collaboration and continuous learning mindset.
Text/References books	1. Artificial Intelligence for Dummies – John Paul Mueller and Luca Massaron, Wiley Publications 2. AI Basics: A Non-Techie's Guide to Understanding Artificial Intelligence – Tom Taulli, Entrepreneur Press 3. The Business of Artificial Intelligence – Ajay Agrawal, Joshua Gans, and Avi Goldfarb, Harvard Business Review Press 4. The Ethical AI Playbook – Catriona Campbell, Kogan Page Publishers 5. AI and Business Strategy: Real-World Applications and Case Studies – NASSCOM Publications and McKinsey India Reports

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER- 4

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
IV	MGM5041	Quantitative Techniques in Management	Major	4	4	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Relate business decision problems in management that can be solved mathematically.	Understand
CO-2	Describe the characteristics of different types of decision-making environments	Apply
CO-3	Apply the appropriate operations research model for decision making in different types of decision-making situations.	Analyze
CO-4	Analyze the decision-making situation and the quantitative model to be used in that situation	Create
CO-5	Create operations research models from verbal description of a real life system with constraints.	Skill

b. Syllabus

Unit I (12 hrs)	Linear Programming: Formulation of Problems, Graphical solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple Optimum solution, infeasibility, degeneracy, unbounded solution).
Unit II (12 hrs)	Transportation: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost Method, Vogel's approximation method (VAM), Modified Distribution Method, (Special cases: Multiple solutions, Maximization case, Unbalanced case, prohibited routes)
Unit III (12 hrs)	Assignment Problems: Elementary Assignment: Hungarian Method, (Special cases: Multiple solutions, Maximization case, unbalanced case, Restrictions on assignment).
Unit IV (12 hrs)	Decision Theory: Pay off table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information
Unit V (12 hrs)	Replacement Models and Simulation: Replacement of Equipment which deteriorates with Time, Replacement of Items that fail Completely, Staffing problems, Introduction to Simulation: Monte Carlo Simulation.
Text/References books	1. Vohra, N.D., Quantitative Techniques in Management, Fifth Edition, Tata McGraw Hill 2. Kapoor V.K., Operations Research, Eight Edition, Sultan Chand & Sons 3. Sharma J.K., Quantitative Methods: Theory and Applications, Macmillan Publishers India Ltd. 4. Hillier F.S., Lieberman G.J., Introduction to Operations Research, Eight Edition, Tata McGraw-Hill Publishing Company Limited. 5. Gupta PK, Man Mohan, Kanti Swarup, Operations Research, Sultan Chand & Sons

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
IV	MGM5042	Banking and Insurance	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	To develop understanding of fundamental principles and functioning of banking in India.	Understand
CO-2	To explain concepts and general principles of insurance in relation with risk and its management.	Apply
CO-3	To equip students with techniques to analyse the financial performance of banks for the purpose of risk management	Analyze
CO-4	To Understand different types of products Bank deposits and other investment avenues in financial planning	Create
CO-5	To have knowledge of various products & services and latest technologies used in the banking and insurance sector.	Skill

b.Syllabus

Unit-I (12 hours)	Introduction to Banking and Insurance: Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign) - Rural, Co-Operative bank- Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development.
Unit-II (12 hours)	Retail Banking: Retail Product Marketing Strategies: Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process -Technology for Retail Banking - Types of Accounts- Deposits, Advances and Collaterals Banking Regulations.
Unit-III (12 hours)	Products of Personal Finance Planning: Bank Deposits – Post Office Savings– Mutual Funds –Shares–Corporate and Govt. Bonds– Chit Funds–Real Estate–Gold– Silver -Credit Cards etc, different schemes and plans and their implications, benefits and limitations- The Housing Decision – factors to be considered, modes of finance, benefits and limitations, procedural and legal aspects
Unit-IV (12 hours)	Life Insurance: Fundamental principles and basic features of life insurance contracts, Life insurance products including traditional and unit-linked policies, Individual and group policies, Types of life insurance policies such as term insurance, whole life insurance, endowment insurance, annuities, and pension plans, Premiums including types, payment options, and factors affecting premium calculations and required documents
Unit-V (12 hours)	General Insurance: Meaning, evolution, and fundamentals of general insurance, Fire, marine, and motor insurance including coverage, types of policies, conditions, and exclusions, Health insurance and mediclaim policies, Personal accident insurance, liability insurance, and rural insurance covers- Settlement of claims.
References Books	<ol style="list-style-type: none"> 1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd. 2. Koch, T. W., MacDonald, S. S.; Bank Management. Cengage Learning. 3. Rose, P. S., & Hudgins, S. C. Bank; Management and Financial Services. McGraw Hill. 4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd. 5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd. 6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning. 7. Insurance Institute of India; Principles of Insurance. Mumbai. 8. Insurance Institute of India; Practice of Life Insurance. Mumbai.

	9. Insurance Institute of India; Practice of General Insurance. Mumbai
--	--

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	2	3	3	3	3	2
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
IV	MGM5043	Business Intelligence	Major	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understand the evolution, importance, and fundamentals of Business Intelligence and data visualization.	Understand
CO-2	Use Power BI to connect, clean, model, and visualize data for basic BI dashboards.	Analyse
CO-3	Develop advanced Power BI dashboards using DAX, interactivity, and performance optimisation techniques.	Apply
CO-4	Use Tableau for data preparation, visualizations, dashboards, and storytelling applications.	Evaluate
CO-5	Apply BI concepts to design and implement an end-to-end mini project using storyboard planning, visualization tools, and dashboard presentation.	Create

b. Syllabus

Unit I (8 hrs)	Introduction to Business Intelligence: Importance of BI in decision-making – Evolution of BI and data visualization – Overview of BI tools (Tableau, Power BI, R, Python) – Fundamentals of data visualization: principles, characteristics, impact – Chart types and appropriate use – Visualization do's & don'ts – Best practices for insight generation – Basics of BI interpretation and presentation.
Unit II (7 hrs)	Business Intelligence with Power BI: Power BI features, interface, and architecture – Connecting to data and preparing datasets – Power Query transformations – Basic charts (bar, line, scatter, pie) – Visual formatting – Analytics tools: filters, slicers, groups, parameters, hierarchies – Maps and geospatial visuals – Visualization Pane recommendations – Publishing and sharing dashboards
Unit III (10 hrs)	Advanced Business Intelligence with Power BI: DAX calculations and measures – Advanced charts (waterfall, bullet, funnel, KPIs) – Interactive dashboards and actions – Bookmarks and storytelling – Data modelling & relationships – Report performance optimization – Data refresh & workspace management – Row-level security and access control – Publishing on Power BI Service.
Unit IV (11 hrs)	Business Intelligence with Tableau: Tableau architecture and workflow – Key features – Connecting to data sources – Data prep and transformation (Tableau Prep) – Calculated fields, parameters, table calculations – Visualizations and advanced charts – Dashboards and interactive actions – Story points and storytelling – Publishing on Tableau Public/Server – Refresh and security.
Unit V (9 hrs)	End-to-End BI Project & Analytical Insights: Identifying business problems – defining BI objectives – storyboard and dashboard planning – data collection, cleaning, and modelling – building integrated Power BI/Tableau dashboards – applying analytics for trends, KPIs, and insights – validating and interpreting findings – preparing BI documentation – final dashboard presentation and mini-project submission.
Text/References books	<ol style="list-style-type: none"> 1. Knight, D. (2018). <i>Microsoft Power BI Complete Reference: Bring Your Data to Life with the Powerful Features of Microsoft Power BI</i>. Packt Publishing. 2. Sleeper, R. (2018). <i>Practical Tableau</i>. O'Reilly Media.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	2	3	3	3	3	2
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
IV	MGM5044	Emotional Intelligence	Major	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Explain the concept, nature, and importance of Emotional Intelligence in organizational and personal contexts.	Understand
CO-2	Demonstrate understanding of emotional competencies and their relevance in leadership, communication, and decision-making.	Analyze
CO-3	Analyze and apply key EI models (Goleman, Salovey & Mayer, Bar-On) in practical workplace situations.	Analyze
CO-4	Develop self-awareness and empathy through experiential activities and reflective exercises.	Evaluate
CO-5	Evaluate the role of EI in stress management, teamwork, and conflict resolution for enhanced managerial effectiveness.	Evaluate

b.Syllabus

Unit-I (9 hrs)	Introduction to Emotional Intelligence: Concept, origin, and evolution of Emotional Intelligence (EI)- Importance of EI in personal and professional life- IQ vs EQ: Comparative understanding- Components and dimensions of EI, EI and management effectiveness
Unit-II (9 hrs)	Theoretical Foundations of EI: Models of Emotional Intelligence (Salovey& Mayer Model, Goleman's Competency Model, Bar-On's Emotional-Social Intelligence Model), Emotional competence framework, Assessing and measuring EI: Tools and psychometric scales.
Unit-III (9 hrs)	Developing Emotional Competence: Self-awareness and self-regulation- Motivation and empathy as managerial traits- Social skills: Building trust, collaboration, and communication- Role of mindfulness and emotional balance in decision-making
Unit-IV (9 hrs)	Emotional Intelligence in Workplace: EI and leadership effectiveness- Role of EI in organizational behaviour- EI in communication, teamwork, and performance appraisal- Emotional culture and climate in organizations- Case studies: EI in Indian and global corporate contexts
Unit-V (9 hrs)	Enhancing EI for Managerial Success: Strategies for developing EI: Training and coaching methods- Stress management and conflict resolution through EI- EI in entrepreneurship and innovation- EI and ethical decision-making; Experiential learning: EI-based role plays and reflective exercises
References Books	<ol style="list-style-type: none"> Goleman, D. (1998). <i>Working with Emotional Intelligence</i>. Bantam Books. Salovey, P., & Mayer, J. D. (1990). <i>Emotional Intelligence.Imagination, Cognition and Personality</i>, 9(3), 185–211. Bar-On, R. (2000). <i>Emotional and Social Intelligence: Insights from the Emotional Quotient Inventory (EQ-i)</i>. In <i>Handbook of Emotional Intelligence</i>, Jossey-Bass. Weisinger, H. (1998). <i>Emotional Intelligence at Work</i>. Jossey-Bass. Singh, D. (2006). <i>Emotional Intelligence at Work: A Professional Guide</i>. Sage Publications. Cherniss, C., & Goleman, D. (2001). <i>The Emotionally Intelligent Workplace</i>. Jossey-Bass.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER- 5

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGM5051	Principles of Economics	Major	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the economic indicators and its impact in business decisions.	Understand
CO-2	Learn the mechanism of supply and demand and equilibrium	Remember
CO-3	Analyze various market structure and its behavior	Analyze
CO-4	Build knowledge in estimating National Income and its various components through simple asthmatics	Create
CO-5	Apply the cause and effect of macroeconomic fundamentals to research	Apply

b.Syllabus

Unit-I (9 hrs)	Demand and Supply Function: Concept of Demand – Types of Demand – Determinants – Law of Demand – Exceptions to Law of Demand – Change in Demand – Elasticity of Demand – Types: Price, Income and cross elasticity – Measurement of Price elasticity of demand- Demand forecasting. Supply Function: Concept of Supply – Determinants of Supply – Law of Supply – Change in Supply – Elasticity of Supply – Types.
Unit-II (9 hrs)	Production and Cost Function: Basic concepts in production – Firm – Fixed & Variable Factors – Short & Long run – Total Product – Marginal Product – Average Product – Production Function – Law of Returns – Law of Returns to Scale – Economies and Diseconomies of Scale – classification of costs - Cost function- Components of cost
Unit-III (9 hrs)	Forms of Market and Price Determination: Main forms of Market – Basis of Classification – Perfect Competition– Price Determination – Monopoly Market – Oligopoly Market Competition - Oligopoly - Monopolistic Competition - Monopsony – Duopoly Market – Price Discrimination.
Unit-IV (9 hrs)	Macro-Economic Markets: National Income Aggregates – GDP – GNP – NNP – NDP – Private Income – Personal Income – Personal Disposable Income – National Disposable Income – Measurement of National Income. Objectives of Monetary Policy – Types of Monetary Policy – Instruments of monetary policy – Objectives of Fiscal Policy – Types of Fiscal Policy – Instruments of Fiscal Policy, (Case Study)
Unit-V (9 hrs)	Economic growth and Business Cycle: Meaning of Economic growth- Determinants of Economic growth- Business Cycle and Inflation: Phases of Business Cycle – Causes of cyclical movements – Price Movements: Inflation and Deflation – Types of Inflation – Effects of Inflation – Control of Inflation.
References Books	<ol style="list-style-type: none"> Dwivedi D.N., (2007), Macro Economics: Theory and Policy, 2nd Edition, Tata McGraw Hill Publishers, New Delhi Richard T. Froyen, (2002), Macro Economics: Theories and Policies, 7th Edition, Pearson Education, New Delhi. Peterson and Lewis, (2004), Managerial Economics, 4th edition Pearson Education. Varshney R Land Maheswari K L, (2003), Managerial Economics, 7th Edition, Sultan Chand & Sons. Salvatore D (2003), Micro Economics: Theory and Applications, 4th Edition, Oxford University Press, New Delhi.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	2
CO2	3	3	2	3	3
CO3	3	3	3	3	3
CO4	2	2	1	3	2
CO5	1	3	3	1	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGM5052	Organizational Behaviour	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	To understand about Organization and OB Approaches and Functions	Understand
CO-2	To develop the skills of Managers and Challenges	Skill
CO-3	To create awareness about Groups and Decision-Making Process	Create
CO-4	To know the culture of the people and apply the same	Apply
CO-5	To Analyze the ethical Behaviour	Analyze

b.Syllabus

Unit-I (12 hrs)	Management Process and Organizational Behaviour: Evolution of management thoughts- system and contingency approach for understanding organizations- functions-skills role in an organizations- managerial process- Foundations of Organizational Behaviour. Nature of organizations. Organizational effectiveness - Organizational Behaviour, (OB) - approaches to OB. -CASE STUDY
Unit-II (12 hrs)	Foundations of individual behaviour, individual differences, organizational systems and resources, psychological factors. Personality - Structure, determinants, personality traits --perception - Perceptual process, attribution, errors in perception, managing perception. Learning – learning outcomes. Attitudes – Transactional analysis- life position – Stroke analysis- Johari window- job satisfaction. Value - types. Motivation - challenges, importance, content and process theories. Applied motivation practices - job design- socio-technical systems. Empowerment, goal setting. Stress management. CASE STUDY
Unit-III (12 hrs)	Group and Interpersonal behaviour - group dynamics - why groups form?, types, group norms, cohesiveness, decision making / styles, strategies for improving decision making - Power, effective use of power. Organizational policies, personality and political behaviour. Conflict - Sources and strategies to resolve conflict. Leadership - styles, contemporary developments. Interpersonal communication - essentials, networks, communication technologies, non - verbal communication, barriers, strategies to overcome barriers. CASE STUDY
Unit-IV (12 hrs)	Organizational process Organizational design - types and their behavioural implications. Organizational change - cause for change - managing change. Organization culture - how is culture created and sustained. CASE STUDY
Unit-V (12 hrs)	Emerging challenges, managing diversity- remote work and team dynamics, emotional intelligence, globalization, technology transformation, e-business, employee wellbeing, diversity equity and inclusion, promoting ethical behaviour. CASE STUDY
References Books	<ol style="list-style-type: none"> 1. Koontz, Weihrich&Aryasri: <i>Principles of Management</i>, TMH, New Delhi, 2009 2. Luthans, Fred: <i>Organizational Behaviour</i>, 11/e, McGraw Hill, 2009 3. Stoner, Freeman and Gilbert: Jr. <i>Management</i>, Pearson, New Delhi, 2009. 4. Griffin, Ricky W: <i>Organizational Behaviour</i>, Houghton Mifflin Co., Boston. 5. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: <i>Organizational Behavior</i>, South Western College Publishing, Ohio.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	2	1	2	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGM5053	Business Environment	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Explain the concept, nature, and scope of the business environment and its impact on managerial decision-making.	Understand
CO-2	Analyze the influence of political, legal, economic, and socio-cultural environments on business operations.	Analyze
CO-3	Evaluate the role of government policies, economic reforms, and industrial regulations in shaping business practices.	Evaluate
CO-4	Assess the effects of globalization, liberalization, and privatization on Indian and international business environments.	Understand
CO-5	Develop the ability to forecast and respond strategically to environmental changes affecting business sustainability.	Evaluate

b. Syllabus

Unit-I (12 hrs)	Introduction to Business Environment: Concept, nature, and scope of business environment- Importance of understanding business environment, Types of environment: internal and external, Micro and macro environment factors, Environmental scanning: concept and techniques
Unit-II (12 hrs)	Economic Environment: Nature and structure of the Indian economy- Economic systems: capitalism, socialism, mixed economy- Economic policies: fiscal, monetary, and industrial- Role of RBI, SEBI, and NITI Aayog- Economic reforms and liberalization since 1991
Unit-III (12 hrs)	Political and Legal Environment; Political system and its impact on business, Role of government in business regulation and promotion- Industrial policy, FDI policy, and public sector reforms- Legal environment: key business laws (Companies Act, FEMA, Competition Act, Consumer Protection Act), Business Ethics
Unit-IV (12 hrs)	Socio-Cultural and Technological Environment: Socio-cultural environment and its influence on consumer behavior, Corporate social responsibility, Technological innovation and its impact on business competitiveness, Digital transformation and e-governance, Environmental sustainability and green business practices
Unit-V (12 hrs)	Global and Contemporary Business Environment: Globalization: concept, drivers, and impacts- WTO and international trade agreements- Regional economic groupings (EU, ASEAN, SAARC, BRICS)- Emerging issues: digital economy, start-up ecosystem, ESG and sustainability- Case studies on Indian business environment and policy impacts
References Books	<ol style="list-style-type: none"> Aswathappa, K. (2020). <i>Essentials of Business Environment</i>. Himalaya Publishing House. Cherunilam, F. (2019). <i>Business Environment: Text and Cases</i>. Himalaya Publishing House. Paul, J. (2021). <i>Business Environment: Text and Cases</i>. McGraw Hill Education. Shaikh, S., & Saleem, J. (2020). <i>Business Environment</i>. Pearson Education. Misra, S. K., & Puri, V. K. (2022). <i>Indian Economy: Its Development Experience</i>. Himalaya Publishing House. Fernando, A. C. (2018). <i>Business Environment</i>. Pearson Education. Gupta, C. B. (2020). <i>Business Environment for Managers</i>. Sultan Chand & Sons. Economic Survey of India (latest edition), Ministry of Finance, Government of India.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	2	1	2	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGM5054	Business Research Methods	Major	4	3	-	1

a. Course Out Come

Course Outcome		Level
CO-1	Understand the need and significance of research in managerial decision making	Remember
CO-2	Develop an analytical aptitude towards management research	Analyze
CO-3	Understand and identify quantitative and qualitative research designs	Understand
CO-4	Evaluate research report effectively.	Evaluate
CO-5	Adept in utilizing various statistical tools using software – SPSS	Apply

b.Syllabus

Unit-I (12 hrs)	Research Problem: Meaning and significance of research in management; Different approaches to research- Scientific method; Types of business research – Historical studies, case studies, survey and experimental studies; Criteria for good research; Defining Research problem- Research Process- Ethics in research
Unit-II (12 hrs)	Research Design: Meaning; Elements of research design; Features of good research design; Statement of the problem; Review of literature; Identification of the research gap; Objectives of the study; Generating research hypotheses
Unit-III (12 hrs)	Sampling: Sampling techniques; Steps in sampling; Types of sample design; probability and non-probability sampling designs, use of random numbers; size of sample; Sampling errors; Concept of measurement and scaling; Scaling techniques; Characteristics of sound measurement. Data Reliability and Validity analysis (Case Study)
Unit-IV (12 hrs)	Data Collection and Preparation: Primary and secondary data; Sources of primary data – observation, interview method, survey method; Questionnaire construction and design; Processing of research data – Editing, coding, classification, tabulation and graphical representation. (Case Study)
Unit-V (12 hrs)	Research Report: Types of reports; Objectives and functions of research reports- formal and informal; Report writing process; Target audience; Pre-research proposals; Progress reports, Final reports; Guidelines for effective writing; Research report format using APA guidelines; Presentation of a report; Persuasive nature of reports; Reports for decision making, Citation and Documentation.
References Books	<ol style="list-style-type: none"> Cooper, Donald and Schindler, Pamela. (2009). Business Research Methods, 9th edition. Tata McGraw Hill, New Delhi. Chawla, Deepak and Sondhi, Neena. (2011). Research Methodology. Noida: Vikas Publishing House. Kothari, C R. (2004). Research Methodology: Methods and Techniques, 2nd edition, New Delhi: New Age International. Zikmund, Adhikari, (2016), Business Research Methods, Cengage Learning. Saunders M. N, (2012), Research Methods for Business Students, 6th edition, Pearson Education India.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	2
CO2	3	3	2	3	3
CO3	2	3	3	3	3
CO4	3	2	3	3	2
CO5	3	3	3	2	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGM5055	Management Information System	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Explain the Importance of MIS.	Understand
CO-2	Explain the Data base Management software.	Apply
CO-3	Identify the Major types of Electronic Business	Analyze
CO-4	Identify several ways that use of the Internet, Intranets and Extranets can provide the cost saving to a company.	Create
CO-5	Evaluate the Decision support system, Fuzzy Logic, Virtual Reality.	Skill

b.Syllabus

Unit-I (12 hrs)	Management and Systems: Management in the internet age- Managing information system. The process of MIS Development- MIS Organisation- Information Dynamics. Data Information-measuring data
Unit-II (12 hrs)	Planning: Design and Implementation of MIS- IS Strategic Planning- MIS Design - Gross Design Concepts- Detail -Design Concepts- MIS Implementation- Acquiring Information Systems: Contemporary Approaches.
Unit-III (12 hrs)	System Life Cycle: Information Flow-Entity Relationship Modelling- Data Modelling- Detailed Process Analysis- Data Flow Diagrams.
Unit-IV (12 hrs)	Decision Making with MIS: System Concepts for MIS- Data- Information and Communication- Problem Solving and Decision Making- Decision Support System- Decision Support in E-Business – E - Business Decision support Trends.
Unit-V (12 hrs)	IS Security: Control System Success and failure. The Future Trends in MIS- The Emerging IT Trends- Electronic Data Interchange - Objected Oriented Approach- Networking (Information System Highway) - Extended Enterprise Systems- Managing International Information Systems.
References Books	<ol style="list-style-type: none"> 1. James A. O'Brien, George M Marakas and Ramesh Behl 2009. Management Information Systems, Tata McGraw Hill Education Private Limited, New Delhi. 2. Kenneth C Laudon and Jane P Laudon, 2010. Management Information Systems, Pearson Education, Noida. 3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGrawHill,2008. 4. Gordon B. Davis, Margrethe H. Olson, Management Information Systems: Conceptual foundations, Structure and development –2nd Edition – Tata-McGraw hill International Book Company, 2000

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER- 6

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGM5061	Operations Management	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Enhance knowledge and understanding of product design, development and delivery.	Understand
CO-2	Familiarize students on concepts on quality and maintenance management	Apply
CO-3	Discuss the Organization of Production function	Analyze
CO-4	Discuss and understand the concept of Project Management	Create
CO-5	Understand the Nature of Operations Management for Practical Implications	Skill

b.Syllabus

Unit-I (12 hrs)	Introduction: Nature of Production, Importance and Scope; Plant Location - Location Models; Plant Layout - Types of Plant Layout; Product Design – Factors influencing design; Approaches to design; Process Design – Process types, Vertical Integration, Make or Buy decision; Work Study, Method Study, Work Measurement (Theory).
Unit-II (12 hrs)	Material Planning: Material Flow Systems - Push and Pull Systems, Aggregate Planning, MRP I, MRP II, ERP, MPS, Capacity Planning, DRP; Vendor Identification and Rating(Theory).
Unit-III (12 hrs)	Material Management: Classification of Inventory; Inventory cost; ABC analysis; Fixed Order Quantity System; Fixed Order Period System; EOQ and Computation of Total Inventory Cost. (Problems); Introduction to Supply Chain Management and Logistics Management
Unit-IV (12 hrs)	Network Optimisation: Network models- PERT & CPM; Critical path (Concept and practical); Resource allocation- resource levelling and resource smoothing; project time-cost trade off (Concept only, no practical).
Unit-V (12 hrs)	Quality and Maintenance Management: Quality Control - Quality Gurus and their contribution to the world of Quality Management; Seven Tools of Quality Control; Lean management; ISO Standards; Quality Circles; Total Quality Management; Statistical Process Control – Types of control charts (theory only); Introduction to Six Sigma, QFD, POKAYOKE. Maintenance Management – Types of Maintenance, Total Productive Maintenance, JIT, 5'S' concept and ERP.
References Books	<ol style="list-style-type: none"> Ashwathappa and Sridhara Bhatt. (2012). Production and Operations Management,(2nd Ed). Mumbai: Himalaya Publishing House. Chary S N. (2007).Production and Operations Management, (3rd Ed) New Delhi: Tata McGraw Hill. <p>Suggested Readings</p> <ol style="list-style-type: none"> Chunawalla and Patel. (2007).Production and Operations Management, (6th Ed). Mumbai: Himalaya Publishing House. Jay Heizer, Barry Render, Jagadeesh Rajashekhar. (2009).Operations Management (9th Ed). New Delhi: Pearson Education Inc.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGM5062	Marketing Management	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understanding and identify the scope and significance of Marketing	Understand
CO-2	Applying Marketing concepts in planning and implementing marketing decisions	Apply
CO-3	Analyzing the role of Marketing in the current business Practices	Analyze
CO-4	learn the application of overall effectiveness of Marketing	Create
CO-5	Learning Marketing and communication skills	Skill

b.Syllabus

Unit-I (12 hrs)	Marketing Management: Overview: Market and Marketing, the Exchange Process, Core Concepts, functions, importance of Marketing, Marketing Orientations. Analysing Market Opportunities. The marketing process- Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- Additional 3Ps, Developing an Effective Marketing Mix
Unit-II (12 hrs)	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T) and Market Positioning (P). New Product Planning - Marketing Strategies with reference to Product Life Cycle and Competitive Strategies.
Unit-III (12 hrs)	Marketing Mix Decisions: Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications- Advertising and sales promotion decisions. Cost based pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies.
Unit-IV (12 hrs)	Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling. Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.
Unit-V (12 hrs)	Marketing of Services: Social, ethical and legal aspects of marketing, Online Marketing, International marketing, Green marketing, Cyber marketing, Relationship marketing and other developments in marketing, e-marketing
References Books	<ol style="list-style-type: none"> 1. Philip Kotler: Marketing Management, Eleventh Edition, Pearson Education Asia. 2. Philip Kotler: Principles of Marketing, 10th . Edition, Prentice-Hall India 2003 3. V S Ramaswamy& S Namakumari: Marketing Management, Macmillan Business Books, 2002. 4. Duglas,J. Darymple, Marketing Management, John Wiley & Sons, 2008. 3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008 5. Ramphal and Gupta Case and Simulations in Marketing - - Golgatia, Delhi.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGM5063	Human Resource Management	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	To understand the functions of HRM and trends	Understand
CO-2	To Analyze the HRIS and Career Planning	Analyze
CO-3	To develop the knowledge about Tanning and Development	Apply
CO-4	To create the awareness about Collective Bargaining	Create
CO-5	To develop the knowledge about Trade Unions and Practices	Skill

b.Syllabus

Unit-I (12 hrs)	Introduction to Human Resources Management: HR Responsibilities & Roles– Organization and Functions of the HR and Personnel Department – HR Structure and Strategy; Trends in HRM. Recruitment and selection: Methods - Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Selection process and techniques. Designing & conducting the effective interview. CASE STUDY – Experiential Learning
Unit-II (12 hrs)	HR Planning and Selection: Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs. Career planning and development - Managing promotions and transfers. CASE STUDY - Case Study: Experiential Learning
Unit-III (12 hrs)	Training and Development –Methods, Design & Evaluation of T & D Programmes; Career Development –Promotions and Transfers –Orienting the employees, the training process, need analysis, Training techniques -Employee Engagements-Developing Managers: Management Development - The responsive managers - On-the job and off-the-job programmes. Performance appraisal: Methods - MBO approach - Managing careers: Career planning and development. CASE STUDY - Role Play Technique
Unit-IV (12 hrs)	Industrial relation and collective bargaining: Trade Unions – Managing Conflicts – Disciplinary Process- Collective Bargaining –trade unions. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions. Statutory benefits and non-statutory (voluntary) benefits - Insurance benefits - other welfare measures CASE STUDY - Experiential Learning
Unit-V (12 hrs)	Recent Trends of Human Resource Management: Artificial Intelligence (AI) and Machine Learning Creativity in Recruitment and Learning Management System (LMS) for Training. Workforce Diversity. Changing skill requirements. Corporate downsizing. Continuous improvement programs. Re-engineering work processes for improved productivity. The Trend of Work From Home (WFH), Electronic Human Resource Management Practices in the Corporate World. CASE STUDY - Experiential Learning

References Books	<ol style="list-style-type: none"> 1. Pramod Verma: Personnel Management In Indian Organisations, Oxford & IBM Publishing Co. Ltd. 2. Venkata Ratnam C.S. &Srivatsava B.K.: Personnel Management and Human Resources, Tata Mc-Graw Hill. 3. Bohlander, Snell, Sherman: Managing Human Resources, Thomson –South Western 4. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012 5. Arun Monappa: Industrial Relations; Tata McGraw Hill Publishing Company Ltd.
---------------------	--

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGM5064	Financial Management	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	To Understand the basic functions, scope, and goals of financial management and clearly explain profit maximization and wealth Maximization.	Understand
CO-2	To Use different capital budgeting methods like Payback, ARR, NPV, IRR, and PI to judge whether a project is good for Investment.	Apply
CO-3	To apply the course concepts in analysing capital structure and project investment decisions.	Analyze
CO-4	Understand working capital needs and learn how to manage cash, inventory, receivables, and payables effectively.	Create
CO-5	Understand different dividend practices and the main ideas behind dividend decisions.	Skill

b.Syllabus

Unit-I (12 hrs)	Functions of Finance: Scope and Objectives of Financial Management – Profit Maximization Vs Wealth Maximization – Organization of Finance Function – Role of the Modern Financial Manager. (Theory only)
Unit-II (12 hrs)	Capital Budgeting Techniques: The process of Capital Budgeting, Project Appraisal methods –Non-cash (Payback Period, Accounting Rate of Return); Discounted Cash Flow (NPV, IRR & Profitability Index), Capital Budgeting under Risk-Certainty Equivalent Approach & Risk- Adjusted Discount Rate
Unit-III (12 hrs)	Concept of cost of capital and capital structure: Cost of debt capital, Cost of preference share capital, Cost of equity share capital, weighted average cost of capital(WACC). Meaning of leverage. Operating leverage, financial leverage, combined leverage
Unit-IV (12 hrs)	Concept of Working Capital: Sources of Working capital, Risk-Return trade off, determinants of Working Capital – Working capital forecast, Management of receivables, payables, inventory & cash management, Inventory Management
Unit-V (12 hrs)	Types of Dividends: Factors Influencing the Dividend policy – Determinants of dividend policy, Theories of Dividend – Walter-Gordon and MM Hypothesis (Theory only)
References Books	<ol style="list-style-type: none"> 1. Pandey, I.M: Financial Management – Vikas Publishing House, New Delhi. 2. Sheeba Kapil, Financial Management, Pearson Education, New Delhi. 3. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education. 4. Chandrabose, Fundamentals of Financial Management – PHI, New Delhi. 5. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi. 6. Maheswari, S.N.: Financial Management, Sultan Chand and Sons, New Delhi. 7. Kulakarni. P.V., Financial Management Himalaya Publishing Houses Co Ltd, Mumbai. 8. Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi. 9. Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER- 7

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGM5071	Legal Aspects of Business	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the provisions of Indian Contract Act.	Understand
CO-2	Learn the relevant provisions of Limited Liability Partnership Act, 2000	Apply
CO-3	Knowledge of Negotiable Instruments Act.	Analyze
CO-4	Understand the provision of Companies Act 1956 & 2013	Create
CO-5	Learn the relevant provisions of Information Technology Act,2005.	Skill

b.Syllabus

Unit-I (12 hrs)	The Indian Contract Act, 1872- Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge.
Unit-II (12 hrs)	Partnership Act 1932&2008 –Registration of firms- partnership deed- relations of partners to one another- relations with third parties-changes in firms-dissolutions. Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. The Indian Partnership Act, 1932- Limited Liability Partnership Act, 2008
Unit-III (12 hrs)	Companies Act 2013: History of Companies Act–Meaning and Nature of Company–Kinds of Companies–Formation and Incorporation of Company– Steps in Incorporation of a Company–Memorandum of Association–Article of Association–Prospectus. Types of Directors – Appointment of Directors – Board Meetings – Duties and Liabilities of Directors–RemovalofDirector.CompanyAuditors–Appointment–ResponsibilitiesofCompany Auditor–Removal of Auditor
Unit-IV (12 hrs)	Sale of Goods Act, 1930 and Consumer Protection Act 2019: The Sale of Goods Act, 1930- Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. Consumer Protection–Meaning–Objectives – Need for Consumer Protection -Rights of Consumers - Consumer disputes redressal agencies - Consumer Protection Act, 2019.
Unit-V (12 hrs)	The Negotiable Instrument Act, 1881 and Right to Information Act 2005: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. The Right to Information Act, 2005, obligation of public Authority, Public Information Officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information
References Books	<ol style="list-style-type: none"> 1. Kapoor,N.D. “Elements of mercantile law”, Sultan Chand & Sons, New Delhi,1999. 2. Sen&Mitra,“Commercial and Industrial law” The World Press Pvt. Ltd., Calcutta1996. 3. GognaP.P.S “Mercantile Law”,S.Chand & Co.Ltd., New Delhi, 1999. 4. Shukla,M.C “A Manual of Mercantile Laws Sultan Chand & Sons, New Delhi 5. Durga DasBasu- Constitution of India(Prentice Hall of India) 6. Relevant Acts.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGM5072	Corporate Governance & Business Ethics	Major	4	4	-	-

a.Course Out Come

Course Outcome		Level
CO-1	Understanding the significance of corporate governance	Understand
CO-2	To develop the awareness of duties and powers of directors	Apply
CO-3	Developing role of Managers/Leadership and culture in implementing HR practices of small business	Analyze
CO-4	Understand the Ethical issues in the organizations.	Create
CO-5	To identify the Improvement in Business strategies	Skill

b.Syllabus

Unit I (12 hrs)	Overview of corporate governance: Concept of corporations- Corporate citizenship- Ownership structures and corporate governance – Global Corporate Governance Practices (Anglo-American Model German Model; Japanese Model; Family Business). Framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK),1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).
Unit II (12 hrs)	Emergence of Corporate Governance: Board of Directors: Powerful Instrument of Governance- Types of Directors-Independent Directors- Board Committees and Chairman – CEO & Board Chairman post- Nomination Committee- Board selection performance and evaluation. Human resources in Corporate Governance, Financial and audit mechanism-committee- Misgovernance. Changing Roles of Corporate Boards with changing times- Corporate Governance Failures.
Unit III (12 hrs)	Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications-committees and functions- SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks- Indian Ethos in Management.
Unit IV (12 hrs)	Business Ethics: Ethical Decision Making –Ethical Reasoning – Ethical issues – Ethics Management – Key roles and responsibilities. Organizational Ethics. Development System (OEDS) – Organizational culture–Ethics- Tools: Code of ethics Guidelines for developing code of ethics – Value based leadership. Work Ethics – Work Culture – Ethical Theories – Environmental Ethics – Consumer Protection
Unit V (12 hrs)	Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.
Text/References books	<ol style="list-style-type: none"> 1. Bhatia,S.K., Business Ethics and Corporate Governance. 2. Bowie Norman, Business Ethics, Prentice Hall. 3. Mallin,ChristineA., Corporate Governance (Indian Edition), Oxford University Press, New Delhi 4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGM5073	Operational Quality Management	Major	4	4	-	-

a.Course Out Come

Course Outcome		Level
CO-1	Know the fundamentals of Quality Management	Understand
CO-2	Understand the approaches, tools, techniques and applications in total quality management.	Apply
CO-3	Explain the terms Quality and Total Quality and to describe how quality was managed.	Analyze
CO-4	Understand the Concept of Quality house Management and its applications.	Create
CO-5	Application of Quality control system.	Skill

b.Syllabus

Unit-I (12 hrs)	Introduction to Quality Management: Definitions – TQM framework, benefits, awareness and obstacles; Quality – vision, mission and policy statements; Customer Focus – customer perception of quality, Translating needs into requirements, customer retention; Dimensions of product and service quality; Cost of quality; Overview of the contributions of Walter Shewhart, Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingo; Concepts of Quality circle, Japanese 5S principles and 8D methodology.
Unit-II (12 hrs)	Statistical Process Control and Process Capability: Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.
Unit-III (12 hrs)	Tools and Techniques for Quality Management: Benchmarking- Reasons to benchmarking, benchmarking process, Quality function Deployment (QFD) - House of Quality, QFD Process, Benefits, and FEMA – Stages of FEMA.
Unit-IV (12 hrs)	Quality Systems Organizing and Implementation: Introduction to IS/ISO 9004:2000 – Quality Systems – Elements, Implementation of Quality System, Documentation, Quality Audits; QS 9000, ISO 14000 – Concept
Unit-V (12 hrs)	Information Technology – Computers and quality functions, Internet and electronic communications, Information quality issues.
References Books	<p>1. Dale H.Besterfieldetal. First Indian Reprints. (2004). Total Quality Management.(3rd edition). NewDelhi. Pearson Education.</p> <p>Suggested Readings</p> <p>1. Indian standard -Quality Management Systems– Guidelines for performance improvement (Fifth Revision). New Delhi. Bureau of Indian Standards</p> <p>2. Poornima M.Charantimath. First Indian Reprint (2003). Total Quality Management, NewDelhi.Pearson Education.</p>

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGM5074	Entrepreneurship	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Acquire the knowledge about the NGO and community development	Remember
CO-2	Build analytical and critical thinking skills to integrate the forms of social entrepreneurship	Create
CO-3	Select the best forms of social organization	Analyze
CO-4	Understand the Issues of Social Enterprises	Understand
CO-5	Select the best alternatives based on the analysis	Evaluate

b.Syllabus

Unit-I (12 hrs)	Formation of NGOs – Development of NGOs- community development- public policy and NGOs- formed – NGOs and social entrepreneurship- Experience of different countries- India. Limitations and failure of NGOs in social entrepreneurship –Fund rising –Administrative issues-networking partnership.
Unit-II (12 hrs)	Social Entrepreneurship: Meaning, Importance, Types, Social Entrepreneurship V/s Business Enterprise, Factors and parameters leading to success of Social Entrepreneurship
Unit-III (12 hrs)	Stakeholders’ participation and involvement in Social Entrepreneurship. Steps and strategies for development of social action teams. Overcoming barriers and facilitating success. Second Minor
Unit-IV (12 hrs)	Structure and Conduct Issues of Social Entrepreneurs: Resource Mobilization, Innovation and Accountability issues. Performance Issues of Social Enterprises. Evaluating Success of Social Enterprises, Measures of Social Performance. Social Entrepreneurship in India vis-à-vis in other countries: Case studies.
Unit-V (12 hrs)	Social Entrepreneurs: Correcting Market Failures -Social Venture Opportunity Identification- Assessing Social Venture Opportunities - Developing the Social Venture Strategy and Plan-Venture Entry: Positioning the Firm for Social and Strategic Advantage-Strategies for Scaling Social Impact
References Books	<ol style="list-style-type: none"> Dees, J. Gregory, Emerson, J. and Peter, E. (2001), Enterprising Non-Profits: A Toolkit for Social Entrepreneurs, Willey Books. Tufel, F. (2007), Social Entrepreneurship: Understanding a Phenomenon and its Nexus with Current Change in Philanthropy, Druck and Bundung Books, ISBN: 9783638946735. Ziegler, R. (2009), An Introduction to Social Entrepreneurship: Voice, Preconditions and Contents, MPG Books Ltd.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER- 8

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VIII	MGM5081	Research & Publication ethics	Major	4	3	1	-

a.Course Out Come

Course Outcome		Level
CO-1	Explain the fundamental concepts of philosophy, ethics, and moral reasoning in the context of academic and professional conduct.	Understand
CO-2	understanding of ethical issues in scientific research, including research integrity, FFP, and responsible data handling	Apply
CO-3	Identify various types of publication misconduct and apply best practices based on COPE, WAME, and other ethical guidelines.	Analyse
CO-4	Use open-access resources, plagiarism detection tools, and journal-selection tools effectively for ethical publication.	Create
CO-5	Interpret research metrics and indexing databases (Web of Science, Scopus, Impact Factor, h-index, etc.) for evaluating research quality.	Skill

b.Syllabus

Unit-I (12 hrs)	PHILOSOPHY AND ETHICS 1. Introduction to philosophy: definition, nature and scope, concept, branches. 2. Ethics: definition, moral philosophy, nature of moral judgements and reactions
Unit-II (12 hrs)	SCIENTIFIC CONDUCT 1. Ethics with respect to science and research 2. Intellectual honesty and research integrity 3. Scientific misconduct: Falsification, Fabrication, and Plagiarism (FTP) 4. Redundant publications: duplicate and overlapping publications, salami slicing 5. Selective reporting and misrepresentation of data
Unit-III (12 hrs)	PUBLICATION ETHICS 1. Publication ethics: definition, introduction and importance 2. Best practices/ standards setting initiatives and guidelines: COPE, WAME,etc. 3. Conflicts of interest. 4. Publication misconduct: definition, concept, problems that leads to unethical behaviour and Vice versa, types. 5. Violation of publication ethics, authorship and contributor ship 6. Identification of publication misconduct, complaints and appeals 7. Predatory publishers and journals
Unit-IV (12 hrs)	PUBLICATION MISCONDUCT A. Group Discussion 1. Subject specific ethical issues, FFP, authorship 2. Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad B. Software tools Use of plagiarism software like Tirnitin, Urkund and other open source software tools
Unit -V (12 hrs)	DATABASES AND RESEARCH METRICS A. Databases 1. Indexing databases 2. Citation databases: Web of science, Scopus, etc. B. Research Metrics 1. Impact Factor of journals as per Journal Citation Report, SNIP, IPP, Cite score 2. Metrics: h-index, g-index, i10 index, altmetrics

References Books	<ol style="list-style-type: none"> 1. Research Methodology: Methods and Techniques” C.R. Kothari & Gaurav Garg, New Age International Publishers 2. Foundations of Ethics” Govinda Krishna Himalaya Publishing House 3. Ethics in Research” Ranjit Kumar SAGE India 4. Academic Ethics: Problems and Solutions” N.K. Arora Rawat Publications 5. Introduction to Philosophy” S. Balasubramanian University of Madras Publications.
---------------------	--

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	1	2	2
CO2	2	3	3	3	1	2
CO3	2	3	3	3	1	2
CO4	2	3	2	3	2	3
CO5	3	3	2	3	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VIII	MGM5082	Strategic Management	Major	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand and evaluate the business policy and strategies	Understand
CO-2	Assess the sustainable competitive advantages of the organization And identify the growth avenues	Skill
CO-3	Develop the tools and techniques for strategic analysis	Create
CO-4	Conduct positioning audit /SWOT analysis/Competitive analysis Through various tools and technologies	Analyze
CO-5	Solve decisions in an ever changing environment to meet stakeholder interests through growth strategies based on ethical values.	Apply

b.Syllabus

Unit-I (12 hrs)	Introduction to Strategic Management & Business policy: Concept of strategy - Strategy formation process-Stakeholders in business, Vision, Mission and Purpose-Business definition, Objectives and goals-Strategic Management process.
Unit-II (12 hrs)	Environmental Analysis: External Environment Assessment – Five Force Analysis --Internal Environment Assessment – Value Chain Analysis – Competitive advantage - Capabilities and competencies (Case Study)
Unit-III (12 hrs)	Strategy Analysis: The Generic and Grand strategic alternatives– Stability, Expansion, Retrenchment and Combination strategies - Business level strategy - Corporate level strategy - Building and restructuring the corporation -Strategic Analysis and Choice: SWOT Analysis, BCG Matrix- Experience Curve – Industry Analysis- Impact Matrix. Mc. Kinsey’s7sFramework-GE9CellModel– Distinctive competitiveness - Selection of matrix - Balance Score Card (Case Study)
Unit-IV (12 hrs)	Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy- Strategic Leadership- Ethics and Social Responsibility
Unit-V (12 hrs)	Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control. Strategic Control: StrategicControlProcess–DuPont’sControlModelStrategicInformationSystem.
References Books	1. Thomas L Wheelen, J. David Hunger,(2006), Concepts in Strategic Management & Business 2. William F. Glueck,(2002), Business Policy and Strategic Management, McGraw Hill, International Edition 3. Azhar Kazmi, (2002), Business Policy & Strategic Management,2 nd Edition, Tata Mc Graw Hill Policy,10th Edition, Pearson Education

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	2	3	3
CO3	3	3	3	2	3
CO4	2	2	2	3	2
CO5	3	3	3	2	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VIII	MGM5083	Corporate Social Responsibility	Major	4	3	-	1

a. Course Outcome

Course Outcome		Level
CO-1	Understand the foundations, evolution, principles, and relevance of CSR in modern business.	Understand
CO-2	Apply CSR legal and regulatory requirements, including Section 135 compliance, CSR policy formation, and approved activities.	Apply
CO-3	Analyze corporate governance mechanisms, board responsibilities, and ethical oversight in strengthening CSR implementation.	Analyze
CO-4	Evaluate CSR implementation practices, reporting frameworks, case studies, and impact indicators across organizations.	Evaluate
CO-5	Create structured CSR project outputs through field-based observation, mini-projects, case reviews, documentation, and presentations.	Create

b. Syllabus

Unit I (12 hrs)	Foundations of CSR: Meaning and concept of CSR – Distinction between CSR, charity, philanthropy and business ethics – CSR as a business strategy – Evolution of CSR in India and globally – Relevance of CSR in modern business – Drivers of CSR adoption – Stakeholder responsibilities – Triple Bottom Line (TBL) – Arguments for and against CSR.
Unit II (12 hrs)	CSR Legislation and Regulatory Framework in India: Companies Act 2013 and Section 135 – Applicability and compliance requirements – CSR Committee: structure and responsibilities – CSR policy formulation and approval – Calculation of net profit and 2% spending rule – Schedule VII activities – Role of Independent Directors and the Board – CSR reporting, disclosure norms and audit – Penalties and enforcement mechanism
Unit III (12 hrs)	Corporate Governance and CSR: Concept and importance of corporate governance – Key principles: transparency, accountability, fairness and responsibility – Basic governance models and regulatory expectations (Clause 49, LODR) – Role of the Board and CSR Committee in ensuring ethical and responsible business – Oversight of CSR policy, budgeting and approvals – Integrating governance with strategic CSR and ESG priorities – Ensuring disclosure, accountability and stakeholder communication in CSR activities.
Unit IV (12 hrs)	CSR Implementation, Reporting and Case Studies: CSR project execution and community development initiatives – Sustainable livelihood and development programs – Role of government, NGOs, educational institutions and media in CSR delivery – Key challenges in implementation such as greenwashing, monitoring issues and resource constraints – Major CSR initiatives in India – Company case studies (Tata, Infosys, IOCL, HUL) – CSR focus areas and impact – Reporting and sustainability frameworks (GRI, SASB, Integrated Reporting) – CSR KPIs and impact indicators – Alignment with SDGs and emerging CSR trends.
Unit V (12 hrs)	CSR Activities: Field-based CSR observation or virtual CSR immersion – review of CSR activities conducted by organisations – student-led CSR mini-projects (planning, execution or simulation) – preparing CSR case reviews based on field exposure – documenting project outcomes – CSR reflection report and Presentation
Text/References books	<ol style="list-style-type: none"> Corporate Social Responsibility in India: A Business Perspective – G. Dey and M. Gosh, Oxford University Press Corporate Social Responsibility: An International Perspective – Crane, Matten, and Shen, Routledge Publication CSR Voluntary Guidelines 2009 & National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business – Ministry of Corporate Affairs & NITI Aayog

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
CO5	3	2	3	3	3	3

High = 3, Medium=2 Low=1

SKILL ENHANCEMENT COURSES

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
III	MGM5035	Accounting Software Skills	SEC	2	1	1	-

a. Course Outcome

Course Outcome		Level
CO-1	Understanding the basic principles of accounting	Understand
CO-2	The ability to examine financial statements based on standard accounting practices	Analyse
CO-3	Competency in using Tally to process accounting data and present the findings of the analysis	Apply
CO-4	Effective use of financial information for informed decision-making	Evaluate
CO-5	Demonstrate comprehensive proficiency in Tally features and functions.	Create

b. Syllabus

Unit I (9 hrs)	Introduction to Accounting: Functions and Sub fields of Accounting - Accounting Cycle – Accounting Concepts & Conventions and Generally Accepted Accounting Principles (GAAP) - Double entry system - Classification of Accounts – Golden Rules of Accounting
Unit II (9 hrs)	Preparation of Financial Statement: Journal, Ledger – Trial Balance -Preparation of Final Accounts; Trading, Profit and Loss Account – Balance Sheet
Unit III (9 hrs)	Fundamentals of Tally ERP 9 User Interface: Introduction to Computerised accounting, accounting software, Features - Introduction to Tally ERP9- Data Path for Tally ERP9 Companies- Altering and Deleting Company - Gateway of Tally and User Interface
Unit IV (9 hrs)	Master – Ledger- Group in Tally ERP 9: Understanding Ledgers -Creating Ledgers- Creating Multiple Ledgers -Understanding Groups - Creating Groups - Altering and Deleting
Unit V (9 hrs)	Entries in Tally ERP 9: Understanding Default Vouchers - Understanding Inventory - Integrating Accounts and Inventory- Stock Group- Units of Measure - Stock Items - Stock Valuation- GST and Report Generation
Text/ Referenc es books	<ol style="list-style-type: none"> Dhanesh K.Khatri (2015) “<i>Financial Accounting & Analysis</i>”, Tata McGraw-Hill Publishing Limited, New Delhi, Gupta R. L. and Gupta V. K., (2012), <i>Financial Accounting</i>, S. Chand & Sons Publications, New Delhi. Tally educational Books (2020), Tally- Power of Simplicity <p>Reference Books:</p> <ol style="list-style-type: none"> Asish K. Bhattacharvya,(2012) “<i>Financial Accounting for Business managers</i>”, 4thEdition, Prentice-Hall India, New Delhi, Ramachandran N and Kakani, Ram Kumar, (2011), <i>Financial Accounting for Management</i>, 3rd Edition, Tata McGraw Hill. Nadhani (2019), Tally. ERP Training Guide

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
CO5	3	2	3	3	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
IV	MGM5045	Life Skills	SEC	3	2	1	-

a. Course Outcome

Course Outcome		Level
CO-1	Ability to master non-verbal and verbal communication for improved interpersonal relationship.	Understand
CO-2	Proficiency in emotional Intelligence	Apply
CO-3	Ability to learn effective time management techniques for increased productivity	Analyse
CO-4	Capability to adapt to stress	Create
CO-5	Learn techniques to handle criticism and rejection constructively	Skill

b. Syllabus

Unit I (9 hrs)	Communication: Introduction -Definition, process of communication, types of communication, verbal & Nonverbal communication, barriers to effective communication, Effective listening & speaking-Exercise and Case Study
Unit II (9 hrs)	Team Work: Types of Teams and Groups Team Spirit: Team Task: To inculcate a habit of research and serious study, students are to present in teams a comprehensive talk on pre-determined topic. Team tasks also include management games. GD Concepts: Exercises and Case Study
Unit III (9 hrs)	Personality: Types of Personalities Short video resume: Students will prepare video resume and highlight a skill or experience to showcase themselves as perfect fit for an entry level position. Debate: Exercises and Case Studies
Unit IV (9 hrs)	Presentation Skills: Quickly organizing thoughts and presenting them is a need in many situations. Current Affairs. Awareness on the current issues and Exercises-Presentations on Current Affairs and Breaking News –Case Studies
Unit V (9 hrs)	Management and Leadership: Difference between Leadership and Management -Stress Management in daily Life -Leadership skills: Initiative Skills and Motivating others – Entrepreneurship- Creativity, Self-reliance, opportunity recognition - Career planning and Employability Skills: Stress Management workshops, Role Playing Exercise on Leadership –Case Study
Text/References books	<ol style="list-style-type: none"> 1. Personality Development, Interpersonal Skills and Career Management, Dr. C. S. G. Krishnamacharyulu 2. & Dr. Lalitha Ramakrishnan, Himalaya Publishing House 3. Life Skills for Success, Alka Wadkar, Sage Publications / Atlantic Books 4. Leadership and Management –A. Chandra Mohan Himalaya Publishing House Mumbai 5. Personality Development and Communication Skills-I,S.M. Rai & Urmila Rai, Himalaya Publishing House 6. The 7 Habits of Highly Effective People, Stephen R. Covey, Free Press / Simon & Schuster

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

DISCIPLINARY SPECIFIC ELECTIVES

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGMEC01	Change Management	DSE	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the concept of change management, determinants and types of change.	Understand
CO-2	Analyze different models and barriers to organizational change	Analyze
CO-3	Evaluate the theoretical and practical contexts of cultural change strategies	Evaluate
CO-4	Analyze the dynamics and issues in implementing and executing a change strategy or an intervention	Analyze
CO-5	Identify the leadership focus for various phases of change	Skill

b.Syllabus

Unit-I (12 hrs)	Organisational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change
Unit-II (12 hrs)	Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes.
Unit-III (12 hrs)	Implementing change: Steps- Assembling a Change, Management in establishing a new direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization
Unit-IV (12 hrs)	HR and Technological Change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.
Unit-V (12 hrs)	Organisational Development: Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.
References Books	<ol style="list-style-type: none"> 1. Change Management By V. Nilakani and S. Ramnaryan By Sage, 2. Organizational change, Tupper cawsly and Gene Deszca by Sage 3. Management of Organizational change K. Harigopal by Sage. 4. Carolyn Aiken, Scott Keller, "The irrational side of change management", McKinsey Quarterly. 5. John Kotter, 2002. "The Heart of Change." The Heart of Change. Boston: Harvard Business School Press

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	2	3	3	3	3
CO5	3	3	3	3	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGMEC05	Consumer Behaviour	DSE	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Conceptual understanding of consumer behaviour	Understand
CO-2	Application of the concepts of Consumer behavior in business practice.	Apply
CO-3	Analyzing Consumer decision making process and functions	Analyze
CO-4	Developing marketing strategies based on consumer behavior models.	Create
CO-5	Implementing Marketing plans with developed leadership skills	Skill

b.Syllabus

Unit-I (12 hrs)	Consumer Behaviour: An overview – consumer and customer, Consumer involvement, Buyers and users. Decision-making processes and purchase behaviour and marketing implications –nature of Family Purchases and Decision-making, Post–purchase Processes. Types of Buying in B2B, B2C, C2C; Impact of Information Technology on Consumer Behaviour, Recent Trends.
Unit-II (12 hrs)	Environmental influences on consumer behaviour – Cultural influences –Sub-cultures, Cross-cultural Influences Social class, social class classification- Cultural Differences in Non-verbal Communications reference groups influences - Group Norms and Behaviour, Family Life Cycle Stages. Consumer Socialization Opinion leadership and the diffusion of innovations – Marketing implications of these influences. Opinion Leadership
Unit-III (12 hrs)	Individual determinants of consumer behaviour: The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles. Self-Concept, Needs & Brand Choice. VALS and grouping consumers. Learning, Memory, Communication Applications and Behaviour Modification.
Unit-IV (12 hrs)	Implementing CRM: Organizing for CRM implementation, Implementation of CRM solution, measuring the effectiveness of the CRM solution, Relationship Management-Building Customer Loyalty, Consumer Lifetime Value, creating value through Relationship Management.
Unit-V (12 hrs)	Consumer Research: Introduction and Meaning, Objective, Consumer Research Model, Consumer Research Process, Consumer Research Questions, Importance of Consumer Research. Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.
References Books	1. Loudon and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata Mc-Graw Hill. 2. Henry Assael: Consumer Behaviour and Marketing Action, Kent Publishing Co. 3. Berkman& Gilson: Consumer Behaviour: Concepts and Strategies, Kent Publishing Co. 4. Efraim Turban, Jae Lee, David King, &H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000. 5. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGMEC09	Cost and Management Accounting	DSE	4	4	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the basics, scope, and objectives of cost accounting and its difference from other accounting types.	Understand
CO-2	Learn to manage and control material costs and inventory effectively	Apply
CO-3	Understand labour costing, wage systems, incentives, and overhead cost allocation	Analyse
CO-4	Apply different costing methods like unit, job, contract, process, and service costing.	Create
CO-5	Understand budgeting, standard costing, and variance analysis for cost control.	Skill

b.Syllabus

Unit-I (12 hrs)	Introduction: Meaning, scope, objectives and advantages of cost accounting; Difference between different forms of accounting — Cost, Financial and Management accounting, Cost concepts and classifications, Overview of elements of cost and Cost sheet
Unit-II (12 hrs)	Material Costing: Classification of Materials-Material Control-Purchasing Procedure Store Keeping-Techniques of Inventory Control-Setting of Stock Levels- EOQ-Method of Pricing Materials Issues -LIFO-FIFO - Weighted Average Method- Simple Average Method.
Unit-III (12 hrs)	Labour Costing: Control of Labour Cost -Labour Turnover – Method of wage payments-Remuneration and Incentives-Time Rate System-Piece Rate System-Premium and Bonus Plans. Overhead Costing: Meaning- Classification-Procedure - Allocation and Apportionment- Principles of Apportionment -Reapportionment, Direct, Step, Reciprocal, Simultaneous Equation Trial and Error
Unit-IV (12 hrs)	Methods of Costing: Unit costing, Job costing, Contract costing, Process costing (including process losses, valuation of work-in-progress, joint and by-products). Service costing (only transport)
Unit-V (12 hrs)	Budgetary Control and Standard Costing System: Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control; Objectives, merits and limitations; Budget Administration; Functional Budgets; Fixed and Flexible budgeting; Zero base budgeting.
References Books	<ol style="list-style-type: none"> 1. Cost Accounting: Principles & Methods. - Jain, S.P. & Narang- K.L.-Kalyani Publishers 2. A Text Book of Cost Accountancy: M.N. Arora- Vikas Publishing Pvt. Ltd. 3. Cost Accounting: Method & Problems- B.K.Bhar-Academic Publishers 4. Cost Accounting: R. S.N. Pillai & Bhagavati-S. Chand 5. Studies in Cost Management: S.N. Maheshwari- Sultan Chand & Sons 6. Goel, Rajiv Kumar & Ishaan Goel. Concept Building Approach to Management Accounting. Cengage. 7. Lal, Jawahar and Srivastava, Seema. Cost Accounting. McGraw Hill Publishing Co., New Delhi. 3.Khan, M. Y. and Jain, P.K. Management Accounting. Tata McGraw Hill Publishing Co.,New Delhi

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2	2	2
CO2	2	3	3	2	2	2
CO3	2	3	3	3	2	2
CO4	3	3	2	2	3	2
CO5	2	3	3	2	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
V	MGMEC13	Supply Chain Management	DSE	4	4	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Students will be able to explain the fundamental concepts of supply chain management, including procurement, logistics, inventory management, demand forecasting, and supply chain integration.	Understand
CO-2	Students will be able to apply supply chain tools and techniques such as ERP systems, inventory models, transportation planning, and supplier evaluation to solve practical business problems.	Apply
CO-3	Students will be able to analyze supply chain data, evaluate performance metrics, and identify bottlenecks to improve efficiency and reduce costs.	Analyze
CO-4	Students will be able to design and develop supply chain strategies, distribution networks, and integrated operational plans for organizations.	Create
CO-5	Students will be able to demonstrate hands-on skills in using supply chain software, logistics planning tools, and data analytics for effective decision-making.	Skill

b. Syllabus

Unit I (12 hrs)	Fundamentals of Marketing Management: Concept, Nature, Scope and Importance of Marketing; Difference between Marketing and Selling; Marketing Mix Components with emphasis on Physical Distribution, Nature and Functions of Distribution Channel, Direct and Indirect Channels, Channel Intermediaries
Unit II (12 hrs)	Basics of Supply Chain: Meaning, Definition, Objectives, Scope, Evolution of Supply Chain Management; Major Supply Chain Drivers; Participants and their Functions; Inter functional Coordination in SCM
Unit III (12 hrs)	Supply Chain Structural Network and Design: Network Design Framework, Factors Influencing Network Design Decision, Retailing Supply Network, Supply Network around Manufacturers/Producers; Integration of SCM with Marketing, Sales Forecasting, R&D, Production, Purchasing, Logistics, Information Systems, Finance
Unit IV (12 hrs)	Supply Chain Process: Planning, Sourcing, Making, Delivering, Returning; Planning Demand and Supply; Managing Economies of Scale; Managing Inventories
Unit V (12 hrs)	Purchasing in Supply Management: Importance, Objectives, Process of Purchasing; Types of Purchasing; Purchasing Partnerships; Materials Sourcing and its Role; In-house or Outsource; Just-in-Time Purchasing
Text/References books	<ol style="list-style-type: none"> 1. Sarika Kulkarni: Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004 2. James L. Heskett, Marketing, New York: Macmillan Publishing Co., Inc., 1976 3. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004 4. Satish C. Ailawadi& Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005 5. Marketing Management – Kotler, Philip; Prentice Hall of India Publications, new Delhi.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC02	Performance Management	DSE	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	To understand the concept of motivation and performance management	Understand
CO-2	To determine the performance Methods followed in the MNCs	Create
CO-3	To analyze the strategies adopted for transforming the employees	Analyze
CO-4	To estimate the Typical approach in evaluation of the performance	Apply
CO-5	To develop the skills required to achieve goals	Skills

b. Syllabus

Unit -1 (9 hours)	Performance management: 360 degree Appraisal and its application in US, Europe and Asia. Performance management & reward systems. Performance linked remuneration system - career planning & promotion policy. Performance Counselling and related issues. CASE STUDY
Unit-2 (9 hours)	Designing performance tools: Determinants of performance, methods of measuring performance in MNCs, Evaluating the performance. Measuring results and behaviours, BARS from global perspectives, gathering performance information, implementing performance management system. The role of the appraiser in a MNC. Job description & job specification. Different methods of appraisal. CASE STUDY
Unit-3 (8 hours)	Performance counselling in MNC. Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by linking organizations vision. Strategies adopted for transforming employees. CASE STUDY.
Unit-4 (9 hours)	Evaluating the Performance - Methods, Typical approach in evaluation, Performance Agreements; Performance Reviews; feedbacks – e-PM – role of HR professionals. Challenges of implementing PMS in MNC. CASE STUDY
Unit-5 (10 hours)	Performance Appraisal – A conceptual Frame Work, constraints and goal achievements - Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC - aims and role of PMS, characteristics of an ideal PMS process from Global perspective- Case Study.
Text/ reference books	1. Performance Management, Herman Aguinis, Pearson Education, 2007. 2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill 3. Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	3	2	3	2	3
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC06	Products & Services	SEC	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Understand fundamental concepts of products, services, and customer value creation.	Understand
CO-2	Analyse product and service design models for real-world business contexts.	Analyse
CO-3	Apply tools such as service blueprinting, product lifecycle mapping, and value proposition design.	Apply
CO-4	Evaluate service quality, customer experience, and innovation strategies.	Evaluate
CO-5	Develop an integrated mini-project on product/service design demonstrating managerial decision-making.	Create

b. Syllabus

Unit I (10 hrs)	Introduction to Products and Services: Meaning of products and services — goods–services continuum — core, actual and augmented product — customer value and satisfaction — classification of products — differences between goods and services — role of products and services in modern business.
Unit II (9 hrs)	Product Planning and Strategy: New Product Development (NPD) — idea generation and screening — concept testing — product design — product lifecycle (PLC) strategies — product mix and line decisions — branding, packaging and labelling — positioning and differentiation — value proposition design.
Unit III (8 hrs)	Service Characteristics and Service Design: Unique features of services (intangibility, inseparability, heterogeneity, perishability) — service encounter and experience — service blueprinting — service delivery systems — customer journey mapping — designing service processes — self-service and technology-enabled services
Unit IV (9 hrs)	Service Quality and Customer Experience: SERVQUAL dimensions — Gap model of service quality — customer expectations and perceptions — service failure and recovery — complaint handling — role of employees in service delivery — customer experience management — productivity challenges in services.
Unit V (9 hrs)	Integrated Product & Service Strategies: Pricing of products and services — distribution channels for goods and services — omni-channel delivery — promotion strategies for products vs services — innovation in products and services — digital service platforms — mini-project: development of a product/service concept with blueprint, value proposition and marketing plan.
Text/References books	<ol style="list-style-type: none"> Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). <i>Marketing management</i> (16th ed.). Pearson. Lovelock, C. H., Wirtz, J., & Chatterjee, J. (2020). <i>Services marketing: People, technology, strategy</i> (9th ed.). Pearson. Ulrich, K. T., & Eppinger, S. D. (2015). <i>Product design and development</i> (6th ed.). McGraw-Hill.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
CO5	3	2	3	3	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC10	Financial Markets and Institutions	DSE	3	3	-	-

a.Course Out Come

Course Outcome		Level
CO-1	Understanding of the fundamental components and functions of the financial environment.	Understand
CO-2	Knowledge of major financial institutions and their roles within the financial system.	Remember
CO-3	Familiarity with the operations and regulatory framework of the primary market.	Analyse
CO-4	Insight into the mechanisms, trading processes, and performance indicators of the secondary market.	Apply
CO-5	Assess various asset-based and fund-based financial services offered in the market.	Evaluate

b.Syllabus

Unit-I (8 hrs)	Overview of Financial Environment: The nature and role of financial system- Financial structure- Different financial functions - Financial system and economy-Reforms in the financial system- Role of financial markets and Institutions -Recent developments.
Unit-II (8 hrs)	Financial Institutions: Overview of Financial Institutions- Regulatory and Non-regulatory institutions-Banking and Nonbanking institutions – Role and functions
Unit-III (8 hrs)	Primary Market: Primary Market: Role of Primary Market, Functions, Intermediaries, Methods of floatation of Capital –IPO’s, FPO’s, and Right issues, Investor protection in primary market, Recent trends in primary market. Book building process
Unit-IV (9 hrs)	Secondary Market: Secondary Market: Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries. Bullish, Bearish, Hawkish.
Unit-V (12 hrs)	Asset/Fund Based Financial Services: Lease Finance - Hire Purchase Finance- Mutual Funds - Bills Discounting -Factoring and Forfaiting- Venture Capital Financing -Credit Rating Agencies.
References Books	<p>Text books</p> <ol style="list-style-type: none"> 1. M.Y Khan (2019), <i>Indian Financial System</i>, 11th Edition, Tata McGraw Hill Education. 2. L. M Bhole and Jitendra Mahakud (2017), <i>Financial Institutions and Markets</i>, McGraw hill Education. <p>Reference Books</p> <ol style="list-style-type: none"> 1. Bharati V. Pathak (2014), <i>Indian Financial System</i>, 4th Edition, Pearson education 2. Fredric.S Mishkin, Stanley G Eakins (2011), <i>Financial Markets and Institutions</i>, 6th Edition, Pearson education. 3. Gurusamy.S(2009), <i>Indian Financial System</i>, 2nd edition, Tata McGraw Hill. 4. Gomez ,Clifford (2008), <i>Financial Markets, Institutions and Financial Services</i>, PHI learning

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC14	Six Sigma and Lean Management	DSE	3	3	-	-

a.Course Out Come

Course Outcome		Level
CO-1	Understand the fundamental concepts, principles, and importance of Six Sigma and Lean Management in business operations.	Understand
CO-2	Explain and apply the DMAIC methodology to solve organizational problems.	Analyze
CO-3	Identify and eliminate waste using Lean tools and techniques to improve efficiency.	Develop
CO-4	Use basic quality management tools and statistical techniques for process improvement.	Evaluate
CO-5	Analyze real-world business scenarios and recommend process improvement strategies using Lean Six Sigma principles.	Analyze

b.Syllabus

Unit-I (9 hours)	Introduction to Quality and Six Sigma: Concept of Quality and Quality Management, Evolution of Quality (TQM, Kaizen, Continuous Improvement), Introduction to Six Sigma: Meaning, Objectives, Benefits, Six Sigma Roles (Green Belt, Black Belt, Champion), Overview of DMAIC methodology, Cost of Poor Quality (COPQ)
Unit-II (9 hours)	Define and Measure Phases (DMAIC): Define Phase: Problem definition, Project Charter, Voice of Customer (VOC), Critical to Quality (CTQ), Process Mapping (SIPOC Diagram, Flowcharts), Measure Phase: Data collection methods, Types of Data (Continuous & Discrete), Basic Statistics: Mean, Median, Mode, Standard Deviation, Measurement System Analysis (MSA)
Unit-III (9 hours)	Analyze and Improve Phases (DMAIC): Analyze Phase: Root Cause Analysis, Tools: Fishbone Diagram, Pareto Analysis, 5 Whys, Hypothesis Testing (basic concepts), Improve Phase: Generating solutions, Risk Analysis (FMEA – Failure Mode and Effects Analysis), Pilot Testing and Implementation of solutions
Unit-IV (9 hours)	Lean Management Principles: Introduction to Lean Management, Lean vs Six Sigma, Types of Waste, 5S Technique, Value Stream Mapping (VSM), Just-In-Time (JIT) and Kanban System
Unit-V (9 hours)	Control Phase and Applications: Control Phase: Control Charts and Monitoring, Standard Operating Procedures (SOPs), Continuous Improvement and Sustainability, Integration of Lean and Six Sigma, Case Studies in Manufacturing and Service Industries, Applications in HR, Marketing, Finance, and Operations
References Books	1. Michael L. George (2004), <i>The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 100 Tools for Improving Quality and Speed</i> , McGraw Hill. 2. Erick Jones (2014), <i>Quality Management for Organizations Using Lean Six Sigma Techniques</i> , CRC Press. 3. Luis Socconini and Carlo Reato (2019), <i>Lean Six Sigma Management System for Leaders</i> , MARGE Books.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC03	Cross Culture Management	DSE	3	3	-	-

a. Course Outcome

	Course Outcome	Level
CO 1	Explain the basic concepts of culture and how it affects international business	Understand
CO 2	Use cultural knowledge to manage diversity, communication, and teamwork in organisations	Apply
CO 3	Examine and compare different cultures using major cultural frameworks	Analyze
CO 4	Assess how leadership, decision-making, and HR practices differ across cultures	Evaluate
CO 5	Develop simple strategies to manage expatriates and handle global business challenges	Create

b. Syllabus

Units	Content
Unit-I (7 hours)	Introduction to concepts of culture and nationality: Meaning, components, and levels of culture, Culture vs nationality, Impact of culture on business, Challenges of globalization, Role of global manager- organizational context, culture and managerial roles
Unit-II (8 hours)	Managing diversity: Diversity and organizational culture, Approaches to diversity management, Cross-cultural communication - barriers, Cross-cultural training (assimilators, simulations), Building multicultural teams
Unit-III (9 hours)	Comparing Culture: Kluckhohn & Strodtbeck Framework, Hofstede Study, The GLOBE study, Trompenaars' Dimensions, Cultural Distance.
Unit-IV (9 hours)	Cross-Cultural Leadership & Business challenges: Leadership styles across cultures, Motivation across cultures, Decision-making styles, Cultural impact on HR practices, Cross-Border Business Challenges and strategies.
Unit-V (12 hours)	Expatriation, Repatriation: Global Staffing Approaches, Factors influencing international staffing decisions, Recruitment and Selection of Expatriates, Training and Development of Expatriates, Expatriate Performance & Failure, Repatriation Management
References	1. Terence Jackson (2022). International HRM: A Cross-Cultural Approach. Sage Publications. 2. Dowling, P.J & Engle Sr., A.D. (2013). International HRM, London: Thomson Learning. 3. Thomas, D. C. (2014). Cross cultural Management essential concepts, New Delhi: Sage Publication. 4. Schuler, R.S, Briscoe, D.R and Claus. (2009). International Human Resource Management. New York: Routledge.

c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC07	Brand Management	DSE	3	3	-	-

c. Course Outcome (CO)

	Course Outcome	Level
CO 1	Understand the fundamentals of branding and the role of brands in marketing strategy.	Understand
CO 2	Analyze brand positioning, identity, and equity in competitive markets.	Analyze
CO 3	Apply strategies for building, managing, and sustaining strong brands.	Apply
CO 4	Evaluate branding decisions related to products and services in real-world contexts.	Evaluate
CO 5	Develop integrated brand communication and digital branding strategies.	Develop

d. Syllabus

Units	Content
Unit-I (9 hours)	Introduction to Branding: Meaning and importance of branding, Brand vs Product, Branding challenges and opportunities, Types of brands (product, corporate, service, personal), Brand elements (name, logo, tagline, packaging)
Unit-II (9 hours)	Brand Identity and Positioning: Brand identity- concept and components, Brand image vs brand identity, Brand positioning strategies, Value proposition and differentiation, Perceptual mapping
Unit-III (9 hours)	Brand Equity: Concept and importance of brand equity, Customer-based brand equity (CBBE model), Brand awareness and brand associations, Brand loyalty and perceived quality, Measuring brand performance
Unit-IV (9 hours)	Brand Management Strategies: Brand building and development, Brand extension and line extension, Multi-brand strategies, Brand revitalization and repositioning, Managing service brands
Unit-V (9 hours)	Advanced Strategies in Brand Management: David Aaker's Model, Kapferer's Model, Five Tenets of Brand Building, The Brand Asset Valuator Model, Brand Experience and Storytelling
References	<ol style="list-style-type: none"> 1. Bhall. A.K. (2011). Brand and Management. Macmillan Publication, New Delhi 2. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin Lane Keller (2013), 4th Edition, Pearson Education. 3. Building Strong Brands, David A. Aaker (1996), Free Press. 4. B2B Brand Management: Incorporating Performance Branding, Transformative Marketing and Artificial Intelligence, Philip Kotler and Waldemar Pfoertsch (2025), 2nd Edition, Springer.

c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC11	International Finance	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the nature, scope, and importance of international finance and the impact of globalization on multinational enterprises.	Understand
CO-2	Explain the evolution of the international financial system and analyze key international financial instruments used in global markets.	Apply
CO-3	Describe the role of major international financial institutions and compare various forms of international banking operation	Analyse
CO-4	Interpret the functioning of the foreign exchange market, including quotations, arbitrage, and factors influencing exchange rate movements.	Create
CO-5	Evaluate international investment decisions involving FDI, cost of capital, capital structure, capital budgeting, and distinguish between FDI and FII.	Skill

b.Syllabus

Unit-I (12 hrs)	International Financial Environment: Overview, Nature and Scope of International Finance Globalization, International Finance Management VS Domestic Financial Management Globalization and Multinational Enterprise. Issues in international finance.
Unit-II (12 hrs)	Evolution of international financial system: gold standard, Breton woods standard, floating exchange rate, International Financial Instruments Types of International Financial -Euro CP,Euro bonds, foreign bonds, global bonds, euro equity, ADR, GDRs.
Unit-III (12 hrs)	International Financial Institutions IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.
Unit-IV (12 hrs)	Function and Structure of the Forex markets: major participants, types of transactions and settlements dates, foreign exchange quotations, process of arbitrage, speculation in the forward market. Measuring exchange rate movements, Factors influencing exchange rates.
Unit-V (12 hrs)	Foreign Direct Investment: International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Theory); FII's Definition, role of FII's, Different Between FDI& FII.
References Books	1. Eun, C., Resnick, B., Chuluun, T., "International Financial Management", McGraw Hill 2. Apte, P.G. Kapshe, S., "International Financial Management," McGraw Hill. 3. Seth, A.K.," International Financial Management," Galgotia Publications, New Delhi 4. Gautam A., Jaiswal T., Keshari A., "International Financial Management", PHI

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	-	-	3
CO2	3	3	-	3	-	3
CO3	3	2	3	3	3	3
CO4	3	3	3	3	2	3
CO5	3	3	3	3	3	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VI	MGMEC15	Logistics Management	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the fundamentals, objectives, and importance of logistics management in business operations.	Understand
CO-2	Explain the role of transportation, warehousing, and inventory in logistics systems.	Understand
CO-3	Analyze logistics networks and distribution strategies for efficient supply chain management.	Analyze
CO-4	Apply logistics cost analysis and performance measurement techniques.	Apply
CO-5	Evaluate real-world logistics challenges and propose effective solutions using modern tools and technologies.	Evaluate

b.Syllabus

Unit-I (9 hrs)	Introduction to Logistics Management: Meaning, Scope, and Objectives of Logistics, Evolution of Logistics and Supply Chain Management, Role of Logistics in Business and Economy, Logistics vs Supply Chain Management, Components of Logistics System, Logistics as a Competitive Advantage
Unit-II (9 hrs)	Transportation Management: Role and Importance of Transportation, Modes of Transport, Selection of Transportation Mode, Transportation Cost and Pricing, Routing and Scheduling, Documentation in Transportation
Unit-III (9 hrs)	Warehousing and Inventory Management: Meaning and Functions of Warehousing, Types of Warehouses, Warehouse Layout and Design, Inventory Management: Concepts and Objectives, Inventory Control Techniques: EOQ, ABC Analysis, Safety Stock, Material Handling Systems
Unit-IV (9 hrs)	Logistics Network and Distribution Management: Logistics Network Design, Distribution Channels and Strategies, Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL), Reverse Logistics and Green Logistics, Packaging and Unitization, Order Processing and Customer Service
Unit-V (9 hrs)	Logistics Performance and Emerging Trends: Logistics Costing and Cost Control, Key Performance Indicators (KPIs) in Logistics, Use of IT in Logistics: ERP, RFID, GPS Tracking, E-Logistics and Digital Supply Chains, Global Logistics and International Trade Documentation, Case Studies in Logistics Management
References Books	1. D.J. Bowersox, D.J. Closs and M.B. Cooper (2013), <i>Supply Chain Logistics Management</i> , th Edition, McGraw-Hill Education. 2. C. John Langley Jr., Robert A. Novack, Brian J. Gibson and John J. Coyle (2021), <i>Supply Chain Management: A Logistics Perspective</i> , 11th Edition, Cengage Learning. 3. Satish C. Ailawadi and P. Rakesh Singh (2011), <i>Logistics Management</i> , 2nd Edition, PHI Learning Pvt. Ltd.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGMEC04	Compensation Management	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	To understand the Compensation Plan and Policies	Understand
CO-2	To determine the Performance and Reward Systems	Create
CO-3	To examine the Welfare Policy and Role of Employee Welfare Agencies	Analyze
CO-4	To analyze the Statutory and Non-Statutory Welfare facilities	Apply
CO-5	To identify the Plant Level, State and Central Levels	Skills

b.Syllabus

Unit-I (9 hrs)	Employee Compensation –Compensation Plan and Policies – Principles of Wage and Salary Administration – Methods of Wage Fixation – Factors related to wage and salary determination. –CASE STUDY
Unit-II (9 hrs)	Job Evaluation: Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948.
Unit-III (9 hrs)	Employee Welfare: Scope and Significance – Welfare Policy – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies. CASE STUDY
Unit-IV (9 hrs)	Employee Welfare Programmes – Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance – CASE STUDY
Unit-V (9 hrs)	Labour Welfare Administration and Legislation –Labour legislation in India. Factories act 1948 – contract labour act 1970 – the shops and establishment act 1947 –the trade union act 1926 – the industrial disputes act 1947. Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972. The Employees state insurance act 1948 – The employees provident funds and miscellaneous act 1952 – workmen’s compensation Act 1923 – the employees’ pension scheme 1995 - CASE STUDY
References Books	1. Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, TMH,ND 2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi. 3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	3	2	3	2	3
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGMEC08	Retail Marketing	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the basics and evolution of retail marketing.	Understand
CO-2	Apply key concepts in retail planning and decision-making.	Apply
CO-3	Analyze how retail marketing works with other business functions.	Analyze
CO-4	Develop effective communication related to retail service quality.	Develop
CO-5	Demonstrate verbal and non-verbal communication skills in retail contexts.	Demonstrate

b.Syllabus

Unit-I (9 hrs)	Introduction to Retailing: Meaning and importance of retailing, Role of retailers in the marketing mix, Types of retail markets, Retailing in India, Forms of Ownership, Retail industry trends
Unit-II (9 hrs)	Types of Retailing: Types of Merchandisers, Store retailing (supermarkets, department stores, etc.), Non-store retailing (online, catalog, direct selling), Retail ownership formats (franchise, chain stores), Warehouse Showroom, Manufacturers Sponsored Franchising System
Unit-III (9 hrs)	Retail Strategy: Merchandise buying, retail Pricing and Merchandise Performance, Understanding customers and target markets, Store location and layout, Merchandise planning and pricing, Store design and image
Unit-IV (9 hrs)	Retail Value & Operations: Customer service and communication, Supply chain basics, Shopping malls and retail growth, Value creation in retail, factory Outlet and Discount Malls
Unit-V (9 hrs)	Modern Retail Trends: The Circular Economy, Social Commerce and Livestreaming, Online and digital retailing, Global retailing, Opportunities and challenges in retail CASE STUDY
References Books	1. A. Sivakumar (2007), <i>Retail Marketing</i> , Excel Books India. 2. David Walters and David Cook (1991), <i>Retail Marketing: Theory and Practice</i> , Prentice Hall. 3. Helen Goworek and Peter McGoldrick (2015), <i>Retail Marketing Management</i> , Pearson Education.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGMEC12	Financial Econometrics	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Understand the application of econometric tools used for financial analysis	Understand
CO-2	Recall key concepts of econometrics and prepare financial data from various sources for analysis.	Remember
CO-3	Analyse financial time series data and interpret results.	Analyse
CO-4	Apply estimation techniques (OLS) to financial data.	Apply
CO-5	Evaluate financial volatility using ARCH/GARCH models.	Evaluate

b.Syllabus

Unit-I (6 hrs)	Introduction: Econometrics – Meaning - Importance -Historical perspective of Econometrics- Linkage with Business Forecasting. Econometric package for modelling finance data
Unit-II (7 hrs)	Sources of Data: Nature and source of Data for econometric analysis- types of data – cross section – time series – panel data-dummy variable - Instrumental variable
Unit-III (10 hrs)	Estimation Techniques: Correlations – Types of Correlation - Simple linear regression model -Methods of Ordinary least squares –R ² and adjusted R ² - assumptions and properties of OLS estimators –Standard errors of least square estimates. Multiple Regression analysis - Analysis of variance (F test) – Testing the equality of two regression coefficient
Unit-IV (11 hrs)	Volatility Models and Stationarity test: Heteroscedasticity – testing for Heteroscedasticity – ARCH and GARCH Models and their extensions. Tests of Stationarity – Auto Correlation Function (ACF) and Correlogram – Statistical significance of Autocorrelation coefficients. The Unit root test – The Augmented Dickey Fuller (ADF) test – Testing the Significance of more than one coefficient – The Phillips Perron (PP) Unit root tests- Kpss test
Unit-V (11 hrs)	Multivariate Analysis: Cointegration- Models of parameter estimation-VECM –VAR – Granger causality. Panel data regression models – importance of panel data-Advantage of Panel data; Balanced and Unbalanced Panel; One way and Two-way Effect, Pooled OLS; Fixed Effects, within and between estimates; Random Effects.
References Books	1.Gujarati, N.D., (2013), Basic Econometrics, fifth edition, McGraw Hill. 2.Marno Verbeek (2012): A guide to Modern Econometrics, 4/e, Wiley and Sons. Suggested Readings: 1. Heinz, Kohleer (2001): Statistics for Business & Economics, 1/e, Harper Collins, New York. 2. Johnston, J., (2006): Econometric Methods, third edition, McGraw Hill 3. Ramanathan, R., (2002): Introductory Econometrics with applications, 5/e, Thomson Asia Private Limited. 4. Wooldridge, J.,(2012): Introductory Econometrics: A Modern Approach, 5/e, South-Western 5. Hamilton,J., (1994): Time Series Analysis. Princeton University Press

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
VII	MGMEC16	Manufacturing Systems	DSE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Analyze the structure of Computer Integrated Manufacturing (CIM) to evaluate its impact on business productivity.	Analyze
CO-2	Evaluate manufacturing communication models and data flow to improve organizational decision-making.	Evaluate
CO-3	Apply Knowledge-Based Systems and AI concepts to solve complex operational problems in Industry 4.0.	Apply
CO-4	Identify and choose appropriate Manufacturing Strategies (Lead, Lag, or Tracking) based on market demand.	Identify
CO-5	Design automated process plans that integrate technical features with business cost-efficiency.	Design

b.Syllabus

Unit-I (9 hrs)	Computer Integrated Manufacturing (CIM) Management: Structure and functional areas of CIM; The business value of CAD (Design), CAM (Manufacturing), and CAQC (Quality Control), Cost-benefit analysis and competitive advantages of adopting CIM.
Unit-II (9 hrs)	Communication & Information Flow: Manufacturing Automation Protocol (MAP) and Technical Office Protocol (TOP), Understanding the OSI Model for data exchange; Managing Data Redundancy to save costs, Comparison of Top-down vs. Bottom-up management approaches in a smart factory.
Unit-III (9 hrs)	Manufacturing Strategies: Production Strategies, Make-to-Stock (MTS) vs. Make-to-Order (MTO), Lean Manufacturing (Waste elimination), Agile Manufacturing (Speed to market), and Just-in-Time (JIT) strategies.
Unit-IV (9 hrs)	AI & Industry 4.0 for Managers: Concepts of Industry 4.0; Machine Learning and Big Data as tools for market prediction, Understanding the biological vs. artificial neuron from a "Black Box" logic perspective (how systems learn).
Unit-V (9 hrs)	Expert Systems & Process Planning: Phases of process planning; The Variant vs. Generative approach to planning. Knowledge-Based Systems: Using Expert Systems to replace or assist human decision-making in complex production schedules. Technology to identify product specifications and automate resource allocation.
References Books	<ol style="list-style-type: none"> George Chryssolouris (2006), <i>Manufacturing Systems: Theory and Practice</i>, 2nd Edition, Springer. Guy L. Curry and Richard M. Feldman (2009), <i>Manufacturing Systems Modeling and Analysis</i>, 1st Edition, Springer. National Academy of Engineering (1992), <i>Manufacturing Systems: Foundations of World-Class Practice</i>, National Academies Press.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

High = 3, Medium=2 Low=1

OPEN ELECTIVES

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE01	E-Filing of Returns & GST	OE	3	2	-	1

a.Course Out Come

Course Outcome		Level
CO-1	Understand the basic process of computing taxable income and tax liability, and know about various types of income tax return forms.	Understand
CO-2	know the difference between e-filing and regular filing of Income tax returns	Apply
CO-3	understand the circumstances when e-filing is mandatory and the concept of advance payment of tax and tax deduction at the source	Analyze
CO-4	Develop the ability of e-filing of TDS returns.	Create
CO-5	Become aware of the basic framework and structure of GST and various types of GST returns.	Skill

b.Syllabus

Unit-I (9 hrs)	Introduction to ITR: Meaning of E-filing; difference between e-filing and regular filing of returns, benefits and limitations of e-filing, types of e-filing; e-filing process, Process of e-verification. (Theory only)
Unit-II (9 hrs)	Income from Salaries: Introduction to Income tax- Basic terminology, types of assessee, income taxable under different heads, basics of computation of income from salary and tax liability, deductions available from gross salary under section 16, Concept of 26 AS, PAN Card (Theory only)
Unit-III (9 hrs)	E-filing & Deduction U/S 80C to 80U and Preparation of Return of Income (Theory): Various provisions U/S 80C to 80U for deductions of Tax liability for individual Assessee. E-filing of ITR-1 in online and offline manner and Due date of filing of income tax return. Instructions for filling out form (ITR-1 & 2 only), (Theory Only)
Unit-IV (9 hrs)	TDS and E-filing returns: Introduction to the concept of TDS, form 16, TDS certificate, types of forms for filing of TDS returns, benefits of TDS return filing, e-filing of TDS returns. Provision regarding returns of TDS. (Theory only).
Unit-V (9 hrs)	Introduction to GST: Overview of GST- Key concepts of GST Act-Features of GST- Need for GST in India- Pros & Cons of GST implementation in India-Objectives- taxes subsumed in GST- Dual GST Model- Structure of GST (SGST, CGST, IGST, UTGST)- Powers and Functions. GST ACT 2017. (Theory only)
References Books	<ol style="list-style-type: none"> Ahuja, Girish., and Gupta, Ravi. A systematic approach to Income Tax. Baharat Law House, Delhi. Gaur & Narang, Law and Practice of Income Tax Mahesh Chandra & Goyal, Income Tax Law and Practice Excel utility available at incometaxindiaefiling.gov.in V. S. Datey, GST Ready Reckoner, Taxmann Publications. Avadesh Ojha, GST, Taxmann Publications. Vinod K. Singhania, Direct Taxes Ready Reckoner, Taxmann Publications

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE02	Employability Skills	OE	3	2	-	1

a. Course Out Come

Course Outcome		Level
CO-1	Develop self-awareness and positive thinking to enhance personal confidence and growth.	Understand
CO-2	Overcome various types of fears to improve decision-making and overall performance.	Apply
CO-3	Create tailored and effective resumes to showcase skills and experiences professionally.	Create
CO-4	Demonstrate effective communication and collaboration skills in group discussions.	Apply
CO-5	Prepare for interviews and display confidence, etiquette, and suitability for job roles.	Apply

b.Syllabus

Unit-I (9 hrs)	Confidence Building: Swot Analysis – Positive Thinking – Criticism Handling- Compliments Assignment – Exercise and Activities
Unit-II (9 hrs)	Fear Management: Types of Fear- Impact of fear on performance – overcome fear Assignment – Exercise and Activities
Unit-III (9 hrs)	Resume Preparation: Resume writing, Objectives, Types of Resumes, Creation of Professional Resume, and Sample Resumes Assignment – Exercise and Activities
Unit-IV (9 hrs)	Group Discussion: Introduction, Objective of Group discussion, Understanding body languages in Group Discussions. Assignment – Exercise and Activities
Unit-V (9 hrs)	Interview skills: Types of interviews, Pre- Interview Preparation, Do's and Don'ts during Interview, Mock Interview Assignment – Exercise and Activities
References Books	<ol style="list-style-type: none"> 1. Ashford, S. J., & Black, J. S. (1996). Proactively During Organizational Entry: The Role of Desire for Control. <i>Journal of Applied Psychology</i>, 81(2), 199-214. 2. Dweck, C. S. (2006). <i>Mindset: The New Psychology of Success</i>. Ballantine Books. 3. Higgins, E. T. (1997). Beyond pleasure and pain. <i>American Psychologist</i>, 52(12), 1280-1300. 4. Huczynski, A. A., & Buchanan, D. A. (2016). <i>Organizational Behaviour</i> (8th ed.). Pearson Education. 5. Robbins, S. P., Judge, T. A., & Campbell, T. T. (2017). <i>Organizational Behavior</i> (17th ed.). Pearson.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
CO5	3	2	3	3	3	3

High = 3, Medium=2 Low

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE03	E-marketing and Online Advertising	OE	3	3	-	-

a. Course Outcome

Course Outcome		Level
CO-1	Students will be able to explain the fundamental concepts of e-marketing, digital advertising platforms, consumer online behaviour, and the role of technology in modern marketing.	Understand
CO-2	Students will be able to apply suitable e-marketing tools and digital advertising techniques such as SEO, SEM, email marketing, and social media campaigns in real business scenarios.	Apply
CO-3	Students will be able to analyze online consumer data, campaign metrics, website traffic, and digital advertising performance to support strategic marketing decisions.	Analyze
CO-4	Students will be able to design and develop digital marketing plans, advertising content, and integrated online promotional strategies for diverse industries.	Create
CO-5	Students will be able to demonstrate hands-on skills in using digital marketing tools such as Google Analytics, social media ad managers, email automation platforms, and content creation software.	Skill

b. Syllabus

Unit I (10 hrs)	Fundamentals of Digital Marketing: Fundamentals of Digital Marketing & Its Significance, Traditional Marketing vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape & Key Drivers, Digital Consumers & Communities, Gen Y and Gen Z & Netizen Expectations & Influence
Unit II (9 hrs)	Digital Marketing Strategy & Consumer Engagement: Digital Users in India, Digital Marketing Strategy: Consumer Decision Journey, POEM Framework, Segmenting & Customizing Messages, Digital Advertising Market in India, Skills in Digital Marketing & Digital Marketing Plan
Unit III (8 hrs)	Digital Marketing Tools & Techniques Terminology in Digital Marketing, PPC & Online Marketing through Social Media, Social Media Marketing (SMM), SEO Techniques & Keyword Advertising, Google Webmaster & Analytics Overview, Affiliate Marketing, Email Marketing, Mobile Marketing
Unit IV (9 hrs)	Fundamentals of Digital Advertising: Advertising & Its Importance, Digital Advertising Overview, Types of Digital Advertisement, Performance of Digital Advertising: Process & Players, Display Advertising Media, Digital Metrics
Unit V (10 hrs)	Display & Video Advertising Techniques: Buying Models: CPC, CPM, CPL, CPA, Fixed Cost/Sponsorship, Targeting: Contextual, Remarketing, Demographics, Geographic & Language, Display Advertising: Types, Formats, Ad Placement Techniques, Terminology, ROI Measurement Techniques, AdWords & AdSense, YouTube Advertising: Channels, Ads, Video Types, Buying Models, Targeting & Optimization
Text/References books	<ol style="list-style-type: none"> 1. Digital Marketing –Kamat and Kamat-Himalaya 2. Marketing Strategies for Engaging the Digital Generation – D. Ryan 3. Digital Marketing, V. Ahuja, Oxford University Press 4. Digital Marketing, S.Gupta, McGraw-Hill 5. Quick Win Digital Marketing – H. Annmarie & A. Joanna

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE04	Management Through Movies	OE	3	1	2	-

a. Course Out Come

Course Outcome		Level
CO-1	Identify and analyze key management principles depicted in movies.	Understand
CO-2	Apply theoretical frameworks to real-world scenarios presented in films.	Apply
CO-3	Develop critical thinking and problem-solving skills through movie-based discussions and activities	Create
CO-4	Enhance communication and collaboration skills through group discussions and presentations.	Skill
CO-5	Foster ethical reasoning and decision-making based on management principles explored in movies.	Evaluate

b.Syllabus

Unit-I	Introduction to Management through Movies
Unit-II	Leadership & Motivation, Communication & Negotiation
Unit-III	Decision-making & problem solving, Organizational Culture and Ethics
Unit-IV	Managing Change and Innovation
Unit-V	Entrepreneurship
References Books	<ol style="list-style-type: none"> 1. Lawrence Freedman, Strategy: A History, Chapter 4, 'Sun Tzu and Machiavelli' 2. 'Robust Action and the Rise of the Medici, 1400-1434', Padgett, JF & Ansell, CK, American Journal of Sociology, 1993, 98(6): 1259-1319. 3. Seton, Marie, Portrait of a Director New Delhi : Penguin Books, 2003 4. Robinson, Andrew, The Inner Eye, University of California Press, 1989 5. Marinetto, Michael (2003). "The Governmentality of Public Administration: Foucault and the Public Sphere". Public Administration, 81 (3): 621-649). 6. Hellwig, Martin (2008): "Systemic Risk in the Financial Sector: An Analysis of the Subprime-Mortgage Financial Crisis", Max Plank Institute mimeo, http://www.coll.mpg.de/pdf_dat/2008_43online.pdf 7. Khan, Mushtaq H. "Patron-Client networks and the economic effects of corruption in Asia." The European Journal of Development Research 10.1 (1998): 15-39. 8. Silver, Beverly J. "Contemporary Dynamics in World Historical Perspective" in Forces of Labor. Cambridge: Cambridge University Press. 2003. Pgs. 168 - 180. 9. Holcombe, R.G. (2007). Entrepreneurship and economic progress. Routledge Foundations of the Market Economy Series. New York: Routledge. (chapter 3) 10. Lowenstein, R. (2017). A great business movie is getting snubbed at the Oscars this year. Retrieved from http://fortune.com/2017/02/24/oscars-2017-the-founder-snub

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	2	3
CO3	3	3	3	3	3	3
CO4	3	3	3	2	3	3
CO5	2	2	1	3	2	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE05	Stock Market Trading Strategies	OE	3	3	-	-

a. Course Out Come

Course Outcome		Level
CO-1	Identify and define fundamental concepts and terminologies in stock market trading	Remember
CO-2	Understand the concept of investment and identify the investment alternatives to investors	Understand
CO-3	Demonstrate the ability to use basic trading tools, platforms, and strategies to execute simulated trades in a stock market environment.	Apply
CO-4	Analyze historical stock price data to identify trends, patterns, and potential market opportunities using technical analysis techniques.	Analyze
CO-5	Develop a personalized trading strategy	Create

b. Syllabus

Unit-I (9 hrs)	Investment: Introduction- Concept and types of Securities; Concept of return; types and measurement of risk; Development of Securities market in India.
Unit-II (9 hrs)	Primary Market: Primary Market – Classification of Issues- Functions of New Issue Market (IPO, FPO & OFS); Methods of Floatation- Pricing of Issues; Offer Documents; IPOs and Listing of Securities
Unit-III (9 hrs)	Secondary Market: Secondary Market - Functions and Importance; Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading, Internet-Based Trading and Settlement Procedure, Types of Brokers. Demat trading -Role of Depositories and Custodian of Securities in Demat Trading; SEBI Guidelines and other Regulations Relating to Demat Trading; Procedure of Demat Trading.
Unit-IV (9 hrs)	Fundamental Analysis: Economic Analysis- Industry Analysis: Industry classification, Industry life cycle – Company Analysis- Introduction to Ratios- Graham and Dodds investor ratios - Financial Performance and Key Metrics
Unit-V (9 hrs)	Technical Analysis: Philosophy of Technical Analysis -Relationship between price and time-Dow Theory- Trendline Supports and Resistance -Classical Chart Patterns-Indicators and Oscillators: MACD- RSI- Stochastic Oscillator-Bollinger Bands-Fibonacci
References Books	<ol style="list-style-type: none"> 1. Donald E.FischerAnd Ronald J.Jordan,(2008) Security Analysis And Portfolio Management, 6th Ed., Prentice Hall of India. 2. Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management,10th Edition, Cengage Learning. 3. Herbert B. Mayo, (2016), Investments – An introduction, 12th Edition, Cengage Learning <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Prasanna Chandra, Managing Investments, Tata Mcgraw Hill. V. K. Bhalla Investment Management, Sultan Chand, 15th Revised Edition 2008.

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1

SEMESTER	COURSE CODE	COURSE TITLE	TYPE	CREDITS	L	T	P
	MGMOE06	Interview Skills	OE	3	2	-	1br

a. Course Outcome

Course Outcome		Level
CO-1	Write resume	Understand
CO-2	Groom corporate habits	Apply
CO-3	Face frequently asked interview questions	Create
CO-4	Understand the importance of respect as a critical corporate value	Apply
CO-5	Create the right impression in Interviews	Apply

b. Syllabus

Unit I (12 hrs)	Interview Skills: Define term Interview -Self-Awareness - Grooming - Body Language - Confidence - Interview FAQs - Resume Writing –Experiential Learning – Case Study
Unit II (12 hrs)	Corporate Readiness Values: Ownership-Respect-Teamwork- Autodidactic-Flexibility- Time Management - Stress Management -Positive Attitude - LinkedIn Profile Management - SWOT Analysis-Exercises and Case Study
Unit III (12 hrs)	Types of Interviews: Mock Interviews & Group Discussions Simulation -Learning Application- Group Discussion Rules -Public Speaking skills -Group Discussion-Tips to handle Interviews –Exercises
Unit IV (12 hrs)	Decision Making Skills: Steps in Decision Making Creative Problem Solving – Resolving Conflict Negotiating-Experiential Learning and Case Study
Unit V (12 hrs)	Leadership and team building: Leadership qualities and team building –Leadership Styles -Team building –team motivation-Experiential Learning and Case Study
Text/References books	<ol style="list-style-type: none"> Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill. Smith, B . Body Language. Delhi: Rohan Book Company. 2004 Interviewing: Principles and Practices by Stewart and Cash. Brown & Benchmark, 13th ed. Leadership and Management –A. Chandra Mohan –Himalaya Publishing House Mumbai

c. Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	2	2	2
CO3	3	3	2	3	2	3
CO4	3	3	3	2	2	2
CO5	3	3	3	3	3	2

High = 3, Medium=2 Low=1