



MANAKULA VINAYAGAR

INSTITUTE OF TECHNOLOGY

An Autonomous Institution

Affiliated to Pondicherry University, Approved by AICTE, New Delhi,
Accredited by NBA, New Delhi and NAAC with 'A' Grade
Kalitheerthalkuppam, Puducherry- 605 107.



CURRICULUM & SYLLABUS

SEMESTER I & II

FOR

**PG DEGREE IN
BUSINESS ADMINISTRATION
(MBA)**

ACADEMIC YEAR 2025 - 26

PG - CURRICULUM & SYLLABUS

CURRICULUM STRUCTURE

PG - CURRICULUM & SYLLABUS

Master of Business Administration (MBA)

Preparatory Courses

<u>S. No</u>	<u>Subject Code</u>	<u>Subjects</u>	<u>Category</u>	<u>Periods</u>			<u>Credits</u>	<u>Marks</u>		
				<u>L</u>	<u>T</u>	<u>P</u>		<u>CAM</u>	<u>ESM</u>	<u>TM</u>
1.	25PMBY01	Business Essentials	Preparatory	16	4	0	0	--	--	--
2.	25PMBY02	Accounting Fundamentals	Preparatory	12	8	0	0	--	--	--
3.	25PMBY03	Essential Computer Skills	Preparatory	4	16	0	0	--	--	--
4.	25PMBY04	Case Method of Learning	Preparatory	12	8	0	0	--	--	--

Category of Courses and its Credit Distribution

S. No.	Course Category	Credits per Semester				Total Credits	Cum. Total	% of Credits
1.	Preparatory Courses	-				-	-	-
		I	II	III	IV			
	CORE COURSES							
2.	Foundation Core	18	0	0	0	18	65	60
3.	Functional Core	0	12	0	0	12		
4.	Applied Core	0	6	12	9	27		
5.	Practical Courses	4	2	0	2	8		
	ELECTIVE COURSES							
6.	Functional Electives (Functional Specialization)	0	0	12	12	24	24	22
	PROJECT/INTERNSHIP							
7.	Minor Project / Internship	0	2	0	0	6	7	7
8.	Major Project / Internship	0	0	4	0			
9.	Social Immersion Project	1	0	0	0	1		
	EMPLOYABILITY ENHANCEMENT COURSES							
10.	Skill Enhancement Courses	2		2		4	8	7
11.	Career-Oriented Courses		2		2	4		
12.	Competency Enhancement Courses					4	4	4

	TOTAL	25	24	30	25	-	108	100
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MASTER OF BUSINESS ADMINISTRATION (MBA)

I SEMESTER

S.No.	Subject Code	Subjects	Category	Periods			Credits	Marks		
				L	T	P		CAM	ESM	TM
Theory										
1.	25PMBT11	Management Processes	Foundation Core	3	0	0	03	40	60	100
2.	25PMBT12	Organizational Behavior	Foundation Core	3	0	0	03	40	60	100
3.	25PMBT13	Managerial Economics	Foundation Core	3	0	0	03	40	60	100
4.	25PMBT14	Accounting for Managers	Foundation Core	3	0	0	03	40	60	100
5.	25PMBT15	Business Law	Foundation Core	3	0	0	03	40	60	100
6.	25PMBT16	Business Environment	Foundation Core	3	0	0	03	40	60	100
Practical										
7.	25PMBP11	Business Analytics Lab1	Practical	0	0	2	02	60	40	100
8.	25PMBP12	Communication Skill Workshop	Practical	0	0	2	02	60	40	100
Project										
9.	25PMBW11	Social Immersion Project	Project	0	0	2	02	50	50	100
Employability Enhancement Course										
10.	25PEEP11	Spreadsheet for Managers (Advanced Excel)	EEC	0	0	2	02	60	40	100
Total				18	0	6	24	470	530	1000

PREPARATORY COURSES

25PMBY01	BUSINESS ESSENTIALS	Category	L	T	P	Credit
		Applied Core	16	4	0	--

Course Objective:

This course introduces the role of business in society, explores key business functions and their interconnections, and provides an overview of the global and Indian business environments.

Course Prerequisite:

Basic understanding of economics and general awareness of current business trends is recommended, though not mandatory.

Course Outcomes:

Course Outcome		Taxonomy Level
CO1	Explain the basic meaning, objectives, and types of business activities, and distinguish business from entrepreneurship.	K2, Understand
CO2	Analyze the internal and external business environments using tools like PESTEL and evaluate their influence on decision-making.	K5, Evaluate
CO3	Compare various types of business ownership and determine the suitability of each form in different contexts.	K3, Apply
CO4	Describe and examine the core functional areas of business and explain their interdependence within an organizational structure.	K4, Analyze
CO5	Evaluate the role of business ethics, CSR, and strategic planning in achieving sustainability and global competitiveness.	K6, Create

Syllabus:

Unit 1: Introduction to Business

Meaning and objectives of business - Types of business activities: Manufacturing, Trading, Services - Business vs. Entrepreneurship - Stakeholders in business

Unit 2: Business Environment

Internal and external environment - PESTEL analysis - Government and legal influences on business - Emerging trends in Indian/global business

Unit 3: Types of Business Ownership

Sole proprietorship, Partnership, Corporations - Limited Liability Partnership (LLP) - Cooperative societies and Joint Stock Companies - Public vs. Private sector

Unit 4: Functional Areas of Business

Overview of marketing, finance, operations, HRM, and R&D - Interdependence of functional areas - Departmental structure in companies

Unit 5: Ethics and Strategy

Corporate Social Responsibility (CSR) - Business ethics and code of conduct - Introduction to

strategy and competitive advantage - Globalization and sustainability in business

Reference Book:

1. Fundamentals of Business Organization and Management. Y.K. Bhushan, Sultan Chand & Sons
2. Essentials of Business Environment. K. Aswathappa, Himalaya Publishing House
3. Business Ethics and Corporate Governance. A. C. Fernando, Pearson Education
4. <https://epgp.inflibnet.ac.in>
5. <http://egyankosh.ac.in>

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	-	1	-	1	3	3	2
CO2	3	3	2	3	-	2	2	3	3
CO3	3	2	2	2	1	1	2	3	2
CO4	3	3	2	2	3	-	1	3	2
CO5	2	3	3	3	2	3	2	2	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Types of Business Activities. Gives a clear understanding of the core ways businesses operate in the economy.	3 hrs
II	PESTEL Analysis. A foundational tool for analyzing external factors influencing business.	3 hrs
III	Sole Proprietorship vs. Partnership. Helps students understand the most common and contrasting forms of ownership	3hrs
IV	Overview of Key Functions: Marketing, Finance, HR, Operations. Introduces how different departments work together within a business.	3 hrs
V	Corporate Social Responsibility (CSR). Connects business operations with social and ethical responsibilities.	4 hrs

Course Designer(s):

25PMBY02	ACCOUNTING FUNDAMENTALS	Category	L	T	P	Credit
		Applied Core	12	8	0	-

Course Objective:

The course aims to introduce students to the fundamental concepts and practices of accounting. It covers the basic structure of accounting, the accounting process, preparation of key financial statements, and essential tools for financial analysis. By the end of the course, students will be able to understand and apply accounting principles, record business transactions, and analyze financial data for decision-making.

Course Prerequisite:

No prior accounting knowledge is required. However, basic numerical ability and familiarity with business terminology will be helpful.

Course Outcome:

CO1	Define the fundamentals of accounting, its objectives, types of accounts, and underlying concepts and conventions.	K2, Understand
CO2	Apply the accounting equation and double-entry system to journalize transactions and post them to ledgers.	K3, Apply
CO3	Prepare a trial balance and develop financial statements such as the Income Statement and Balance Sheet.	K3, Apply
CO4	Differentiate between cash and accrual accounting and carry out basic adjustments to finalize accounts.	K4, Analyze
CO5	Analyze financial statements using key financial ratios and common-size analysis for basic interpretation.	K5, Evaluate

Syllabus:

Unit 1: Basics of Accounting

Definition, objectives, and scope - Types of accounts: Real, Nominal, Personal - Accounting principles, concepts, and conventions

Unit 2: Accounting Process

Accounting equation - Double-entry system - Journalizing transactions and ledger posting

Unit 3: Trial Balance and Financial Statements

Preparing a trial balance - Income Statement (Profit & Loss Account) - Balance Sheet: Format and content

Unit 4: Cash Flow and Adjustments

Basics of cash flow - Cash vs. accrual accounting - Adjusting entries and final accounts

Unit 5: Financial Analysis

Introduction to financial ratios: Liquidity, Profitability, Solvency - Basic interpretation of

Reference Book:

1. Financial Accounting. T.S. Grewal, Sultan Chand & Sons
2. Introduction to Accountancy. T.S. Grewal, S.C. Gupta, S. Chand & Co.
3. Fundamentals of Accounting. P.C. Tulsian, Tata McGraw-Hill
4. Financial Accounting for Management. N Ramachandran & Ram Kumar Kakani, McGraw-Hill
5. <http://www.egyankosh.ac.in/>
6. <https://swayam.gov.in/>
7. <https://www.accountingcoach.com/>
8. <https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-statements>

Mapping with Programme Outcomes:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	-	-	-	1	1	3	2
CO2	3	2	-	-	-	-	-	3	2
CO3	3	2	-	-	1	-	-	3	2
CO4	3	3	-	1	-	-	-	3	2
CO5	3	3	-	2	-	-	-	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	This unit introduces the definition, objectives, and scope of accounting, explains the types of accounts—real, nominal, and personal—and covers basic accounting principles, concepts, and conventions.	4hrs
II	This unit focuses on the accounting process including the accounting equation, the double-entry system, and the procedures for journalizing transactions and posting them to the ledger.	4hrs
III	This unit explains how to prepare a trial balance and introduces the structure and content of financial statements, specifically the income statement (profit & loss account) and the balance sheet.	4 hrs
IV	This unit provides a basic understanding of cash flow, distinguishes between cash and accrual accounting, and discusses adjusting entries and the preparation of final accounts.	4hrs
V	This unit introduces financial analysis through key ratios such as liquidity, profitability, and solvency, and explains how to interpret financial statements using common-size and vertical analysis.	4hrs

Course Designer(s):

Course Prerequisite

25PMBY03	ESSENTIAL COMPUTER SKILLS	Category	L	T	P	Credit
		Applied Core	4	16	0	-

Course Objective:

This course equips students with essential computer skills needed in academic and business settings. It covers foundational knowledge of operating systems, internet tools, and core office applications like MS Word, Excel, and PowerPoint. Additionally, it introduces digital collaboration tools and basic cybersecurity practices to enhance digital literacy and productivity.

Basic familiarity with using a computer and internet browsing will be helpful for smoother learning.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Demonstrate basic computer operations, including OS navigation, file management, and use of cloud storage tools.	K3, Apply
CO2	Format professional documents in MS Word with advanced features like tables, images, and structured content.	K3, Apply
CO3	Use MS Excel functions and tools for data analysis, including charts, formulas, and pivot tables.	K4, Analyze
CO4	Design effective business presentations using MS PowerPoint with visual and multimedia elements.	K6, Create
CO5	Utilize digital collaboration tools (Google Workspace) and practice email etiquette and basic cybersecurity.	K3, Apply

Syllabus:

Unit 1: Computer and Internet Basics

Introduction to OS (Windows/Mac) - File/folder management and keyboard shortcuts - Cloud storage and backup (Google Drive, OneDrive)

Unit 2: MS Word for Business

Formatting documents - Inserting tables, images, page breaks - Creating reports with headings, table of contents

Unit 3: MS Excel Basics

Working with formulas and functions (SUM, IF, VLOOKUP) - Creating charts and graphs - Introduction to pivot tables

Unit 4: MS PowerPoint and Presentations

Slide creation and formatting - Animations, transitions, and media insertion - Business presentation design principles

Unit 5: Digital Tools & Security

Email etiquette and calendar scheduling - Google Docs, Sheets, Forms basics - Data privacy

and cybersecurity basics

References:

1. Computer Fundamentals. P.K. Sinha, BPB Publications
2. Fundamentals of Computers. V. Rajaraman, PHI Learning
3. Microsoft Office 365 – Training Guide. DTP/BPB Publications
4. Introduction to Information Technology. ITL Education Solutions Limited, Pearson Education
5. <https://www.pmgdisha.in>
6. <https://edu.gcfglobal.org/en/subjects/tech/>
7. <https://support.microsoft.com/en-us/training>
8. <https://support.google.com/a/users/answer/9282664?hl=en>

Mapping with Programme Outcomes:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	-	2	1	1	-	2	2
CO2	3	2	-	-	2	-	-	3	2
CO3	3	3	-	-	2	-	-	3	2
CO4	2	3	-	-	3	-	-	2	2
CO5	2	3	2	2	2	3	-	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	This unit introduces computer and internet basics, including operating systems, file management, keyboard shortcuts, and cloud storage tools like Google Drive and OneDrive.	4 hrs
II	This unit covers MS Word essentials such as formatting, inserting tables and images, and creating structured business reports.	4 hrs
III	This unit explains MS Excel basics, including key formulas (SUM, IF, VLOOKUP), creating charts, and an introduction to pivot tables.	4 hrs
IV	This unit focuses on PowerPoint presentation skills, including slide design, transitions, animations, and business presentation techniques.	4 hrs
V	This unit introduces essential digital tools like email and calendar usage, Google apps (Docs, Sheets, Forms), and basics of data privacy and cybersecurity.	4 hrs

Course Designer(s):

25PMBY04	CASE METHOD OF LEARNING	Category	L	T	P	Credit
		Applied Core	12	8	0	-

Course Objective:

This course is to equip students with the skills to analyze, interpret, and present business cases using structured frameworks and collaborative discussion methods.

Course Prerequisite:

Basic understanding of business concepts is recommended. Strong reading comprehension and an interest in discussion-based learning will enhance the case analysis experience.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Explain the concept, structure, and objectives of the case method and the roles of students and instructors in case discussions.	K2, Understand
CO2	Apply analytical frameworks like SWOT, Porter's Five Forces, BCG Matrix, and 4P's to dissect business cases.	K4, Analyze
CO3	Interpret and evaluate case information by identifying core problems, stakeholder perspectives, and separating facts from opinions.	K5, Evaluate
CO4	Demonstrate effective group collaboration and presentation skills using persuasive techniques and structured storytelling.	K6, Create
CO5	Critically discuss real business case studies and develop basic case write-ups and reflective insights.	K6, Create

Syllabus:

Unit 1: Introduction to Case Method

What is a case study? - Purpose and structure of cases - Role of the student and instructor in a case class.

Unit 2: Frameworks for Case Analysis

SWOT Analysis - Porter's Five Forces - BCG Matrix and Ansoff Matrix - 5C's and 4P's framework

Unit 3: Reading and Interpreting Cases

Identifying the problem - Analyzing stakeholders - Distinguishing facts vs. opinions - Case question and issue trees.

Unit 4: Group Discussion and Presentation

Role-playing and role assignments - Structuring a case presentation - Persuasive communication and storytelling - Managing Q&A sessions.

Unit 5: Applied Case Practice

- Discussion of 3–4 real business cases (local and global). Examples:
 - Apple's innovation strategy
 - TATA Nano: Cost leadership or failure?
 - Amul's brand positioning
 - Uber's pricing and expansion model

- Case writing basics and reflection reports

References:

1. Case Studies in Management. T.N. Chhabra & Neena Gupta, Dhanpat Rai & Co.
2. The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases. William Ellet, Harvard Business Publishing (used in IIM/ISB curriculum)
3. <https://hbsp.harvard.edu/cases/>
4. <https://swayam.gov.in> or <https://iimbx.iimb.ac.in/>
5. <https://www.managementstudyguide.com/>

Mapping with Programme Outcomes:

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	-	-	1	1	-	2	2
CO2	3	2	-	2	1	-	2	3	2
CO3	3	3	-	2	-	-	-	3	2
CO4	2	3	2	-	3	-	-	2	3
CO5	3	3	2	2	2	2	1	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	This unit introduces the concept of case studies, their structure, purpose, and the roles of both students and instructors in a case-based classroom.	4 hrs
II	This unit presents key analytical frameworks for case analysis, including SWOT, Porter's Five Forces, BCG, Ansoff Matrix, and the 5C's/4P's.	4 hrs
III	This unit focuses on reading and interpreting cases by identifying core problems, analyzing stakeholders, and distinguishing between facts and opinions.	4 hrs
IV	This unit develops group discussion and presentation skills through role-playing, structuring arguments, storytelling, and handling Q&A sessions.	4 hrs

V	This unit applies learning through discussion of real business cases, introduces case writing basics, and encourages reflection via reports.	4 hrs
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Course Designer(s):

MASTER OF BUSINESS ADMINISTRATION (MBA)

I SEMESTER

S.No.	Subject Code	Subjects	Category	Periods			Credits	Marks		
				L	T	P		CAM	ESM	TM
Theory										
11.	25PMBT11	ManagementProcesses	Foundation Core	3	0	0	03	40	60	100
12.	25PMBT12	Organizational Behavior	Foundation Core	3	0	0	03	40	60	100
13.	25PMBT13	Managerial Economics	Foundation Core	3	0	0	03	40	60	100
14.	25PMBT14	Accounting for Managers	Foundation Core	3	0	0	03	40	60	100
15.	25PMBT15	Business Law	Foundation Core	3	0	0	03	40	60	100
16.	25PMBT16	Business Environment	Foundation Core	3	0	0	03	40	60	100
Practical										
17.	25PMBP11	Business Analytics Lab1	Practical	0	0	2	02	60	40	100
18.	25PMBP12	Communication Skill Workshop	Practical	0	0	2	02	60	40	100
Project										
19.	25PMBW11	Social Immersion Project	Project	0	0	2	02	50	--	50
Employability Enhancement Course										
20.	25PEEP11	Spreadsheet for Managers (Advanced Excel)	EEC	0	0	2	02	60	--	40
Total				18	0	6	24	460	440	900

Control

Unit V: Comparative Management Styles and approaches

(9 hours)

Comparative Management Styles and approaches – Japanese Management Practices – Organisational Creativity and Innovation – Management of Innovation – Entrepreneurial Management – Benchmarking Best Management Practices across the world – Select cases of Domestic & International Corporations Management of Diversity.

Text Book

1. Koontz & Weirich, "Essentials of Management: An International perspective", 8th Edn. Tata McGraw-Hill, New Delhi, 2009
2. Koontz H. "Essentials of Management 5E, Tata McGraw-Hill, New Delhi, 1994
3. Stephen P. Robbins & David A. Decenzo, "Fundamentals of Management", Pearson Education, New Delhi, 3rd Edn. 2001
4. Peter F. Drucker, "The Practice of Management", Harper Business; Reissue edition, 2006.
5. Mason Carpenter & Talya Bauer, "Principles of Management", Flat World Knowledge, Inc. 2009.

Reference Book & Web Resources:

1. Sarah cook, Practical Bench Marking: A manager's guide to creating competitive advantage, London, Kogan Page 1995
2. Heracleous.L and Devoge, S., "Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
3. Bateman Snell, "Management: Competing in the new era", McGraw Hill Irwin, 2002.
4. Peter Eichhorn & Ian Towers, Principles of Management: Efficiency and Effectiveness in the Private and Public Sector, Springer International Publishing. 2018.

Mapping with Programme Outcomes

CO -PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	3	3	2	2	0	2	3
CO2	3	2	0	2	3	3	0	3	2
CO3	3	0	2	2	0	3	0	3	2
CO4	3	3	0	0	2	2	0	3	2
CO5	3	3	2	2	0	2	0	2	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Introduction to Management	9
II	Introduction to Planning ,Levels of planning ,Planning process,Objectives and goal setting ,Decision making and planning tools	9
III	Organizing involves structuring resources, defining roles, and establishing authority to achieve organizational goals efficiently.	9
IV	"Staffing and Directing focus on acquiring the right talent and effectively guiding, motivating, and leading them to achieve organizational goals."	9

V	Comparative Management explores different leadership styles and managerial approaches across cultures, organizations, and situations to enhance global business effectiveness."	9
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Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT12	ORGANISATIONAL BEHAVIOUR	Category	L	T	P	Credit
		CAT	3	0	0	3

Course Objective

To understand and appreciate the fact that why & how of human behaviour in organizations is critical for its success and to orient the managers-to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric

Course Prerequisite

Students are expected to have a **basic understanding of management principles** and **prior exposure to human behavior concepts**, typically covered in the **foundation term**.

Course Outcomes

	Course Outcome	Taxonomy Levels
CO1	Define the concepts, models, and importance of Organization Behaviour	Remember (K1)
CO2	Outline the components of individual behavior	Create (K6)
CO3	Classify the formation of group and outline the types of leadership along with concepts of power and politics	Analyze (K4)
CO4	Explain the various structure and dimensions of the organization	Analyzing (K4)
CO5	Formulate the recent trends in OB	Evaluating (K5)

Syllabus

Unit I: INTRODUCTION

(9 hours)

Organizational Behaviour: Definition, need and importance - Human Behaviour in Organisations: Behaviour in Times of Change - Diversity of Organizations - Diverse Workforce, Attitude Formation – Personal Values, Attitudes, Emotions, Beliefs and Moods at Work - Ethical Behaviour - Factors that Affect Ethical Behaviour, Challenges for Managers: Competing in the Global Economy.

Case discussion, Web exercises, Field based activities-visiting organisation for studying attitude formation and ethical issues in Pandemic Period

Unit II: INDIVIDUAL PROCESSES AND BEHAVIOR

(9 hours)

Personality, Perception and Attribution: Individual Differences and Organizational Behaviour - Application of Personality Theory in Organisations, Motivation at Work: Motivation and Work Behaviour – Theories of Motivation, Learning: Models of Learning - Social and Cognitive Theories of Learning - Goal Setting at Work, Stress and Well-Being at Work: Approaches to Stress - Stressors - Sources of Work Stress - Consequences of Stress - Preventive Stress Management.

Video case discussion, Web exercises, OB application-based activities, Self-Awareness Exercises –

Unit III: INTERPERSONAL PROCESSES AND BEHAVIOR

(9 hours)

Communication: Interpersonal Communication - Communication Skills for Effective Managers - Barriers and Gateways to Communication - Communicating through New Technologies and Social Media, Work Teams and Groups: Group Decision Simulation –Team Orientation, Formation and Development - Decision Making: Process - Models and Limits - Individual Influences on Decision Making - Group Decision-Making Process.

Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities-Team formulation

Unit IV: POWER, LEADERSHIP, CONFLICT AND NEGOTIATION

(9 hours)

Power and Political Behaviour: Concept of Power - Forms and Sources of Power in Organizations - Managing Political Behaviour in Organisations, Leadership: Types, Importance, Theories and Models -Organisational Climate and Culture - Creating a culture for Innovation & Creativity - Conflict and Negotiation: Causes of Conflict in Organizations – Types- Conflict Management Strategies and Techniques, Organisational Change and Development

Case discussion: Web exercises, Field based activities-visiting organisation for studying Political Behaviour and Leadership Styles.

Unit V: ORGANIZATIONAL PROCESSES AND STRUCTURE

(9 hours)

Organizational Design and Structure: Basic Design Dimensions - Five Structural Configurations - Forces Reshaping Organizations – Emerging Organizational Structures, Trends in Organisational Behaviour -Research Issues in Organisational Behaviour, Organizational Socialization - Challenges to Developing a Positive, Cohesive Culture, Managing Change: Forces for Change in Organizations - Scope of Change Gender Sensitivity - Need for Organization Development Interventions - Techniques for OD Intervention.

Video case discussion, Web exercises, Self-Awareness Exercises – Developing Research Proposal and Studying Consequences of Gender Sensitivity

Text Book

1. Fred Luthans (2020), Organisational Behaviour, Tata McGraw Hill, New Delhi
2. Christopher Grey, A Very short Fairly Interesting and Reasonably Cheap Book About Studying Organizations, University of Warwick

Reference Book:

1. Rego, A., Clegg, S., Cunha, M. P. e., Simpson, A. (2020). Positive Organizational Behaviour: A Reflective Approach. (n.p.): Taylor & Francis.
2. McKenna, E. (2020). Business Psychology and Organizational Behaviour. United Kingdom: Taylor &
3. Francis. ISBN: 9781317294634, 1317294637
4. Organizational Behaviour and the Physical Environment. (2019). United Kingdom: Taylor & Francis
5. Bratton, J. (2020). Work and Organizational Behaviour. United Kingdom: Macmillan Education UK.
6. McLachlan, C. J., Smith, P. E., Yellowley, W. (2020). Organizational Behaviour: Managing People in Dynamic Organizations. United Kingdom: Taylor & Francis Group.
7. Organisational Behaviour. (2020). United States: SBPD Publishing House.
8. Robbins, Stephen P (2020) Organisational Behaviour: Concepts Controversies and Applications, Prentice Hall, New Delhi.

Web Resources:

1. www.obweb.org
2. [Management process syllabus frame.docxwww.obmnetwork.com](http://www.obmnetwork.com)
3. [Management process syllabus frame.docx](#)
4. [Management process syllabus frame.docx](#)
5. [Management process syllabus frame.docx](#)
6. [Management process syllabus frame.docx](#)
7. [Management process syllabus frame.docx](#)

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	0	2	1	0	0	1	2	3
CO2	3	3	2	0	3	2	1	3	3
CO3	3	3	3	2	3	2	1	3	2
CO4	3	0	2	3	0	2	2	3	3
CO5	3	2	2	3	2	2	3	2	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	The study of how individuals and groups act within organizations. It explores the theories, concepts, and real-world applications that help understand and manage behavior in the workplace. The goal is to enhance organizational effectiveness and improve employee well-being.	9
II	It covers the psychological processes, traits, and internal motivations that shape how people perceive, think, feel, and act in the workplace.	9
III	Interpersonal Processes and Behavior typically covers the psychological and social dynamics that influence how individuals interact with one another in various contexts	9
IV	It is designed to help students and professionals develop a deeper understanding of how these elements shape organizational behavior, decision-making, and interpersonal relationships.	9
V	Students will explore how different structural models impact coordination, control, and adaptability in a dynamic business environment.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5

Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT13	MANAGERIAL ECONOMICS	Category	L	T	P	Credit
		CAT	3	0	0	3

Course Objective

To provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and Managerial Economics and demonstrate the application of economic theory to business decision-making.

Course Prerequisite

Students are expected to have a fundamental understanding of microeconomic principles, basic mathematical skills (such as algebra and graph interpretation), and a general awareness of business functions and decision making processes.

Course Outcomes

Course Outcome		Taxonomy Levels
CO1	Aware with the fundamental concepts and principles of Managerial Economics the definition, nature, scope, importance, Firms – nature, objectives, theory, Forms of organizations and Demand concepts-forecasting techniques	Understand(K2)
CO2	Familiar about different Product and Resource Markets and Pricing in those markets, Cost and Production Functions.	Understand(K2)
CO3	Thorough with various concepts of economic decision making, economic life, replacement economy, budgetary control, and types of budgets	Understand(K2)
CO4	Learnt about the past recessions, depressions and crisis happened worldwide; WTO and its impact on Indian Industry; and the concepts of economic zones.	Remember (K1)
CO5	Learnt about the past recessions, depressions and crisis happened worldwide; WTO and its impact on Indian Industry; and the concepts of economic zones.	Evaluate(K5)

Syllabus

Unit I: INTRODUCTION

(9 hours)

Introduction to Managerial Economics: Definition, Nature, Scope, Importance and General Foundation of Managerial Economics. Circular flow of activities. Nature of firm; Objectives of firm;

Theory of firm Forms of Organizations - Sole Proprietorship; Partnership; Joint Stock Company; Cooperatives; Public Enterprises.

Relevance of demand analysis in Business Decision-making; Law of Demand; Elasticity of Demand Determinants of Demand; Individual, firm and Market demand; Demand Curve and its nature; Demand Forecasting Techniques.

Unit II: MARKETS AND PRICING

(9 hours)

Product Markets and Recourse Markets. Market Structure: Differently Competitive. Markets; Pricing under different Market structures. Methods of Pricing new and existing products; Pricing strategies. Cost - Oriented and Market - Oriented Pricing. Cost concepts: Types of cost; Relationship between Average and Marginal Cost in Short run and long run; Economics and Accountant View on Cost; Preparation of Cost sheet and Computation of unit and Total Cost; Using Marginal costing in business decision-making. Production functions in short and long run. Wages and wage differentials.

Unit III: ECONOMIC DECISION-MAKING

(9 hours)

Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present - worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions. Budgetary Control: Preparation of Cash Budgets, Purchase Budgets, Production Budgets and Flexible Budgets; Concept of Zero-Based Budgeting

Unit IV: MACRO ECONOMIC ISSUES (I)

(9 hours)

The Great Depression of 1920s and lessons learnt. Global recession of 2008 and its impact on Indian business. The Euro crisis. WTO and its impact on Indian Agriculture and Textiles industry. Concepts of SEZs, EPZs, FTZs and EPCs.

Unit V: MACRO ECONOMIC ISSUES (II)

(9 hours)

Introduction to National Income and Methods of Estimating National Income. Inter - Sectoral Linkages Macro Aggregates and Policy Inter relationships - Fiscal and Monetary Policies. Business and Government. Economic Indicators Technology, Employment and Poverty -issues and challenges Industrial Finance – Money market and Capital market

Text Book

1. Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New Delhi.
2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi
3. Managerial Economics by R. Panneerselvam, P. Sivasankaran and P. Senthilkumar (2018); Cenage Learning India Pvt. Ltd.
4. Managerial Economics and Business Strategy by Michael R Baye and Jeff Prince (2017); McGraw Hill Education, Eighth Edition
5. Managerial Economics: Principles and Worldwide Applications by Dominick Salvatore and Siddhartha k rastogi (2016); Oxford Higher Education
6. Managerial Economics by D N Dwivedi (2015); Vikas Publishing House
7. Principles of Macroeconomics (7th Edition) by Karl E. Case, Ray C. Fair, Publisher: Prentice Hall
8. Macroeconomics: Principles and Tools (3rd Edition) by Arthur O'Sullivan, Steven M. Sheffrin, Publisher: Prentice Hall

Reference Book:

1. Peterson, HC and W.C.Lewis, MANAGERIAL ECONOMICS, Prentice-Hall of India, New Delhi.
2. Riggs, J.L. MANAGERIAL ECONOMICS, McGraw-Hill, New Delhi
3. Stiglitz J., PRINCIPLES OF MICROECONOMICS, Norton Publishers 2nd Edition.
4. Joel Dean, Managerial Economics, Himalaya Publishing house, New Delhi.
5. Macroeconomics and Active Graphs, Third Edition by Olivier Blanchard, Publisher: Prentice Hall

6. Macroeconomics: Theories, Policies, and International Applications by Roger LeRoy Miller, David D. VanHoose, Publisher: South-Western College
7. Intermediate Macroeconomics by Dennis W. Jansen, Charles D. Delorme,
8. Robert B. Ekelund, Publisher: Thomas Learning

Web Resources:

1. www.wareseeker.com/free-managerial-economics-tutorials
2. www.managementstudyguide.com
3. www.managementparadise.com
4. www.referenceforbusiness.com
5. www.debunkingeconomics.com
6. www.economywatch.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	1	3	3	3	3
CO4	2	2	2	3	2	3	3	2	3
CO5	3	3	3	3	2	3	2	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Managerial Economics applies economic concepts to business decision-making, highlighting its definition, nature, scope, and importance; It covers the circular flow of economic activities and the objectives and theories of the firm.	9
II	<i>Markets and Pricing</i> covers the meaning and classification of different market structures it's also explains price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly.	9
III	Economic principles to solve business problems and make rational choices, decision-making under conditions of certainty, risk, and uncertainty also includes cost-benefit analysis, marginal analysis, and opportunity cost concepts.	9
IV	<i>Macroeconomic Issues</i> explores the overall functioning of an economy and its major indicators. It covers national income, GDP, inflation, unemployment, and business cycles. role of central banks, government spending, taxation, and interest rates. Global economic issues, exchange rates, balance of payments, and their influence on domestic economy are also included	9
V	Macro economics covers the concept of National Income and its estimation methods. It examines inter-sectoral linkages and the relationship between macro aggregates, fiscal, and monetary policies.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25

Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT14	ACCOUNTING FOR MANAGERS	Category	L	T	P	Credit
		CAT	3	0	0	3

Course Objective

To acquaint the students with the fundamental's principles of financial, cost and management accounting decision- making and also enable the students to prepare ,analyze and interpret the financial statements and apply accounting information for effective managerial decision-making, planning, and control.

Course Prerequisite

Students understand the basic knowledge of business operations and familiarity with fundamental mathematical concepts. No prior accounting background is required, but an understanding of economic principles and business terminology will be helpful.

Course Outcomes

Course Outcome		Taxonomy Levels
CO1	Recall the accounting principles and prepare and interpret Final accounts of a Business Concern.	Analyze(k3)
CO2	Classify various categories of expenditure and analyze problems concerning different methods of Depreciation.	Evaluate(k5)
CO3	Describe the various Techniques of Financial Analysis, classify different types of ratios and distinguish Fund Flow Analysis from Cash Flow.	Analyze(k4)
CO4	Analyze the problems related to Marginal Costing and Break-Even Analysis and choose the decisions from alternative choices pertaining to determination of sales mix, exploring new markets and analyze the cases related to make or buy decisions	Analyze(k4)
CO5	Classify in detail about the various elements of cost and define different methods and techniques of Costing and analyze the Cost Sheet of any firm	Analyze(k4)

Syllabus

Unit I: (9 hours)
 Book-keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting: Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems) – Accounting Standards – Groups interested in Accounting Information – An

Introduction to Tally Package – salient features – types of vouchers – reports generated by Tally

Unit II: (9 hours)

Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method – Problems.

Unit III: (9 hours)

Financial Statements –Meaning –Types of financial Analysis –Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) –uses and limitations –Cash Flow Analysis (simple problems) –uses and limitations – Difference between funds flow and cash flow analysis.

Unit IV: (9 hours)

Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study)

Unit V: (9 hours)

Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems) – classification of cost – Cost UNIT and Cost Centre – Methods of Costing – Techniques of Costing.

Text Book

1. N. Vinayakam & B. Charumathi: Financial Accounting, S. Chand
2. S.N. Maheswari: Management Accounting, Sultan Chand

References:

1. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
2. R.N. Anthony: Management Accounting – Text and cases, Irwin
3. B.K. Bhar: Cost Accounting, Academic Publishers
4. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

Web Resources:

1. www.accountingformanagement.com
2. <http://www.business.com/directory/accounting/software/>
3. www.icaai.org
4. www.icsi.edu
5. www.icwai.org

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	-	1	1	-	-	3	3
CO2	3	2	-	-	-	-	-	2	2
CO3	3	3	-	-	3	1	-	2	2
CO4	3	3	-	3	3	1	-	2	2
CO5	3	3	-	3	3	1	-	2	2

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Students are enable to prepare and interpret the final accounts of a business, including trading, profit & loss accounts, and balance sheets.	9
II	Students will explore the distinctions between capital and revenue items, starting with the meaning and definition of capital expenditure versus revenue expenditure, along with practical examples that illustrate their	9

	treatment in financial accounting	
III	Students will understand the meaning and importance of financial statements and techniques of financial analysis. It includes ratio analysis—profitability, turnover, and coverage ratios—with practical problems.	9
IV	The concept of marginal costing, its assumptions, and its role in managerial decision-making, it also includes Cost-Volume-Profit analysis, Break-even analysis, and identifying key factors for profit planning.	9
V	The concept and elements of cost, along with the objectives and scope of cost accounting also covers the preparation of cost sheets with practical problems and the classification of various types of costs	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT15	BUSINESS LAW	Category	L	T	P	Credit
		CAT	3	0	0	3

Course Objective

To introduce students to the statutory provisions that impact business decisions and provide a foundational understanding of key commercial laws essential for modern business operations. This course provides an understanding of legal provisions affecting business decisions, including contracts, negotiable instruments, and company law.

Course Prerequisite

A basic understanding of business operations, commercial activities, and general awareness of the legal environment is recommended. Familiarity with foundational concepts in commerce or management will help grasp legal principles effectively.

Course Outcomes

Course Outcome		Taxonomy Levels
CO1	Identify and demonstrate the essentials of Law of Contract and its elements	Apply(K3)
CO2	Recalls the legal provisions relating to partnership, sale of good and insurance	Remember(K1)
CO3	Identify and check the procedural stipulation on negotiable instruments and contract of agency	Analyze(K4)
CO4	Analyze the legal provisions on company law	Analyze(K4)
CO5	Apply Company Administration & Management	Apply(K3)

Syllabus:

Unit I: The Indian Contract Act, 1872

(9 hours)

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, Contract of Agency.

Unit II: The Indian Partnership Act, 1932

(9 hours)

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Limited Liability Partnership Act, 2008

Incorporation by registration, Relationship of members, members as agents, ex- members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

Unit III: The Sale of Goods Act, 1930**(9 hours)**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881

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.

Unit IV: The Companies Act, 2013**(9 hours)**

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

Unit V: The Consumer Protection Act, 2019 (9 hours)

Aims and Objects of the Act, Redressal Machinery under the Act, and Procedure for complaints under the Act, Remedies, and Appeals, Enforcement of orders and Penalties.

Competition Act 2002

Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions.

Goods and Service Tax (GST)

Introduction, Overview and Evolution of GST, Registration under GST, Supply under GST and Valuation of Supply, Input Tax Credit under GST & Returns, Custom Duty and Indirect Taxation.

Text Book

1. Kapoor, N.D. “Elements of mercantile law”, Sultan Chand & Sons, New Delhi, 2014
2. Sen & Mitra, “Commercial Law” The World Press Pvt. Ltd., Calcutta, 2018
3. Systematic Approach to Indirect Tax- Kumar, Sanjeev
4. Text Book of Indirect Tax – Sinha P.K
5. Dr. Vinod Singhania, Taxman Publication, New Delhi
6. S.N. Maheswari: Management Accounting, Sultan Chand

REFERENCES:

1. Indirect Taxes: V. S. Datey – Taxman Publication
2. M Vat Subramanian Snow White Publication.
3. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
4. Gulshan S.S. - Business Law Including Company Law (Excel Books)
5. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
6. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)

Web Resources:

1. www.legalindia.in
2. www.legalserviceindia.com
3. www.supremecourtindia.nic.in
4. www.mca.gov.in
5. www.netlawman.co.in
6. www.legalhelpindia.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
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CO1	3	3	-	2	-	2	3	2	0
CO2	3	3	-	3	-	1	3	2	2
CO3	0	1	-	3	-	1	1	3	1
CO4	3	1	-	3	-	1	1	3	0
CO5	3	2	-	3	-	1	3	2	1

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	This unit covers the fundamentals of the Indian Contract Act, 1872, including the essentials of a valid contract, types, performance, discharge, and remedies for breach.	09
II	This unit deals with the formation, rights, duties, and liabilities of partners under the Indian Partnership Act, 1932. It also introduces the concept, features, and legal framework of Limited Liability Partnerships under the LLP Act, 2008.	09
III	It covers the formation of contracts of sale, conditions and warranties, transfer of ownership, and performance of the contract. It also explores the definition, types, and characteristics of negotiable instruments such as promissory notes, bills of exchange, and cheques.	09
IV	Students understand the Covers incorporation, types of companies, memorandum and articles of association, and roles of directors and shareholders. Includes company meetings, accounts, audit, winding up, and regulatory compliance under the Act.	09
V	Analyzing the consumer rights, duties, and redressal mechanisms through District, State, and National Commissions. Focuses on anti-competitive agreements, abuse of dominant position, and regulation of combinations (mergers and acquisitions). Covers GST framework, tax structure, registration, input tax credit, returns, assessment, and recent amendments.	09

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

Unit III: Socio-Cultural Environment	(9 hours)
Population & its Growth Rate, Education Levels, Age Distribution and Life Expectancy Rates, Family Size and Structures, Gender Distribution, Religion, Nationality and Beliefs and Minorities, Social Classes and Lifestyle, Average Disposable Income, Attitude towards Product Quality and Customer Service, Buying Habits, Environmental Consciousness, Work and Leisure, Health Consciousness, Risk Taking Ability.	
Unit IV: Technological Environment	(9 hours)
Basic Infrastructure Level - Energy, Transport, Communication, Science and Technology, Research and Development, Product and Process Innovation, Rate of Technological Change and Penetration Levels, Protection of Intellectual Property Rights, Technological Leadership and Followers, Technology and Competitive Advantage, Time Lags in Technology Introduction, Adaptation, Transfer of Technology, Internet Infrastructure	
Unit V: Global Environment	(9 hours)
International Relations - MNCs, World Trade Organization, Competition, FDI, FPI, Special Economic Zone, Environmental Issues, Outsourcing and Collaboration, Sustainable Development	

References:

Text Book

1. Francis Cherunilam: Business Environment – Text and Cases, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Pearson.
3. Ian Worthington and Chris Britton: The Business Environment, Prentice Hall
4. Shaikh Saleem, Business Environment, Pearson

References-Books:

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.

Magazines & Other References:

1. Survey of Indian Industry – published every year
2. Magazines & Journals – The Economist, The Week, Harvard Business Review, Indian Management, Economic and Political Weekly, India Today, Business Today, Business World, Outlook, Computers Today, Daily Business and General News Papers, Etc.
3. TV Programs on Business and Environment
4. Others: Various publications such as reports, surveys, studies on business and management.

Web Resources

1. <http://www.wikipedia.org>
2. <http://www.allbusiness.com>
3. <http://www.ehow.com>
4. <http://www.quickmba.com>
5. <http://www.businessballs.com>
6. <http://www.earth.columbia.edu>
7. <http://www.sustdev.org>
8. <http://data.worldbank.org>
9. <http://www.rbi.org.in>
10. <http://www.goidirectory.gov.in>
11. <http://www.businessdictionary.com>

Illustrative Exercises:

1. Study and analysis of prevailing business environment in the industry chosen/or given and recommendations for creating more enabling environment to promote business activity.
2. Visit to an Industrial Estate / Other organization and assess the infrastructural facilities such as appropriate roads, street lights, industrial waste treatment plants and other amenities, and submit a Written Report small team project.

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	1	-	2	-	3	2	1	1
CO2	3	2	3	2	-	3	2	1	0
CO3	2	1	2	3	1	3	1	1	1
CO4	1	2	3	2	1	3	1	1	0
CO5	3	3	3	2	2	3	2	1	0

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	The course on Economic environment covers key macroeconomic indicators like GDP, inflation, and national income, and examines government policies such as fiscal, monetary, and industrial policy also explores concepts like LPG, FDI, WTO, SEZ, outsourcing, and the impact of global and technological environments on business	9
II	The course covers political systems, government roles, and legal frameworks influencing business operations and regulatory compliance.	9
III	The course covers social and cultural factors affecting business, including demographics, lifestyle, values, beliefs, and consumer behavior patterns.	9
IV	The course covers the impact of technology on business operations, innovation, research and development, automation, and digital transformation.	9
V	The course covers global trade dynamics, international institutions like WTO and IMF, FDI, FPI, SEZs, outsourcing, and the impact of globalization on business.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60

Total	100
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Course Designer(s):

25PMBP11	BUSINESS ANALYTICS LAB -I	Category	L	T	P	Credit
		PRACTICAL	0	0	2	2

Course Objective

To enable the students to know about the information needs of Management, also introduce the concepts of data analysis methods and to have hands-on training of Statistical Data Analysis through MS-EXCEL.

Course Prerequisite

Basic knowledge of statistics, Microsoft Excel, and fundamental concepts in data analysis and business decision-making.

Course Outcomes

	Course Outcome	Taxonomy Levels
CO1	To Study about basics of statistics and excel, Descriptive statistics and Data Visualization	Understand(K1)
CO2	To know about the basic probability concepts and probability distributions	Understand(K1)
CO3	To analyze chi square, correlation, and time series analysis	Analyze(K4)

Syllabus:

Unit I: (10 hours) BASICS OF STATISTICS AND EXCEL Basic Statistical Terms – Population and Sample (Theory), Understanding Data- Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) - Measurement Scales - Nominal, Ordinal, Interval I & Ratio Types of Data in Excel - Text, Numbers, Date/Time, Logical (Excel) - Understanding Formulas and Functions (Excel) - Relative vs Absolute Reference (Excel), Basic Formulas, Functions and Named Ranges (Excel) DESCRIPTIVE STATISTICS Descriptive Statistics – Summary statistics [Mean/ Median/ Mode/ Quartiles, Percentiles / Standard Deviation / Coefficient of Variation / Measures of Skewness & Kurtosis Installing Data Analysis Pack and Calculating Descriptive Statistics (Excel)] DATA VISUALIZATION Importance of data visualization - types of charts Bar/Pie Charts – Histogram - Box and Whisker Chart –Scatter Diagram (Excel) Unit II: (10 hours) BASIC PROBABILITY CONCEPTS AND PROBABILITY DISTRIBUTIONS Basic Probability Concepts – Types - Rules - Concept of Bayes' theorem Probability Distribution Types (Discrete, continuous) - Random variable – Use of expected value in Decisions making - Binomial Distribution - Poisson Distribution - Normal Distribution Theory of Sampling – Types probability sampling , non- probability sampling - Introduction to Sampling Distribution

(Concept of SE) - Sample Size Estimation Theory of Estimation - Types – Interval Estimates and Confidence Interval - Calculation Interval Estimates (C.I) for small & large samples

HYPOTHESIS TESTING

Tests for Mean and Proportions – One Sample test), [One Sample z Test - One Sample t Test- One Sample pTest] Testing of Hypothesis (two sample test) - Test for differences between means (large, small samples) – Test for proportions (small, large samples)

Unit III: (10 hours)

Chi Square Analysis - Test of Independence - Test of Goodness of fit Analysis of Variance One-Way Classification - Two-way Classification - Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis- Introduction to Time series and forecasting

Text Book

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004
2. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)

References:

1. Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi
2. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modeling, Microsoft Press, Washington
3. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]

Magazines & Other References:

1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
3. www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

Web Resources

1. www.stattutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
2. www.analyzemath.com/statistics.html (Statistics tutorials)
3. www.burns-stat.com/pages/tutorials.html (Statistics tutorials)
4. www.search.ebscohost.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3

Mode of Evaluation:

- Continuous Internal Assessments– based on lab exercises

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	The course introduces basic statistical concepts and their application through MS-Excel for data analysis and decision-making.	10
II	Covers fundamental probability rules, random variables, and key probability distributions like binomial, Poisson, and normal distributions.	10
III	Covers chi-square tests (independence and goodness of fit), ANOVA (one-way and two-way), correlation (Karl Pearson, Spearman, partial), regression analysis, and introduction to time series and forecasting.	10

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Practical Tests	Lab exercises and reports	20
Record Work	Class Observation / Record Note Book	10
Viva	Mock Viva voce	5
Model Practical Examination	Model practical exam	15
Attendance	Regular lab attendance	10
End Semester Examination	End-semester practical exam, Viva voce	40
Total		100

Course Designer(s):

25PMBP12	COMMUNICATION SKILLS WORKSHOP	Category	L	T	P	Credit
		PRACTICAL	0	0	2	2

Course Objective

To understand the communication process in an organization ,sharpen the communication skills – both oral and written – of the learner and to simulate real-world business communication contexts and communicate effectively also facilitate experiential learning through use of role plays, presentations and so on.

Course Prerequisite

Basic understanding of English grammar, vocabulary, and interpersonal communication principles, also familiarity with fundamental interpersonal communication concepts is also expected.

Course Outcomes

Course Outcome		Taxonomy Levels
CO1	To understand the communication process in an organization	Understand (K2)
CO2	To sharpen the communication skills – both oral and written - of the learner	Apply(K3)
CO3	To simulate real-world business communication contexts and communicate effectively and to facilitate experiential learning through use of role plays, presentations and so on.	Apply(K3)

Syllabus:

Unit I: COMMUNICATION FOUNDATIONS	(10 hours)
Communication model – relevance and types of managerial communication – communication barriers – ethical communication - Professionalism in communication – team communication, meetings, listening, nonverbal communication	
Unit II: ANALYSIS OF BUSINESS COMMUNICATIONS	(10 hours)
Reading and understanding business related articles, company profiles, not – for - profit organizations, profiles of corporate leaders and styles of communication, using reference sources Organizing and writing business messages – Patterns – Use of tools such as word cloud, mind maps – composing messages in various forms such a poster, videos, interviews and presentations Crafting readable messages by using the principles of clarity and completeness, avoiding clutter and complexity - Writing business proposals and reports by doing a mini survey for a chosen problem or issue	
Unit III: WORKPLACE COMMUNICATION	(10 hours)

Electronic messages and digital media – Analyzing the use of audio visuals and their reach
Positive messages - Negative messages – structure and patterns in communicating news
Persuasive messages – Changing mindsets through social cause communications
Presentation skills – preparation for good content, overcoming stage fright – gaining and retaining attention.

Web Resources

1. <http://gallocommunications.com>
2. <http://www.businesscommunicationblog.com>
3. http://www.networkedblogs.com/blog/journeys_in_communication/
4. www.globalindian.net.

ILLUSTRATIVE EXERCISES:

- The continuous assessment is done based on components such as role play, presentation, active classroom participation, Web 2.0 based assignments related content

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	2	3	3	3	1	3
CO2	2	3	2	1	3	3	3	1	3
CO3	3	3	2	1	3	3	3	2	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Covers the basics of communication including process, types, channels, barriers, verbal and non-verbal communication, and the role of effective communication in organizations.	10
II	Covers evaluation of business messages, communication strategies, tone, clarity, audience analysis, and effectiveness of various business communication formats.	10
III	Covers effective communication in professional settings including emails, reports, meetings, teamwork, conflict resolution, and intercultural communication.	10

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Practical Tests	Lab exercises and reports	20
Record Work	Class Observation / Record Note Book	10
Viva	Mock Viva voce	5
Model Practical Examination	Model practical exam	15
Attendance	Regular lab attendance	10
End Semester Examination	End-semester practical exam, Viva voce	40
Total		100

Course Designer(s):

25PEEP11	SPREADSHEET FOR MANAGERS (Advanced Excel)	Category	L	T	P	Credit
		EEC	0	0	2	2

Course Objective

To familiarize students with the information needs of management concepts and methods of data analysis also provide hands –on training statistical data analysis using MS-Excel. Students will learn data analysis using MS Excel and gain proficiency in Excel’s interface, data entry, formatting, data analysis, tables, data tools, and lookup functions.

Course Prerequisite

Learners should have basic computer literacy, including familiarity with using Microsoft Excel or similar tools also a foundational understanding of business data and basic mathematical concepts is also required.

Course Outcomes

Course Outcome		Taxonomy Levels
CO1	Identify and recall the various components of the MS-Excel interface, including tabs, ribbons, document windows, and navigations tips.	Apply (K3)
CO2	Demonstrate how to use Conditions formatting rules like Data Bars, Color scales, and top/Bottom rules to highlight important data patterns.	Understand(K2)
CO3	Analyze data by modifying rows and column, using Autofill for series, and utilizing data validation techniques to ensure correct data input	Apply(K3)

Syllabus:

Unit I: Introduction to MS-Excel

(10Hours)

MS-Excel Interface: Tabs and Ribbons, Document Windows, Navigation Tips, Office Button, and Save Multiple ways of Entering Data: Fonts, Fills, and Alignment, Cut, Copy, and Paste, Paste Special, Undo and Redo, Moving, Finding, and Replacing a Value, Cell Styles, Comments - Formatting Numbers: Currency Format, Format Painter, Formatting Dates, Custom and Special Formats - Managing Worksheets: Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting, and Hiding Worksheets, Grouping Worksheets, Moving, Copying, Deleting, and Hiding Grouped Worksheets

Unit II: Data Analysis Techniques in MS-Excel

(10Hours)

Modifying Rows and Columns: Inserting and Deleting Columns and Rows, Inserting and Deleting Cells, Inserting Multiple Columns and Rows, Modifying Cell Width and Height, Hiding and Unhiding Rows and Columns - Understanding Formulas: Using Operations, Creating Formulas, AutoSum, Common Formulas, Searching for Formulas, Copying Formulas, Using Relative and Absolute References- AutoFill and Custom Lists: AutoFill a Series, AutoFill Non-Adjacent Cells, AutoFill on Multiple Sheets, Creating Custom Lists, Series Formatting – Conditional Formatting: Highlight Cell Rules, Top/Bottom Rules, Data Bars, Color Scales, Custom Formatting Rule

Unit III: Advanced Data Analysis Techniques in MS-Excel (10Hours)

Tables: Insert a Table and Style Options, Add Rows and Columns, Perform a Function in a Table, Summarize with Pivot Table Data Tools: Data Validation, Drop – Down Lists, Removing Duplicates, Text to Columns, Goal Seek, Scenario Manager Referencing Formulas: Multiple Sheet References, Consolidating Data, With or Without Links, Trace the Precedents and Dependents, Using the Watch Window Ranges and Dates: Cell Names, Named Ranges, Formulas with Cell Names, Date Formulas Lookups: Vlookup exact Match, Hlookup exact Match

Text Books:

1. Excel 2016 Bible, John Walkenbach
2. Excel 2016 Power Programming with VBA, Dick Kusleika and Michael Alexander
3. Advanced Excel Essentials”, Jordan Goldmeier

WEB RESOURCES:

1. <https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus>
2. <https://excelexposure.com/>
3. <https://corporatefinanceinstitute.com/resources/excel/study/basic-excel-formulas- beginners/>

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	1	1	2	2	-	1	2
CO2	2	3	1	2	2	3	1	2	1
CO3	3	3	2	2	3	3	1	2	3

ILLUSTRATIVE EXERCISES:

- The Continuous assessment is done based on components such as roleplay, presentation, active classroom participation; Web 2.0 based assignments related to content.

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Covers Excel interface, data entry, cell referencing, basic formulas, functions, formatting, sorting, filtering, and chart creation. Introduces data validation, worksheet management, and practical applications for business tasks.	10
II	Introduces basic statistical tools and hands-on exercises for real-world business data analysis.	10

III	Covers data sorting, filtering, conditional formatting, use of functions like VLOOKUP, HLOOKUP, IF, and pivot tables for summarizing data. Includes data visualization using charts, what-if analysis tools (Goal Seek, Scenario Manager), and basic statistical functions for decision-making.	10
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Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Practical Tests	Lab exercises and reports	20
Record Work	Class Observation / Record Note Book	10
Viva	Mock Viva voce	5
Model Practical Examination	Model practical exam	15
Attendance	Regular lab attendance	10
End Semester Examination	End-semester practical exam, Viva voce	40

25PMBW11	SOCIAL IMMERSION PROJECT	Category	L	T	P	Credit
		Project	0	0	2	2
Total						100

Course Designer(s):

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Review-1	Presentation and Report	20
Review-2	Presentation and Report	20
Project Report Evaluation	Presentation and Report	10
End Semester Examination	Project Report & Viva voce	50
Total		100

SEMESTER II

II SEMESTER

S.No.	Subject Code	Subjects	Cat	Periods			Credits	Marks		
				L	T	P		CAM	ESM	TM
		Theory								
1.	25PMBT21	Financial Management	Foundation Core	3	0	0	03	40	60	100
2.	25PMBT22	Marketing Management	Foundation Core	3	0	0	03	40	60	100
3.	25PMBT23	Operations Management	Foundation Core	3	0	0	03	40	60	100
4.	25PMBT24	Human Resources Management	Foundation Core	3	0	0	03	40	60	100
5.	25PMBT25	Research Methodology	Foundation Core	3	0	0	03	40	60	100
6.	25PMBT26	Management Information Systems	Foundation Core	3	0	0	03	40	60	100
Practical										
7.	25PMBP21	Operation Research Lab	Practical	1	0	2	02	60	40	100
Project										
8.	25PMBW21	Minor Project (4 Weeks)	Practical	0	0	0	02	50		50
Employability Enhancement Course										
9.	25PEEP21	Career Development Workshop	EEC	1	0	2	02	60		40
Total				18	0	4	24	400	400	800

25PMBT21	FINANCIAL MANAGEMENT	Category	L	T	P	Credit
		Functional Core	3	0	0	3

Course Objective

This course aims to Understand and Remember the fundamental concepts and sources of finance, explain the various uses of finance in business, and apply essential financial management techniques to real-world decision-making scenarios.

Course Prerequisite

Students should have a basic understanding of accounting and business concepts to effectively grasp and apply financial management techniques.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand the fundamental concepts and tools of financial management, and learn the role of financial managers in modern business environments.	Understand (K2)
CO2	Identify various sources of finance and apply financial planning and leverage concepts to evaluate financing decisions.	Apply (K3)
CO3	Examine the components and theories of capital structure and analyze cost of capital using tools such as WACC and CAPM.	Analyze (K4)
CO4	Demonstrate the importance of working capital and evaluate policies and tools for effective management of cash, inventory, and receivables.	Evaluate (K5)
CO5	Apply capital budgeting techniques like NPV, IRR, and Payback to assess investment decisions, and evaluate dividend policies and the impact of inflation and capital markets.	Evaluate (K5)

SYLLABUS

UNIT I: FINANCIAL MANAGEMENT (9 hours)

Importance of Finance; Meaning of Business Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management; Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organization of the Finance Function; Importance of Financial Management. Tools of Financial Management and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical Problems.

UNIT II: FINANCIAL PLANNING (9 hours)

Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security Financing; Convertible Debentures; Internal Financing; Loan Financing; Public Deposits; Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical Problems

UNIT III: CAPITAL STRUCTURE(9 hours)

Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Practical Problems.

UNIT IV: WORKING CAPITAL MANAGEMENT(9 hours)

Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Projection of Working Capital, Conservative Asset Policy, Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital; Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis, VED Analysis, EOQ Analysis, Perpetual Inventory System,

Different Stock Level and Management of Receivable and Factoring Management; Practical Problems

UNIT V: CAPITAL BUDGETING(9 hours)

Concept of Capital Budgeting, Importance of Capital Budgeting, Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions; Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis; Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, Dividend, Bonus, Right Shares, Theories of Dividend, Types of Dividend, Determination of Dividend, Inflation; Inflation Accounting; Capital Market and Money Market, Practical Problems.

Text Book

1. Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti.
2. Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi.
3. Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi.
4. Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi.
5. Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi.

Reference Book & Web Resources

1. Abdelsamad, M.: A GUIDE TO CAPITAL EXPENDITURE ANALYSIS, New York, American Management Association, 1973
2. Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968.
3. Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin co., 1976.
4. Heifert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967.
5. www.reoprtiunction.com
6. www.investorindia.com
7. www.fms.org
8. www.fmsfindia.org
9. www.financialmanagement.in

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	3	1	0	0	-	-	3	3
CO2	2	3	1	0	0	-	-	3	3
CO3	3	3	0	0	0	-	-	3	3
CO4	2	3	0	0	0	-	-	3	3
CO5	3	3	0	0	0	-	-	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Basics and tools of financial management	9
II	Financial planning and sources of finance.	9
III	Capital structure and cost of capital.	9
IV	Working capital and its management.	9
V	Capital budgeting and dividend decisions.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation,	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT22	MARKETING MANAGEMENT	Category	L	T	P	Credit
		Functional Core	3	0	0	3

Course Objective

To introduce learners to the foundational vocabulary and concepts of Marketing, enable them to understand the formulation of marketing strategies, and inspire them to pursue careers in Marketing or apply marketing insights in other functional domains.

Course Prerequisite

No prior knowledge of marketing is required. A basic understanding of business concepts and communication skills will be beneficial.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand the evolution, importance, and scope of marketing, and Study the marketing environment and ethical considerations in marketing decisions.	Understand (K2)
CO2	Analyze marketing research and consumer behavior insights to develop strategic marketing plans using segmentation, targeting, and positioning strategies.	Analyze (K4)
CO3	Demonstrate the ability to develop product and pricing strategies using concepts like product life cycle, new product development, and various pricing models.	Apply (K3)
CO4	Analyze and design effective distribution and promotional strategies based on integrated marketing communication, and Evaluate retail/channel management decisions.	Evaluate (K5)
CO5	Compare and interpret marketing applications across various domains like industrial, services, rural, international, and non-profit sectors.	Evaluate (K5)

SYLLABUS

UNIT I: Understanding marketing and the marketing process:(9 hours)

The importance and scope of marketing Evolution of marketing: From transaction-based to relationship marketing Fundamental marketing concepts Marketing and customer value - The marketing environment (macro and micro), ethics and social responsibility Marketing management process Experiential Exercise: Identify a product and company and the environmental forces shaping marketing strategies

UNIT II: Marketing planning, information and strategy:

(9 hours)

Strategic planning and the marketing process; Developing marketing plans Marketing research and Decision support systems Understanding consumer behaviour – marketing implications Market Segmentation, Targeting and Positioning Competitive strategies Experiential Exercise: Take up a multi-product conglomerate and study the STP for their brands in various markets. Learn how to make a Marketing Plan.

UNIT III: Developing the marketing mix:(9 hours)

Product and Price Product classifications, Product Mix Product management decisions, Product Life Cycle Strategies New Product Development Pricing considerations and approaches (cost-based, buyer based and competition-based), pricing strategies Experiential Exercise: Introduce a hypothetical new product/service adding to the existing product portfolio of a company and apply the principles of product policy and pricing

UNIT IV: Developing the marketing mix:

(9 hours)

Place and Promotion Distribution channels and physical distribution – channel design decisions, channel management decisions Retailing and wholesaling – Retail classification, retailer marketing decisions, wholesaler marketing decisions Integrated marketing communication and promotion strategy, Promotion mix Experiential Exercise: Continue the exercise as above and apply the principles of channel design and promotion mix decisions.

UNIT V: Marketing applied:

(9 hours)

Introduction to and the basic concepts of Industrial marketing, Services marketing, Rural marketing, International marketing, Marketing for non-profit organizations, Marketing in a connected world

Text Book

- 1 Kotler and Armstrong: Principles of Marketing Pearson Education ISBN-10 9789352865611.
- 2 Kotler and Keller: Marketing Management 15th Edition (2017) Pearson Education ISBN:9789332587403.
- 3 Ramaswamy and Namakumari: Marketing Management: Global Perspective Indian Context 5th Edition (2013) McGraw-Hill Education India Pvt. Ltd.

Reference Book & Web Resources

- 1 Cravens, Hills and Woodruff: MARKETING MANEAGEMENT
- 2 Pride and Ferrell: Marketing – Concepts and strategies (Indian adaptation) (Wiley DreamTech).
- 3 Stanton: Fundamentals of Marketing (McGraw-Hill).
- 4 Ramesh Kumar: MARKETING NUGGETS.

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	3	0	-	-	3	3
CO2	3	3	2	1	3	-	-	3	3
CO3	0	2	0	3	0	-	-	3	3
CO4	3	3	0	0	0	-	-	3	3
CO5	3	3	2	2	0	-	-	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Introduction to marketing concepts, environment, and management process.	9
II	Marketing planning, research, consumer behavior, and STP strategy.	9
III	Product and pricing strategies in the marketing mix.	9
IV	Place (distribution) and promotion strategies in the marketing mix.	9
V	Applications of marketing in different sectors and digital contexts.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT23	OPERATIONS MANAGEMENT	Category	L	T	P	Credit
		PC	3	0	0	3

Course Objective:

This course aims to provide a clear understanding of Operations Management concepts and techniques and to enable their application for improving productivity and efficiency in organizational operations.

Course Prerequisite:

No prior knowledge of marketing is required. A basic understanding of business concepts and communication skills will be beneficial.

Course Outcome:

Course Outcome		Taxonomy Level
CO1	Understand the systems concept of production, types of production systems, productivity, and apply forecasting models and capacity planning techniques.	Understand (K2)
CO2	Analyze facility location decisions, select appropriate plant layouts, and evaluate material handling systems and inventory control models.	Evaluate (K5)
CO3	Apply aggregate planning strategies and methods, material requirement planning, and scheduling techniques in a production environment.	Apply (K3)
CO4	Examine and apply work study techniques, time and motion study, and implement quality control methods, including control charts and acceptance sampling.	Analyze (K4)
CO5	Understand the objectives of maintenance and replacement policies, calculate system reliability, and evaluate Just-in-Time (JIT) and Kanban systems.	Evaluate (K5)

SYLLABUS

UNIT I:(9 hours)

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, Value Analysis/ Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT II:

(9 hours)

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, UNIT Load Concept, Material Handling Principles, Classification of Materials Handling Equipment's. Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method. Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory

UNIT III:

(9 hours)

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Transportation Model for Aggregate Planning. Material Requirement Planning: Product Structure/Bill of Materials (BOM), MRP Concept Single Machine Scheduling: Types of Scheduling, Concept of Single Machine Scheduling, SPT Rule to Minimize Mean Flow Time, Minimizing Weighted Mean Flow Time, EDD Rule to Minimize Maximum Lateness, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT IV:(9 hours)

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT V:(9 hours)

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement (Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off. Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

Text Book

1. Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT, 3rd Edition, PHI Learning, Delhi, 2013.

Reference Book & Web Resources

1. Joseph G. Monks: OPERATIONS MANAGEMENT - THEORY AND PROBLEMS, (McGraw-Hill)
2. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, 1994).
3. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
4. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
5. Jack R. Meredith, THE MANAGEMENT OF OPERATIONS (John Wiley & Sons).
6. S.N.Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw-Hill).
7. Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc., 2001, International Edition.

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	1	1	2	2	0	0	2
CO2	2	1	1	2	2	2	0	0	2
CO3	2	1	1	1	2	2	0	0	2
CO4	1	1	2	2	2	2	0	0	2
CO5	2	1	2	2	2	2	0	0	2

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Introduction to production systems, process planning, forecasting, and capacity planning.	9
II	Facility location, plant layout, material handling, line balancing, and inventory control.	9
III	Aggregate planning, MRP, and machine scheduling techniques.	9
IV	Work study methods, time study, and quality control tools including control charts and sampling.	9
V	Maintenance planning, replacement decisions, reliability, and JIT manufacturing systems	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT24	HUMAN RESOURCES MANAGEMENT	Category	L	T	P	Credit
		Functional Core	3	0	0	3

Course Objective:

This subject provides a foundation for management students to understand the key functions, processes, and tasks of Human Resource Management (HRM) in organizations. It aims to build sensitivity to HR processes and promote the application of conceptual learning to real-life situations, while also emphasizing methods to harness human potential toward achieving organizational goals with individual fulfillment. Learning is enriched through HRM visits, case discussions, and collaborative knowledge-sharing.

Course Prerequisite

A fundamental understanding of general management concepts and organizational behavior is recommended. Prior completion of courses such as Principles of Management or Introduction to Business Management will aid in better comprehension of Human Resource Management functions, processes, and strategic applications discussed in this course.

Course Outcomes

	Course Outcome	Taxonomy Level
CO1	Understand the fundamental concepts of human resource management, its organizational role, structure, and the impact of government and MNCs.	Understand (K2)
CO2	Analyze HR planning and selection processes including HRIS, induction, appraisal, and outsourcing strategies in the context of MNCs.	Analyze (K4)
CO3	Apply methods of employee training, development, and career planning; evaluate policies related to promotion, transfer, and retirement.	Evaluate (K5)
CO4	Examine compensation systems, job evaluation methods, and develop strategies to improve productivity, morale, and quality of work life.	Analyze (K4)
CO5	Evaluate the emerging HRM trends like E-HRM, hybrid work, diversity management, and workforce analytics to improve organizational performance.	Evaluate (K5)

SYLLABUS

UNIT I: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT: (9 hours)
Context and Concept of People Management– Organization and Functions of the HR– HR Structure and Strategy; Role of Government and Personnel Environment, including that of MNCs.

UNIT II: HR PLANNING AND SELECTION: (9 hours)
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.

UNIT III: PERSONNEL DEVELOPMENT AND RETIREMENT: (9 hours)
Training and Development – Methods, Design & Evaluation of T&D Programs; Career Development – Promotions and Transfers – Retirement and Other Separation Processes.

UNIT IV: FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: (9 hours)
Principal Compensation Issues & Management – Job Evaluation – Productivity, Employee Morale and Motivation; Stress Management and Quality of Work Life.

UNIT V: CURRENT ISSUES AND TRENDS IN HRM: (9 hours)
Creating Safer Workplaces, Diversity Management, Management of Multi-Generational workforce, Understanding International Human Resource Management, Hybrid workplace management, E-HRM, Green HRM, Workforce Analytics to improve business outcomes.

Text Book

1. Aswathappa, K. E. M. A. L. (2013). Human resource management: Text and cases. Tata McGraw-Hill Education.
2. Mondy, R. W., & Noe, R. M. (2005). Human resource management. Pearson Educación.
3. Soundararajan, R., & Singh, K. (2016). Winning on HR analytics: Leveraging data for competitive advantage. SAGE Publications India.
4. Subba Rao, P. (2006). Essentials of human resource management and industrial relations. Text Cases and Games)., Himalaya Publishing House, (265-267).

Reference Book & Web Resources

1. Agrawal, S., & Puri, R. (2020). Green HRM: A Climate Conscious Route to Triple Bottom Line. Sage Publications Pvt. Limited.
2. Boroughs, A., & Palmer, L. (2016). HR transformation technology: Delivering systems to support the new HR model. Routledge.
3. Gratton, L. (2022). Redesigning Work: How to Transform Your Organization and Make Hybrid Work for Everyone. MIT Press.
4. Renwick, D. W. (Ed.). (2018). Contemporary developments in green human resource management research: towards sustainability in action? Routledge.
5. Ruel, H. J. M., Bondarouk, T., & Looise, J. C. (2004). E-HRM: innovation or irritation? An exploration of web-based human resource management in large companies. Lemma.
6. Schultz, C. (2015). Reinventing HR. eBook Partnership.
7. Thite, M. (Ed.). (2018). e-HRM: Digital approaches, directions & applications. Routledge.
8. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the outside in: Six competencies for the future of human resources. McGraw Hill Professional.
9. Waddill, D. D. (2018). Digital HR: A guide to technology-enabled human resources. Society For Human Resource Management.
10. Waters, S. D., Streets, V. N., McFarlane, L., & Johnson-Murray, R. (2018). The practical guide to HR analytics: Using data to inform, transform, and empower HR decisions. Society for Human Resource Management.
11. <http://forum.hrdiscussion.com/>
12. <http://network.hrmtoday.com/forum>
13. <http://www.citeman.com/11853-evolution-of-the-concept-of-hrm/>
14. www.citeHR.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	1	3	1	0	-	-	3	3
CO2	3	1	0	2	2	-	-	3	2
CO3	2	0	3	0	2	-	-	3	3
CO4	2	1	2	0	2	-	-	2	3
CO5	2	3	2	0	2	-	-	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Introduction to HRM, HR functions, structure, and regulatory environment	9
II	HR planning, selection, appraisal, and HRM in outsourcing and MNCs.	9
III	Training, career development, promotions, and retirement processes.	9
IV	Compensation management, productivity, morale, and stress handling.	9
V	Emerging HR trends includes diversity, IHRM, e-HRM, and analytics.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT25	RESEARCH METHODOLOGY	Category	L	T	P	Credit
		Functional Core	3	0	0	3

Course Objective

This course aims to familiarize students with the information needs of management, introduce the principles of scientific research and enquiry, and equip them with the skills to conduct a business research study and prepare a comprehensive report.

Course Prerequisite

Students are expected to have basic knowledge of management principles and quantitative techniques. Familiarity with subjects like Principles of Management, Business Statistics, or Fundamentals of Economics will support effective understanding and application of research methodologies and data analysis techniques covered in this course.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand the concept, importance, and process of research in business, including problem definition and hypothesis formulation.	Understand (K2)
CO2	Identify and design appropriate research methods, sampling techniques, and data collection strategies for different types of business research problems.	Analyze (K4)
CO3	Develop and evaluate tools for attitudinal measurement, survey methods, and questionnaire design for effective data collection.	Evaluate (K5)
CO4	Analyze and interpret data using univariate, bivariate, and multivariate statistical techniques relevant to business research.	Analyze (K4)
CO5	Prepare structured research reports and deliver oral presentations, demonstrating the application of research in various business functions.	Create (K6)

SYLLABUS

UNIT I (9 hours)
Research – Meaning – importance and definition, Research in business, manager's role revisited, role of research, measures of a good research. Research process – the manager-researcher relationship, defining research problem and formulation of hypothesis, feasibility study and research proposal

UNIT II (9 hours)
Research Design – types of research design-exploratory, descriptive and experimental studies. The sources and collection of data – primary and secondary data sources Sampling design – sampling procedures, types of sampling plans, sample size determination, common sources of error in sampling and data collection

UNIT III (9 hours)
Attitudinal measurements and scales - Basic methods of collecting data – survey methods, personal interviewing, telephone interviewing and self-administered surveys, instruments for respondent communication – Questionnaire design.

UNIT IV (9 hours)
Analysis and interpretation of data: editing, coding and analysis of collected data- an Introduction- Univariate [T-tests Z-Tests] / Bivariate [Correlation-Regression-Chi Square, ANOVA]/ Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multiple Regression-Discriminate Analysis, - Conjoint Analysis]

UNIT V (9 hours)
Presenting results, – written and oral reports – technical report, survey-based report research report Criteria-Application of research in functional areas of business- Guidelines for reviewing draft, Report format – Typing instructions, oral presentation.

Text Book

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004.
2. Donald R, Cooper and Pamela S. Schindler, Business Research Methods, 6th edition, Irwin/McGraw Hill, 1998, New Delhi.

Reference Book & Web Resources

1. Harper W. Boyd Jr., Ralph Westfall & Stanley F. Stasch, Marketing Research, Text and Cases, 7th edition (AITBS, 1998), New Delhi.
2. Paul E.Green, Donald S. Tull, Gerald Albaum,, Research for Marketing Decisions, 5th edition, PHI, 1998, New Delhi.
3. Kothari C.R., Research Methodology, Methods & Techniques, New Delhi.
4. Aaker, David A Marketing research / David A Aaker, V Kumar and George S Day - 6th ed - New York: Wiley, 1998.
5. Malhotra, Naresh K Marketing research: an applied orientation - Englewood Cliffs: Prentice Hall.
6. Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi.
7. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington.
8. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition].
9. www.emeraldinsight.com (A renowned research journal database)
10. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
11. www.ibef.org(Official web site of India Brand Equity foundation, a subsidy of CII)
12. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)
13. www.statstutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
14. www.analyzemath.com/statistics.html (Statistics tutorials)
15. www.burns-stat.com/pages/tutorials.html (Statistics tutorials)
16. www.spss.com
17. www.search.ebscohost.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	3	3	0	-	-	2	3
CO2	3	3	3	3	0	-	-	1	3
CO3	3	3	3	3	0	-	-	3	3
CO4	3	3	3	3	0	-	-	1	3
CO5	3	2	3	3	0	-	-	3	3

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Basics of research, research process, and problem formulation.	9
II	Research design, data sources, and sampling techniques.	9
III	Data collection methods, attitude measurement, and questionnaire design.	9
IV	Data analysis using univariate, bivariate, and multivariate techniques	9
V	Report writing, presentation of results, and application in business.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBT26	MANAGEMENT INFORMATION SYSTEMS	Category	L	T	P	Credit
		Functional Core	3	0	0	3

Course Objective

This course introduces the concepts of various business systems, with a focus on the components of information systems, and equips students with the knowledge to plan, design, and develop effective business information systems.

Course Prerequisite

Students should possess a foundational understanding of business operations and basic computer literacy. Prior exposure to courses such as Introduction to Business or Fundamentals of Information Technology will be beneficial for grasping system components, design principles, and development processes discussed in this course.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand the foundational concepts and components of Information Systems and explain how businesses use IT for achieving strategic advantage.	Apply (K3)
CO2	Examine telecommunication systems, e-business systems, and functional business processes in a networked enterprise environment.	Analyze (K4)
CO3	Analyze electronic commerce and enterprise systems like ERP to understand their role in streamlining and integrating business operations.	Analyze (K4)
CO4	Apply decision support tools and AI technologies in business scenarios and examine the strategic challenges in developing Business/IT alignment.	Analyze (K4)
CO5	Evaluate the process of developing and implementing secure and ethical information systems and managing IT at the enterprise and global levels.	Create (K6)

SYLLABUS

UNIT I:

Foundations of Information Systems in Business: Foundation Concepts: Information Systems in Business – Foundation Concepts: The Components of Information Systems Competing with Information Technology: Fundamentals of Strategic Advantage – Using Information Technology for Strategic Advantage.

UNIT II:

Telecommunications and Networks: The Networked Enterprise Telecommunications Network Alternatives Electronic Business Systems: e-Business Systems – Functional Business Systems

UNIT III:

Electronic Commerce Systems: Electronic Commerce Fundamentals – e-commerce Applications and Issues Enterprise Business Systems: Getting All the Geese Lined Up: Managing at the Enterprise Level – Enterprise Resource Planning: The Business Backbone

UNIT IV:

Decision Support Systems: Decision Support in Business – Artificial Intelligence Technologies in Business Developing Business/IT strategies: Planning Fundamentals – Implementation Challenges

UNIT V:

Developing Business/IT Solutions: Developing Business Systems – Implementing Business Security and Ethical Challenges: Security, Ethical, and Societal Challenges of IT – Security Management of Information Technology Enterprise and Global Management of Information Technology – Management of Information Technology – Managing Global IT.

Text Book

- 1 James A. O'Brien, George M Marakas and Ramesh Behl 2011. Management Information Systems, Tata McGraw Hill Education Private Limited, New Delhi.
- 2 Kenneth C. Laudon and Jane P. Laudon, 2018. Management Information Systems, Pearson Education, Noida.

Reference Book & Web Resources

- 1 Ken J. Sousa, Effy Oz, 2015. Management Information Systems, Cengage . Learning India Pvt. Ltd, Delhi.
- 2 McLeod, 2014. Management Information Systems, Pearson Education, Noida.
- 3 John McManus and Trevor Wood-Harper, 2010. Information Systems Project Management, Pearson Education, Noida.
- 4 www.startwright.com/virtual.htm
- 5 www.lamp.infosys.deakin.edu.au
- 6 www.mbsportal.bl.uk
- 7 www.ibm.com
- 8 www.infoworld.com

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	1	0	2	0	-	-	1	0
CO2	3	2	3	2	0	-	-	1	3
CO3	2	1	2	3	1	-	-	2	2
CO4	1	2	3	2	1	-	-	3	1
CO5	3	3	3	2	2	-	-	3	2

Course Contents and Lecture Schedule

Unit/Module No.	Topic	No. of Periods
I	Overview of information systems and strategic use of IT in business.	9
II	Telecommunications, networks, and functional e-business systems.	9
III	E-commerce fundamentals and enterprise business systems (ERP).	9
IV	Decision support systems, AI in business, and IT strategy planning.	9
V	System development, IT security, ethics, and global IT management.	9

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Continuous Assessment Tests, Model Exam	Written Tests, Quiz	25
Attendance	Attendance monitoring	5
Assignments	Problem-solving / Self Learning Reflections - assignments	5
Activity – Seminar/Case Study/Role Play etc.	Class Room Presentation, Report	5
End Semester Examination	Written Exam (3 hours)	60
Total		100

Course Designer(s):

25PMBP21	OPERATION RESEARCH LAB	Category	L	T	P	Credit
		Practical	1	0	2	2

Course Objective

This course introduces various optimization techniques in operations research, enables students to apply these techniques using software tools, and encourages the use of quantitative methods across different functional areas of management.

Course Prerequisite

Students are expected to have basic knowledge of management principles and quantitative techniques. Familiarity with subjects like Principles of Management, Business Statistics, or Fundamentals of Economics will support effective understanding and application of research methodologies and data analysis techniques covered in this course.

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand the evolution, applications, and limitations of Operations Research and apply linear programming techniques like Graphical and Simplex methods.	Apply (K3)
CO2	Apply techniques such as transportation, assignment models, and project management tools like CPM/PERT and crashing to solve optimization problems.	Analyze (K4)
CO3	Analyze the application of inventory models, dynamic programming, capital budgeting, shortest path, and Markov analysis to real-world operational problems.	Analyze (K4)

SYLLABUS

UNIT I:(9 hours)

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality and Sensitivity Analysis-Transportation Problem, Assignment Problem- Project Management-CPM/PERT, Crashing of a Project network.

UNIT II: (9 hours)

Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages. Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal Subdividing Problems-Markov Analysis

UNIT III: (9 hours)

Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1) : (GD/\alpha/\alpha)$, $(M/M/1) : (GD/N/\alpha)$, $(M/M/C) : (GD/\alpha/\alpha)$, $(M/M/C) : (GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

Text Book

- 1 Panneerselvam, R., OPERATIONS RESEARCH, PHI Learning Pvt. Ltd., New Delhi, 2006.
- 2 Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2021 (Eighth Edition).

Reference Book & Web Resources

1. J.K. Sharma. Operations Research – Theory and Applications. Trinity Press, New Delhi, 2017.
2. Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION, Prentice Hall of India, New Delhi, 2004.
3. Frank S. Budrick, Dennis McLeay & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMENT; II Ed., Richard D. Irwin Inc., 1988.
4. Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi
5. www.or.pubs.informs.org (Popular Operations Research Journal)
6. www.emeraldinsight.com (A renowned research journal database)
7. www.search.ebscohost.com (A renowned research journal database)
8. www.springer.com (European Journal of Operations Research)
9. www.universalteacherpublications.com (a website for OR Tutorial help)
10. <http://www.mhhe.com/engcs/industrial/hillier/iortutorial/install/iordownload.htm> (text book Publisher help site for students) www.rosemaryroad.org/brady/oss_ieor.html (Open source software's for Operations Research) <http://ocw.mit.edu/courses/sloan-school-of-management/> (Open-source courseware for OR, From MIT).
11. www2.lib.udel.edu/subj/opre/internet.htm (internet resources for Operations Research)

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	--	3	2	2	2	3	2
CO2	3	2	--	3	--	2	--	3	2
CO3	3	3	--	2	--	3	3	3	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to OR, linear programming, transportation, assignment, and project management (CPM/PERT).	10
II	Inventory models, dynamic programming, capital budgeting, and Markov analysis.	10
III	Game theory, queuing models, system simulation, and replacement analysis.	10

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Practical Tests	Lab exercises and reports	20
Record Work	Class Observation / Record Note Book	10
Viva	Mock Viva voce	5
Model Practical Examination	Model practical exam	15
Attendance	Regular lab attendance	10
End Semester Examination	End-semester practical exam, Viva voce	40
Total		100

Course Designer(s):

25PEEP21	CAREER DEVELOPMENT WORKSHOP	Category	L	T	P	Credit
		EEC	1	0	2	2

Course Objective

This course helps students understand key career development theories, familiarize themselves with major assessment tools and occupational information sources, and create effective career plans. It also covers career development programs, encourages thoughtful academic and life planning, and equips students with essential skills such as resume writing, interview techniques, and professional etiquette.

Course Prerequisite

Students should have a basic understanding of communication skills, self-assessment methods, and workplace behavior. Prior exposure to courses such as *Soft Skills Development*, *Organizational Behavior*, or *Introduction to Business Communication* will enhance their ability to engage with career development theories, tools, and planning activities effectively

Course Outcomes

Course Outcome		Taxonomy Level
CO1	Understand and apply career planning models, self-assessment tools, and goal-setting techniques to make informed career decisions.	Apply (K3)
CO2	Develop a professional resume and cover letter tailored to specific job roles and adapt them for both traditional and digital platforms.	Create (K6)
CO3	Demonstrate effective interview techniques, professional etiquette, and communication strategies to enhance employability and professional image.	Evaluate (K5)

SYLLABUS

UNIT I: (9 hours)
Career planning and development Career Planning, Career Planning Process, Career Development: Theories and models of career development, Portfolio (CPCP) and Key Assessment: Career Development Self Study, Strategies for assessing abilities, interests, values, personality, identifying and using career information resources, facilitating skill development for career, assessment tools and techniques of career planning, Self-awareness and self-assessment, Setting goals and exploring opportunities and self-interests, Strong Interest Inventory (SII) assessment

UNIT II: (9 hours)
Developing Professional Resume An Introduction to the Resume, define resume and its purpose, types of resumes, key components of resume, Gathering Information, Preparing Resume, draft a resume for presentation, writing a cover letter, resumes in the Digital Age, Enhancing Your Professional Resume.

UNIT III: (9 hours)
Interview Skills and Business Etiquette Interview Preparation, Types of interviews, Pre-Interview, During Interview, Post- Interview: Attitude & Effort, Body Language, Common Interview Questions, Closing the Interview & Follow-Ups. Essentials of Business Etiquette, Strategies for Building a Professional Image.

Text Books

- 1 Arthur, N., & McMahon, M. (Eds.). (2018). Contemporary theories of career development: International perspectives. Routledge.
- 2 Sharf, R. S. (2010). Applying career development theory to counseling.
- 3 Reese, A. (2016). Career development: a human resource development perspective, edited by Kimberly McDonald and Linda Hite, Abingdon, Routledge, 1st edition, 2016, 200 pp., (Vol. 99, Issue 2014).

Reference Book & Web Resources

1. Lurie, A., Elko, K., & Muzio, E. G. (2012). Making It Work at Work : A Guide to Career Development and Fulfillment (Collection).
2. Burtnett, F. (2014). Career errors: straight talk about the steps and missteps of career development.
3. Richards Serena. (2015). Personal Development Plan: How to Guide for your Career, find yourself, manage your life and Achieve Success: Career Secrets and Development Techniques
4. Minor, F. J. (2014). Article: Introduction to the career planning process the career & education planning process.
5. Bye, D. J. (2011). Guide to business etiquette. Reference Reviews.
6. Martin, J. S., & Chaney, L. H. (2012). Global business etiquette: A guide to international communication and customs. ABC-CLIO.
7. <https://www.managementstudyguide.com/importance-of-career-development.htm>
8. <https://www.fredonia.edu/student-life/career-development-office/c-cl>
9. <https://www.canva.com/resumes/>
10. <https://hbr.org/1964/01/strategies-of-effective-interviewing>
11. <https://www.kent.ac.uk/careers/sk/skillstest.html>
12. <https://www.kent.ac.uk/careers/sk/decisionmaking.html>
13. <https://www.kent.ac.uk/careers/sk/skillsmap.html>

Mapping with Programme Outcomes

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	3	2	1	2	-	2	3
CO2	-	1	-	1	2	1	3	-	1
CO3	3	2	3	2	1	2	-	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Career planning process, self-assessment tools, and goal setting.	10
II	Resume writing, types of resumes, cover letters, and digital resume tips.	10
III	Interview skills, business etiquette, and building a professional image.	10

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Activity-based Learning	Interactive assignments, group tasks, case studies	25
Self-study and Self-assessment	Reflective journals, self-assessment quizzes, online tests	20
Web-based Presentations and Forum Participation	Online presentation submissions, discussion forums (Google Classroom)	15
Collaborative and Crossover Learning	Group projects, peer evaluations	20
Classroom Reflection and Participation	Class discussions, oral reflections	10
Attendance	Attendance tracking and participation	10
Total		100

Course Designer(s):

25PMBW21	MINOR PROJECT	Category	L	T	P	Credit
		Project	0	0	2	2

Assessment Methods:

Assessment Methodology	Assessment Tools	Marks
Review-1	Presentation and Report	20
Review-2	Presentation and Report	20
Project Report Evaluation	Presentation and Report	10
End Semester Examination	Project Report & Viva, Guide	50
Total		100

Course Designer(s):