# பெரியார் பல்கலைக்கழகம்

# PERIYAR UNIVERSITY

State University - NAAC 'A++' Grade - NIRF Rank 94
State Public University Rank 40 - SDG Institutions Rank Band: 11-50
**Salem - 636 011, Tamil Nadu, India.**

## DEPARTMENT OF MANAGEMENT STUDIES

**MASTER OF BUSINESS ADMINISTRATION**

**[Export and Import Management]**

[CHOICE BASED CREDIT SYSTEM (CBCS)]


OBE REGULATIONS AND SYLLABUS

(Effective from the Academic year 2026-2027 onwards)

**PREAMBLE**

**Periyar University, Salem**

The Government of Tamil Nadu established Periyar University in Salem on 17th September 1997 as per the provisions of the Periyar University Act, 1997. The University covers the area comprising four districts namely Salem, Namakkal, Dharmapuri, and Krishnagiri. The University obtained 12(B) and 2(f) status from the University Grants Commission, New Delhi and it was reaccredited by the NAAC with "A++" Grade in 2021. The University secured NIRF Rank 94, State Public University Rank 40, SDG Institutions Rank Band: 11–50 rank, among Indian Universities by the MoE-NIRF 2024 rankings.

The University is named after the Great Social Reformer E.V. Ramasamy, affectionately called "Thanthai Periyar". The University aims at developing knowledge in various fields to realize the maxim inscribed in the logo "Arival Vilayum Ulagu" (Wisdom Maketh the World). "Holistic development of the students" is the primary objective of the University. Periyar University imparts higher education through three modes: Departments of Study and Research, the affiliated Colleges, and Centre for Distance and Online Education (CDOE). The University has 27 departments and 118 affiliated colleges. The University is located in a separate spacious, lush green campus on the Salem–Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. The university has separate hostel facilities for boys and girls within the University premises.

**Department of Management Studies**

The Department of Management Studies, Periyar University, Salem, stands as one of the prominent and fast-growing management institutions in the Southern region of India. Established in 2005, the department offers a two-year full-time Master of Business Administration (MBA) programme with specialization in General Management and Master of Business Administration (MBA) with specialization in Export and Import Management under the Choice Based Credit System (CBCS). In addition to the MBA programme, the department actively promotes research excellence by offering Ph.D. programmes in both full-time and part-time modes, nurturing a strong culture of inquiry and scholarship.

**Learning Environment and Pedagogy**

Students of the Department of Management Studies are groomed in a cohesive, disciplined, and intellectually stimulating environment that is designed to develop well-rounded management professionals. The department employs a rich and diverse array of teaching-learning methodologies, including:

- Lecture sessions with audio-visual aids
- Group discussions and management games
- Case study analysis and role-play exercises
- Computer simulations and live trading sessions
- Online interactive sessions and peer-group learning
- Role-reversal exercises and outdoor activities
- Field visits and industry visits
- Quiz competitions and internship programmes
- Invited talks by industry leaders and corporate practitioners

This multi-modal pedagogical approach ensures that students develop both conceptual understanding and practical problem-solving ability, preparing them to become confident decision-makers and pathfinding managers.

**Infrastructure and Industry Interface**

The department is well-equipped with modern infrastructure including advanced audio-visual learning facilities, a well-stocked library, and a fully equipped computer laboratory, both accessible to students beyond regular working hours to facilitate continuous and self-directed learning. The department has cultivated enduring and productive relationships with industries across sectors, facilitating industrial visits, summer internships, and regular guest lectures by senior corporate professionals. These initiatives bridge the gap between academic learning and real-world business practice.

### Research and Faculty Excellence

The faculty members of the Department of Management Studies are actively engaged in research, consultancy, and academic extension activities. They regularly publish research papers and books, and participate in national and international conferences and seminars, contributing meaningfully to the advancement of management knowledge. The department's research ecosystem supports both faculty and students in pursuing rigorous, high-quality scholarly work.

### Placements and Career Development

The department provides dedicated assistance to students for securing summer training placements and final job placements in reputed national and multinational organizations. Emphasis is placed on developing students' communication skills, personality, leadership qualities, and employability competencies through continuous skill-building initiatives integrated into the curriculum.

### Programme Structure

The MBA programme is offered under the Choice Based Credit System (CBCS), providing students with the flexibility to customize their academic journey beyond the core curriculum. Students are required to earn a minimum of 102 credits for the award of the degree. In addition, students are encouraged to earn extra credits through Interdisciplinary (Supportive) Courses, enabling them to broaden their knowledge base, explore cross-functional domains, and enhance their overall academic profile beyond the stipulated minimum.

### Eligibility for Admission

Candidates seeking admission to the MBA programme must satisfy the following eligibility criteria:

- Educational Qualification: A pass in a recognized Bachelor's Degree of a minimum duration of three years from a recognized university or institution.
- Minimum Marks: At least 50% marks in the qualifying degree examination (45% for candidates belonging to reserved categories as per Government norms).

- Entrance Examination: A valid score in any one of the following recognized entrance examinations:
  - Tamil Nadu Common Entrance Test (TANCET)
  - Management Aptitude Test (MAT)
  - Common Admission Test (CAT)
  - Periyar University Entrance Examination, specifically conducted by the Department of Management Studies
  - Any other equivalent admission test recognized by the university

**Note**: Only the latest valid entrance examination score of the candidate will be considered for the purpose of admission. Admissions are conducted in strict adherence to the Tamil Nadu Government's 69% reservation policy, ensuring equitable access to quality management education for students from all backgrounds.

**VISION**

To emerge as a globally recognized Department of Management Studies that fosters innovation, advanced knowledge, entrepreneurial thinking, and ethical leadership, empowering future managers to create sustainable value in a dynamic and technology-driven world.

**MISSION**

- **M1:** To design rigorous, contemporary, and industry-relevant curricula that nurture academic excellence, critical thinking, and professional competence in management education.
- **M2:** To instill business acumen, humanistic values, ethical conduct, scientific temper, and environmental consciousness among students, developing responsible corporate citizens.
- **M3:** To strengthen academia–industry partnerships that create a mutually beneficial ecosystem of experiential learning, consultancy, and applied research.
- **M4:** To establish the department as a centre of excellence in management education and research at regional, national, and global levels.
- **M5:** To actively engage in extension, outreach, and community development programmes, contributing meaningfully to social upliftment and inclusive growth.

## PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

*(PEOs describe what graduates are expected to achieve 3–5 years after graduation — aligned with AICTE OBE guidelines)*

- **PEO1:** Graduates will demonstrate functional expertise in core management domains and apply contemporary business knowledge to solve complex organizational problems.
- **PEO2:** Graduates will exhibit analytical and decision-making competencies by leveraging quantitative and qualitative tools in diverse business environments.
- **PEO3:** Graduates will lead teams and organizations effectively, adapting to the demands of dynamic domestic and global business contexts.
- **PEO4:** Graduates will demonstrate entrepreneurial orientation and the capability to identify, plan, and execute independent ventures or intrapreneurial initiatives.
- **PEO5:** Graduates will uphold the highest ethical and professional standards, demonstrate social responsibility, and contribute to sustainable business and environmental practices.

## PROGRAMME OUTCOMES (POs)

*(POs describe what students will know and be able to do at the time of graduation — as per NBA/AICTE OBE framework)*

| PO | Programme Outcome |
|---|---|
| **PO1** | **Domain Knowledge:** Apply core management concepts and functional knowledge in areas of finance, marketing, HR, operations, and strategy to solve business problems |
| **PO2** | **Analytical and Problem-Solving Skills:** Utilize quantitative, qualitative, and data-driven tools to analyze complex managerial situations and formulate effective decisions |
| **PO3** | **Communication and Interpersonal Skills:** Demonstrate effective written, oral, and digital communication skills and productive interpersonal relationships in professional settings |
| **PO4** | **Leadership and Teamwork:** Lead and collaborate in diverse, multicultural, and cross-functional teams with a focus on shared goals and organizational |

| PO | Programme Outcome |
|---|---|
| | effectiveness |
| **PO5** | **Entrepreneurial and Innovation Mindset:** Identify opportunities, generate innovative solutions, and develop entrepreneurial ventures aligned with market needs |
| **PO6** | **Ethical and Social Responsibility:** Apply ethical principles, corporate governance norms, and socially responsible practices in business decision making |
| **PO7** | **Global and Environmental Awareness:** Understand global business dynamics, sustainability challenges, and the environmental impact of managerial decisions |
| **PO8** | **Lifelong Learning and Research Aptitude:** Demonstrate intellectual curiosity, research skills, and a commitment to continuous professional development and knowledge creation |

**PROGRAMME SPECIFIC OUTCOMES (PSOs)**

*(PSOs are specific to the MBA — Export and Import Management (EIM) programme and complement the POs)*

| PSO | Programme Specific Outcome |
|---|---|
| PSO1 | Demonstrate comprehensive knowledge of international trade frameworks, foreign trade policy, export-import regulations, and the institutional ecosystem governing global commerce |
| PSO2 | Apply international financial management tools including foreign exchange risk management, trade finance instruments, export documentation, and INCO Terms to facilitate compliant cross-border trade transactions |
| PSO3 | Analyze global logistics systems, supply chain strategies, port management operations, and customs procedures to design efficient international trade logistics solutions |
| PSO4 | Evaluate international legal frameworks, commercial contracts, dispute resolution mechanisms, and WTO/trade compliance requirements for ethical and effective management of international business operations |
| PSO5 | Develop integrated international business strategies incorporating global HRM, cultural intelligence, export promotion schemes, and India's trade policy to enhance organizational competitiveness in global markets |

**PSO–PO MAPPING**

*(H = High, M = Medium, L = Low)*

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| PSO1 | H | M | M | M | M | H | H | M |
| PSO2 | H | H | M | M | H | M | H | M |
| PSO3 | H | H | M | M | M | M | H | M |
| PSO4 | H | M | H | M | M | H | H | M |
| PSO5 | H | H | H | H | H | M | H | H |

**GRADUATE ATTRIBUTES**

*(Aligned with UGC, AICTE, NAAC, and QS Graduate Employability Framework)*

| GA | Graduate Attribute | Description |
|---|---|---|
| **GA1** | Disciplinary Knowledge | Possess in-depth knowledge of management theory, functional domains, and their interdisciplinary connections |
| **GA2** | Critical Thinking | Analyze complex business problems, evaluate alternatives, and make well-reasoned, evidence-based decisions |
| **GA3** | Communication Proficiency | Communicate effectively in written, verbal, and digital formats for professional and academic purposes |
| **GA4** | Teamwork and Collaboration | Work constructively in diverse, multicultural teams, demonstrating flexibility, empathy, and shared accountability |
| **GA5** | Ethical Reasoning | Apply ethical frameworks, professional codes, and integrity in all managerial and business decisions |
| **GA6** | Innovation and Entrepreneurship | Generate, evaluate, and implement innovative ideas and entrepreneurial solutions in complex environments |
| **GA7** | Global and Cross-Cultural Competence | Understand international business dynamics, cultural diversity, and global sustainability |

| GA | Graduate Attribute | Description |
|---|---|---|
| | | challenges |
| **GA8** | Digital and Technological Literacy | Leverage digital tools, data analytics, AI applications, and information systems for effective management |
| **GA9** | Environmental and Social Responsibility | Integrate ESG (Environmental, Social, Governance) principles and sustainable practices into business strategy |
| **GA10** | Research and Lifelong Learning | Demonstrate research aptitude, intellectual curiosity, and commitment to continuous professional development |

**MISSION–PEO MAPPING**

*(H = High correlation, M = Medium correlation, L = Low correlation)*

| PEO/M | M1 | M2 | M3 | M4 | M5 |
|---|---|---|---|---|---|
| - | *Rigorous curriculum & academic excellence* | *Values, ethics, scientific temper & environment* | *Academia–industry partnership* | *Centre of excellence in education & research* | *Extension, outreach & social upliftment* |
| **PEO1** — *Functional expertise & business knowledge* | H | M | M | H | L |
| **PEO2** — *Analytical & decision-making competencies* | H | M | M | H | L |
| **PEO3** — *Leadership & adaptability in global contexts* | H | M | H | M | M |
| **PEO4** — *Entrepreneurial orientation & venture creation* | M | M | H | M | M |
| **PEO5** — *Ethical standards, social* | M | H | M | M | H |

| PEO/M | M1 | M2 | M3 | M4 | M5 |
|---|---|---|---|---|---|
| *responsibility & sustainability* | | | | | |

**PEO–PO MAPPING**

*(H = High correlation, M = Medium correlation, L = Low correlation)*

| PEO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| | *Domain Knowledge* | *Analytical & Problem-Solving* | *Communication & Interpersonal* | *Leadership & Teamwork* | *Entrepreneurial & Innovation* | *Ethical & Social Responsibility* | *Global & Environmental Awareness* | *Lifelong Learning & Research* |
| **PEO1 —** *Functional expertise & business knowledge* | H | H | M | M | M | M | M | M |
| **PEO2 —** *Analytical & decision-making competencies* | H | H | M | M | M | M | M | H |
| **PEO3 —** *Leadership & adaptability in global contexts* | M | M | H | H | M | M | H | M |
| **PEO4 —** *Entrepreneurial orientation & venture creation* | M | M | M | H | H | M | M | M |
| **PEO5 —** *Ethical standards, social responsibility & sustainability* | M | M | M | M | M | H | H | M |

**MISSION–PSO MAPPING** *(Aligned with NAAC Criterion I)*

*(H = High correlation, M = Medium correlation, L = Low correlation)*

| PSO/M | M1 | M2 | M3 | M4 | M5 |
|---|---|---|---|---|---|
| | *Curriculum & academic excellence* | *Values, ethics & environment* | *Academia–industry partnership* | *Excellence in education & research* | *Extension & social upliftment* |
| **PSO1 —** *General management functions* | H | M | M | H | L |
| **PSO2 —** *Functional strategy & performance* | H | M | H | H | L |
| **PSO3 —** *Research, analytics & decision making* | H | M | M | H | M |
| **PSO4 —** *Business plans, strategy & entrepreneurship* | M | M | H | M | M |
| **PSO5 —** *Legal, ethical, environmental & global dimensions* | M | H | M | M | H |

| SEMESTER-I | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **COURSE CODE** | **COURSE TITLE** | **CATE GORY** | **L** | **T** | **P** | **O** | **Inst. Hours** | **Credits** | **Internal** | **External** | **Total Marks** |
| 26UPMBA2C01 | Management Principles and Business Communication | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C02 | Managing Organizational Behaviour | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C03 | Quantitative Methods for Business Decision-making | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C04 | Accounting for Managers | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C05 | Managerial Economics | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2S01 | Soft Skills: Office Management Software | Soft Skills | - | - | 3 | - | 3 | 2 | 40 | 60 | 100 |
| | Total | | 23 | 2 | 3 | - | 28 | 22 | 165 | 435 | 600 |
| **SEMESTER-II** | | | | | | | | | | | |
| 26UPMBA2C06 | Human Resource Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C07 | Marketing Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C08 | Operations Management | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C09 | Financial Management | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C10 | Operations Research | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C11 | Research Methodology in Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPPGC1H01 | Human Rights | Self-Study | - | - | - | - | - | 2 | 25 | 75 | 100 |
| 26UPMBA2SW1 | SWAYAM / MOOC(1) | Self-Study | - | - | - | - | - | 2 | - | - | - |
| | Total | | 27 | 3 | - | - | 30 | 28 | 175 | 525 | 700 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Cumulative Credits | | | | | | | 50 | | | |
| **SEMESTER-III** | | | | | | | | | | | |
| 26UPMBA2C12 | Legal Environment in Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C13 | International Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE1 | Elective1 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE2 | Elective2 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE3 | Elective3 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2N01 | Entrepreneurship Development (Supportive Course ) | NMEC (2) | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 26UPMBA2I01 | Summer Internship(3) | Internship | - | - | - | - | - | 2 | 25 | 75 | 100 |
| 26UPMBA2P01 | Project Work & Viva- Voce (4) | Project Work | - | - | - | - | - | 4 | 25 | 75 | 100 |
| 26UPGEN1V01 | Value Added Course: Peace Education | Self-Study | 1 | - | - | - | 1 | 2 | 25 | 75 | 100 |
| | Total | | 29 | - | - | - | 29 | 31 | 225 | 675 | 900 |
| | Cumulative Credits | | | | | | | 81 | | | |
| **SEMESTER-IV** | | | | | | | | | | | |
| 26UPMBA2C14 | Entrepreneurship Development | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2C15 | Strategic Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE4 | Elective1 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE5 | Elective2 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2EE6 | Elective3 | E | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |
| 26UPMBA2S02 | Business Etiquette and Team Building Skills | Employability Skills | - | - | 3 | - | 3 | 2 | 40 | 60 | 100 |
| | Total | | 25 | - | 3 | - | 28 | 22 | 165 | 435 | 600 |
| | Cumulative Credits | | | | | | | 103 | | | |

L-Lecture; T-Tutorial; P- Practical; O-Project; E- Elective

**Note (1)**
Swayam / MOOC Course: The department will verify the course completion and forward the documents to the university's Controller of Examinations for final processing and approval.

The university will then incorporate the credits earned and marks scored through the SWAYAM course into the Second Semester Marks Statement.

**Note (2)**
Supportive Course (NMEC): Supportive Course is offered to students of other departments as a Non-Major Elective Course.

**Note (3)**
Summer Internship: The internship will be conducted during the summer vacation following the first year, for a period of at least 15 days. The internship report and oral presentation (Viva-voce examination) will be evaluated jointly by two examiners (i.e., one internal and the other external) for a maximum of 75 marks, and the internal marks for a maximum of 25 shall be provided by the concerned faculty guide based on the break-up given below. The Department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

**Note (4)**
Project Work & Viva-voce: After the completion of the internship, the Project Work will be carried out during the summer vacation after the first year for a period of 30 days. The Project Work report and oral presentation (Viva-voce examination) will be evaluated jointly by two examiners (i.e., one internal and the other external) for a maximum of 75 marks and the internal marks for a maximum of 25 shall be provided by the concerned faculty guide based on the break-up given below. The Department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

## Specialization

Students should choose three courses from the specialization list in consultation with the Head of the Department.

| **Subject Code** | **Specialization and Elective Courses** |
|---|---|
| | **Third Semester** |
| 26UPMBA2EE1 | Global Logistics and Supply Chain Management |
| 26UPMBA2EE2 | International Human Resource Management |
| 26UPMBA2EE3 | International Financial Management |
| | **Fourth Semester** |
| 26UPMBA2EE4 | International Legal framework |
| 26UPMBA2EE5 | Export promotion, procedure and documentation |
| 26UPMBA2EE6 | Port Management |

**INTERNAL ASSESSMENT CRITERIA**

Core / Specialization Elective (Theory) / Supportive Courses:

| Criteria | Marks |
|---|---|
| Attendance / Class Participation | 5 Marks |
| Internal Tests (CIA) | 5 Marks (Best one out of two) |
| Assignment | 5 Marks (Best one out of two) |
| Case Study / Seminar | 5 Marks |
| Model Examination | 5 Marks |
| **TOTAL MARKS** | **25** |

Summer Internship and Project Work and Viva-voce:

| Criteria | Marks |
|---|---|
| Review | 5 Marks (Best one out of two) |
| Periodical reporting to the Guide | 5 Marks |
| Report | 10 Marks |
| Model Viva-voce | 5 Marks |
| **TOTAL MARKS** | **25** |

Soft Skills / Employability Skills / Specialization (Practical Courses):

| Criteria | Marks |
|---|---|
| Attendance / Class Participation | 10 Marks |
| Record or Observation Note | 10 Marks |
| Model Examination | Written – 10 Marks |
| | Viva-voce – 10 Marks |
| **TOTAL MARKS** | **40** |

**SUGGESTED QUESTION PAPER PATTERN** (End Semester Examination)

Time: 3 Hour Max.Marks:75

| Section | Description | Mark Pattern | Unit |
|---|---|---|---|
| A | Concept (Answer all questions) | 5X2=10 | Each unit 1 question |
| B | 100 to 200 words (Answer Any three out of Five questions) | 3X5=15 | Each unit 1 question |
| C | 500 to1000 words (Essay type questions) | 5X8=40 (Either /or pattern) | Each unit 2 question |

| | | | |
|---|---|---|---|
| D | Case Study | 1x10 = 10 | Case study relevant to the course |

**Passing Minimum Requirements**
For each course, the minimum performance required is as follows:
**Theory Courses**

- Continuous Internal Assessment (CIA): 25 marks (no separate passing minimum).
- End Semester Examination: 75 marks; the candidate must secure a minimum of 38 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

**Practical Courses**

- Continuous Internal Assessment (CIA): 40 marks (no separate passing minimum).
- End Semester Examination: 60 marks; the candidate must secure a minimum of 30 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

A candidate who obtains the prescribed minimum in the End Semester Examination and the required minimum in the total for each course shall be declared to have passed that course. Candidates who have passed in all the prescribed courses of the programme shall be declared eligible for the award of the degree.

# First Semester

1. Management Principles and Business Communication
2. Organizational Behaviour
3. Quantitative Methods for Business Decision-making
4. Accounting for Managers
5. Managerial Economics
6. Soft Skills: Office Management Software

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C01 | Management Principles and Business Communication | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the meaning, nature, scope, and functions of management, the professionalization of management, and the evolution of management thought including contributions of F. W. Taylor and Henri Fayol.
2. To enable students to understand the concepts of planning, types of plans, Management by Objectives (MBO), Management by Exception (MBE), and the decision-making process including characteristics of effective decisions and rationality.
3. To equip students with knowledge of organizational structure, principles of organization, formal and informal organization, span of management, delegation, decentralization, directing, controlling, and coordinating.
4. To develop students' understanding of the communication process, forms of communication, communication barriers and roadblocks, and types of communication including formal, informal, upward, downward, horizontal, and diagonal.
5. To familiarize students with communication media including verbal and non-verbal communication, spoken communication, group discussions, interviews, written communication forms, visual communication, and modern communication tools.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the meaning, nature, scope, functions, and professionalisation of management and identify contributions of F. W. Taylor and Henri Fayol to management thought | K1 |
| CO2 | Explain the nature and importance of planning, types of plans, MBO, MBE, and the decision-making process including characteristics of effective decisions and limits on rationality | K2 |
| CO3 | Apply principles of organization, types of organizational structures, span of management, delegation, decentralization, directing, controlling, and coordinating in business contexts | K3 |
| CO4 | Analyze the communication process, forms of communication, barriers and roadblocks, and types of communication — formal, informal, upward, downward, horizontal, and diagonal | K4 |

| | | |
|---|---|---|
| CO5 | Evaluate communication media including verbal and non-verbal symbols, spoken communication, group discussions, interviews, written communication, visual communication, and modern communication tools | K5 |
| CO6 | Design effective management and communication strategies for organizations by integrating management principles, organizational design, decision-making processes, and business communication media | K6 |

**Unit I: Concept of Management** *(Duration: 6 Hours)*

Meaning and definition - Nature of Management - Scope of Management - Is Management Art or Science? - Functions of Management - Professionalisation of Management - Role and Qualities of Managers - Evolution of Management Thought: Contributions of F. W. Taylor and Henri Fayol.

**Unit II: Planning and Decision Making** *(Duration: 12 Hours)*

Nature and importance of Planning - Need for planning - Principles of planning - Planning Process - Types of Plans - MBO - MBE - Decision making: Characteristics of Decision Making - Types of Decisions - Decision Making Process - Characteristics of Effective Decisions - Rationality in Decision Making - Limits on Rationality - Issues.

**Unit III: Principles of Organization** *(Duration: 12 Hours)*

Meaning and definition - Organisation Structure - Principles of Organisation - Management's Attitude towards Informal Organisation - Differences between Formal and Informal Organisation - Types of Organisations - Span of Management - Decentralisation - Delegation - Directing - Controlling and Coordinating.

**Unit IV: Concepts of Communication** *(Duration: 12 Hours)*

Meaning and definition - Objectives of communication - Communication process - Forms of communication - Communication Roadblocks and Overcoming them - Overcoming Communication Barriers - Principles of effective communication - Types of communication: Formal vs. Informal - Downward, Upward, Horizontal, Diagonal and Informal communication.

**Unit V: Communication Media** *(Duration: 8 Hours)*

Role of Verbal & Non-verbal Symbols in communication - Listening - Spoken Communication - Group Discussion & Interviews - Meetings - Forms of Communication in Written mode - Job applications & Resume - Face-to-Face communication - Visual communication - Business letter - Modern communication tools.

**Text Books**

1. Certo, S. C., & Certo, S. T. (2012). *Modern management: Concepts and skills* (12th ed.). Pearson Education.
2. DuBrin, A. J. (2012). *Essentials of management* (9th ed.). Thomson South-Western.
3. Koontz, H., & Weihrich, H. (2012). *Essentials of management: An international and leadership perspective* (9th ed.). Tata McGraw-Hill Education.

**Reference Books**


1. Hellriegel, D., Jackson, S. E., & Slocum, J. W. (2008). *Management: A competency-based approach* (11th ed.). Thomson South-Western.
2. Robbins, S. P., & Coulter, M. (2018). *Management* (14th ed.). Pearson Education.
3. Sharma, R. K., & Gupta, S. K. (2015). *Business communication* (3rd ed.). Kalyani Publishers.
4. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2014). *Management* (8th ed.). Pearson Education India.
5. Weihrich, H., Cannice, M. V., & Koontz, H. (2008). *Management: A global entrepreneurial perspective* (12th ed.). Tata McGraw-Hill.


**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | L | L | L | M |
| CO2 | H | H | L | M | M | L | L | M |
| CO3 | H | M | M | H | L | M | L | M |
| CO4 | M | M | H | M | L | M | L | M |
| CO5 | M | M | H | M | M | L | M | M |
| CO6 | H | H | H | H | M | M | M | H |
| **Avg** | **H** | **M** | **H** | **M** | **L** | **L** | **L** | **M** |

**Course Designed by:** Dr. P. Karthikeyan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C02 | Managing Organizational Behaviour | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the basic concepts, scope, and contributing disciplines of Organizational Behaviour.
2. To enable students to understand individual differences including personality, perception, learning, attitudes, values, and motivation theories.
3. To familiarize students with group dynamics, team development, and interpersonal communication processes.
4. To develop students' understanding of leadership theories, power, politics, conflict management, and negotiation strategies.
5. To create awareness of work stress management, organizational culture and climate, and emotional intelligence in enhancing organizational effectiveness.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the basic concepts, principles, contributing disciplines, and foundations of Organizational Behaviour | K1 |
| CO2 | Explain individual differences, personality theories, perception, learning approaches, attitudes, values, and motivation theories in organizational settings | K2 |
| CO3 | Apply concepts of group dynamics, team development, and interpersonal communication to workplace situations | K3 |
| CO4 | Analyze leadership styles, power sources, organizational politics, conflict types, and negotiation processes in organizations | K4 |
| CO5 | Evaluate workplace stress factors, organizational culture interventions, and emotional intelligence on employee well-being and organizational performance | K5 |
| CO6 | Design strategies to enhance employee engagement, manage organizational change, and create positive organizational culture aligned with business objectives | K6 |

**Unit I: Introduction to Organizational Behaviour**

OB Meaning - Scope - Nature - Historical Background of OB - Concept Relevance of OB - Contributing disciplines to the field of OB - Challenges and Opportunities for OB - Foundations of Individual Behaviour. Theory Social Theory - Organizational

Citizenship Behaviour

**Unit II: Personality, Perception, Learning, Attitudes and Motivation**

Individual Difference - Personality Concept - Determinants of Personality - Theories of personality: Trait Theory - Psycho Analytic Theory - Social Learning Theory - Immaturity to Maturity Continuum. Perception: Meaning - Process - Factors Influencing Perception - Attribution Theory. Learning: Classical, Operant and Social Cognitive Approaches. Attitudes and Values: Components, Attitude Behaviour Relationship - Formation, Values. Motivation: Early Theories of Motivation Hierarchy of Needs Theory, Theory X & Theory Y, Two factor Theory, McClelland's Theory.

**Unit III: Group Dynamics and Interpersonal Communication**

Foundations of Group Behaviour - Group and Team - Stages of Group Development - Factors affecting Group and Team Performance - Group Decision Making. Interpersonal Communication: Communication Process - Barriers to Communication - Guidelines for Effective Communication.

**Unit IV: Leadership, Conflict and Negotiation**

Meaning - Styles - Traits - Behavioural and Contingency Theories - Leaders vs Managers - Power and Politics: Sources of Power - Political Behaviour in Organizations - Managing Politics. Conflict and Negotiation: Sources and Types of Conflict - Negotiation Strategies - Negotiation Process.

**Unit V: Work Stress, Organizational Culture and Climate and Emotional Intelligence**

Stressors in the Workplace Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

**Reference Textbooks**


1. Aswathappa, K. (2016). *Organisational behaviour* (12th ed.). Himalaya Publishing House.
2. Gupta, C. B. (2019). *A textbook of Organisational behaviour*. S. Chand & Company.
3. Luthans, F. (2017). *Organizational behaviour* (12th ed.). Tata McGraw-Hill Education.
4. McShane, S. L., Von Glinow, M. A., & Sharma, R. R. (2011). *Organizational behaviour* (5th ed.). Tata McGraw-Hill Education Pvt. Ltd.
5. Prasad, L. M. (2019). *Organisational behaviour*. Sultan Chand and Sons.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | L | M | L | M |
| CO2 | H | M | L | M | L | M | L | M |
| CO3 | M | M | H | H | L | M | L | M |
| CO4 | H | H | M | H | M | M | M | M |
| CO5 | M | M | M | H | L | H | M | M |
| CO6 | M | H | H | H | M | H | M | H |
| **Avg** | **H** | **M** | **M** | **H** | **L** | **H** | **L** | **M** |

**Course Designed by:** Dr. S.Balamurugan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C03 | Quantitative Methods for Business Decision Making | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to business statistics, data classification, tabulation, and graphical representation for business decision making.
2. To enable students to understand forecasting techniques, index numbers, correlation, and regression analysis for business planning.
3. To equip students with knowledge of time series analysis, probability theory, and probability distributions applied to business problems.
4. To develop students' ability to apply differentiation and matrix algebra for optimization of business problems.
5. To build quantitative problem-solving skills integrating statistical and mathematical tools relevant to managerial decision making.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the meaning, applications, and limitations of business statistics, measures of central tendency, and measures of dispersion | K1 |
| CO2 | Explain forecasting techniques, index number methods — Laspeyres' and Paasche's — and their business applications | K2 |
| CO3 | Apply correlation, regression analysis, and time series analysis to solve business problems involving relationships between variables | K3 |
| CO4 | Analyze probability concepts, Bayes' theorem, and theoretical probability distributions — Binomial, Poisson, and Normal — in business contexts | K4 |
| CO5 | Evaluate the use of differentiation for business optimization and matrix algebra methods for solving business decision problems | K5 |
| CO6 | Create integrated quantitative models by combining statistical analysis, probability theory, and mathematical tools for business decision making | K6 |

**Unit I: Business Data Presentation and Measures Using Business Data**

Meaning of Business Statistics - Applications and limitations of Business Statistics in Business Decision Making - Classification of Data - Tabulation of Data - Presentation of Data - Graphical Representation - Frequency Distribution - Characteristics of Frequency Distribution - Measures of Central Tendency - Arithmetic Mean, Weighted

Mean, Median, Mode - Merits and Demerits - Measures of Dispersion - Variance, Standard Deviation - Coefficient of Variation

*(Business Application Problems in Measures of Central Tendency, Measures of Dispersion and CV)*

**Unit II: Forecasting and Index Numbers**

Forecasting - Need and Importance - Forecasting Techniques - Quantitative and Qualitative Techniques - Merits and demerits - Basic concept of index numbers - simple and weighted index numbers - concept of weights - Laspeyres' and Paasche's Methods - Business index number - CPI, WPI, Sensex, Nifty, Production Index

*(Business application problems in Index calculations and Forecasting Techniques)*

**Unit III: Correlation and Regression Analysis, Time Series Analysis**

Relationship between variables - Correlation Analysis - Types of correlation - Karl Pearson's coefficient of correlation - Spearman's Rank correlation - Regression Analysis - Applications - Time Series analysis - Components of Time Series - Measurement of Secular Trend - Least Square Method - Measurement of Seasonal Variation

**Unit IV: Probability and Probability Distributions**

Probability - definitions - addition and multiplication Rules (only statements) - Bayes' Theorem - simple business application problems - Probability distribution - Theoretical probability distributions - Binomial, Poisson and Normal - Simple problems applied to business

**Unit V: Differentiation and Matrix Application in Business Decision Making**

Differentiation - use of differentiation for optimization of business problems - Areas of application (Simple Problems) - Matrix Algebra - Meaning and characteristics - Transpose of Matrix - Inverse of Matrix - Solution by Gauss-Jordan method - Cramer's rule - Business application problems using matrix algebra

**70% Problems and 30% Theory**

**Reference Books**

1. Gupta, S. P., & Gupta, M. P. (2022). *Business statistics*. Sultan Chand & Sons.
2. Levin, R. I., & Rubin, D. S. (2017). *Statistics for management* (8th ed.). Pearson Education.
3. Render, B., Stair, R. M., & Hanna, M. E. (2018). *Quantitative analysis for management* (13th ed.). Pearson Education.
4. Srivastava, T. N., & Rego, S. (2016). *Business research methodology*. Tata McGraw-Hill.
5. Vohra, N. D. (2015). *Quantitative techniques in management* (5th ed.). Tata McGraw-Hill.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | L | L | L | H |
| CO2 | H | H | L | L | M | L | M | M |
| CO3 | M | H | L | L | L | L | M | H |
| CO4 | M | H | L | L | L | L | L | H |
| CO5 | M | H | L | L | M | L | L | H |
| CO6 | H | H | M | M | M | L | M | H |
| **Avg** | **H** | **H** | **L** | **L** | **L** | **L** | **L** | **H** |

**Course Designed by:** Dr. P.Thirumoorthi

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C04 | Accounting for Managers | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To provide students with fundamental knowledge of accounting concepts, types, GAAP, and financial accounting conventions including inflation and human resource accounting.
2. To enable students to understand the double entry system and prepare journal, ledger, trial balance, profit and loss account, and balance sheet.
3. To equip students with the ability to analyze financial statements using trend analysis, common size statements, comparative statements, and ratio analysis.
4. To develop students' competence in cost accounting including cost sheet preparation, standard costing, variance analysis, marginal costing, and cost-volume-profit analysis.
5. To familiarize students with the concepts and techniques of budgetary control including types of budgets and their role in managerial decision making.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the definition, types, scope, GAAP, financial accounting concepts, conventions, and introduction to inflation and human resource accounting | K1 |
| CO2 | Explain the double entry system and prepare journal, ledger, trial balance, profit and loss account, and balance sheet for simple business transactions | K2 |
| CO3 | Apply trend analysis, common size statements, comparative statements, and ratio analysis to interpret and evaluate financial statements | K3 |
| CO4 | Analyze cost sheets, standard costing variances — material and labour — marginal costing, break-even analysis, and cost-volume-profit relationships | K4 |
| CO5 | Evaluate the effectiveness of budgetary control systems including purchase, sales, production, production cost, and flexible budgets for organizational decision making | K5 |
| CO6 | Create integrated managerial accounting reports by synthesizing financial statement analysis, cost accounting, variance analysis, and budgetary control techniques | K6 |

**Unit I: Introduction to Accounting** *(Duration: 8 Hours)*
Definition of Accounting - Types of Accounting - Introduction to Financial, Cost and Management Accounting - Generally Accepted Accounting Principles (GAAP) - Scope of Accounting - Financial Accounting Concepts and Conventions - Introduction to Inflation Accounting and Human Resources Accounting.

**Unit II: Financial Accounting** *(Duration: 8 Hours)*
Double Entry System - Preparation of Journal and Ledger - Trial Balance - Profit and Loss Account and Balance Sheet *(Simple Problems only)*

**Unit III: Financial Statement Analysis** *(Duration: 12 Hours)*
Concept and Need for analysis of Financial Statements - Trend analysis - Common size statements and Comparative statements - Financial Ratio Analysis - Turnover ratios - Liquidity ratios - Proprietary ratios - Profitability Ratios - Uses and limitations of Ratio analysis *(Simple Problems only)*

**Unit IV: Cost Accounting** *(Duration: 12 Hours)*
Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet - Standard Costing - Variance Analysis - Material Variances - Labour Variances *(Simple Problems only)* - Marginal Costing - Marginal cost and Marginal Costing - Importance - Break-even Analysis - Cost Volume Profit Relationship *(Simple Problems only)*

**Unit V: Budgetary Control** *(Duration: 10 Hours)*
Concepts and Budgetary Control - Importance of Budgetary Control - Types of Budgets - Purchase Budget - Sales Budget - Production Budget - Production Cost Budget - Flexible Budget *(Simple Problems only)*

**Course Coverage: Theory: 75% | Problems: 25%**

**Text Books**

1. Gupta, R. L., & Radhaswamy, M. (2021). *Corporate accounting*. Sultan Chand & Sons.
2. Khan, M. Y., & Jain, P. K. (2006). *Management accounting: Text, problems and cases* (4th ed.). Tata McGraw-Hill.

**Reference Books**

1. Maheshwari, S. N. (2012). *A textbook of accounting for management* (3rd ed.). Vikas Publishing House.
2. Mathur, S. B. (2011). *Management accounting*. McGraw-Hill Education (India) Pvt. Ltd.
3. Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2013). *Introduction to management accounting* (16th ed.). Pearson Education.
4. Drury, C. (2018). *Management and cost accounting* (10th ed.). Cengage Learning.
5. Pandey, I. M. (2015). *Financial management* (11th ed.). Vikas Publishing House.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | L | L | M | L | M |
| CO2 | H | M | L | L | L | M | L | M |
| CO3 | H | H | L | L | M | M | L | M |
| CO4 | H | H | L | L | M | M | L | H |
| CO5 | H | H | M | M | M | M | L | M |
| CO6 | H | H | M | M | M | M | M | H |
| **Avg** | **H** | **H** | **L** | **L** | **M** | **M** | **L** | **M** |

**Course Designed by:** Dr. P. Karthikeyan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C05 | Managerial Economics | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To familiarize students with economic theories applied in managerial decision making and forward planning.
2. To enable students to understand demand analysis, elasticity, and demand forecasting for business decisions.
3. To develop students' ability to analyze cost, production, profit, and supply relationships for efficiency improvement.
4. To equip students with knowledge of pricing decisions and output determination under different market structures.
5. To help students interpret macroeconomic indicators, national income, and government policies for identifying business opportunities and planning.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall basic economic concepts and principles relevant to managerial decision making | K1 |
| CO2 | Explain demand concepts, determinants, elasticity, and forecasting methods used in business planning | K2 |
| CO3 | Apply cost, production, profit, and break-even concepts to evaluate business decisions | K3 |
| CO4 | Analyze pricing and output decisions under different market structures and pricing practices | K4 |
| CO5 | Evaluate macroeconomic indicators, business cycles, inflation/deflation, and BOP for identifying business opportunities | K5 |
| CO6 | Develop business plans and objectives by integrating national income analysis with fiscal and monetary policy instruments | K6 |

**Unit I: Managerial Economics – Concepts, Demand Analysis & Forecasting**

Managerial Economics: Meaning, Nature, and Scope of Managerial Economics - Relationship between Managerial Economics and other disciplines - Role and Responsibilities of Managerial Economist.
Demand Analysis: Meaning, Determinants and Types of Demand - Demand Distinctions - Elasticity of Demand - Demand Forecasting - Purposes - Criteria - Methods of Demand Forecasting.

**Unit II: Cost, Profit, Production and Supply Analysis**

Cost Concepts, Classifications and Determinants - Cost Output Relationship in the short run and long run - Break Even Analysis - Production Function - Supply Analysis - Economies and Diseconomies of Scale.

**Unit III: Price and Output Decisions under different Market Structures, Pricing policies & practices**

Features, Pricing and Output Decisions of Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures.
Factors influencing Price - Pricing Objectives - Pricing Methods - Price Discrimination.

**Unit IV: Macro-Economic concepts**

Business Cycles: Phase, Causes and Effects - Inflation and Deflation: Types, Causes and Effects - Balance of Trade and Balance of Payments.

**Unit V: National Income and Government Policies**

National Income: Definition - Concepts of National Income - Methods and Difficulties of calculating National Income - Monetary Policies - Fiscal Policies - Objectives and instruments.

**Text Book**

1. Varshney, R. L., & Maheshwari, K. L. (n.d.). *Managerial economics*. Sultan Chand & Sons.

**Reference Books**

1. Dean, J. (n.d.). *Managerial economics*. Mote & Paul.
2. Dwivedi, D. N. (n.d.). *Managerial economics* (7th ed.). Vikas Publishing House.
3. Gupta, G. S. (n.d.). *Managerial economics*. Tata McGraw-Hill.
4. McEachern, W. A., & Kaur, S. (n.d.). *Microeconomics*. Cengage.
5. Samuelson, P. A., & Nordhaus, W. D. (n.d.). *Economics*. Tata McGraw-Hill.
6. Waliand, & Kalkundrikar. (n.d.). *Managerial economics*.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | M | L | M | M |
| CO2 | H | H | L | L | M | L | M | M |
| CO3 | H | H | L | L | M | L | M | M |
| CO4 | H | H | L | M | M | M | M | M |
| CO5 | H | M | L | M | M | M | H | M |
| CO6 | H | H | M | M | H | M | H | H |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| **Avg** | **H** | **H** | **L** | **M** | **M** | **M** | **M** | **M** |

**Course Designed By:** Dr. T. Sarathy

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2S01 | Office Management Software | Soft Skills | - | - | 3 | - | 3 | 2 | 40 | 60 | 100 |

**Course Objectives**

1. To provide hands-on training in cloud storage management, file organization, and file security using cloud storage tools.
2. To enable students to prepare professional business documents, letters, and reports using templates and formatting tools.
3. To equip students with spreadsheet skills for data entry, payroll calculation, budget preparation, and mail merge operations.
4. To develop students' competence in business presentation design, data visualization, email drafting, and online meeting scheduling.
5. To familiarize students with business research tools including online survey design, data entry in SPSS, and survey data analysis.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the concepts of digital office environment, cloud storage systems, file naming conventions, and file security protocols | K1 |
| CO2 | Explain the procedures for creating business letters, reports, spreadsheets, presentations, and professional emails using office management software | K2 |
| CO3 | Apply cloud storage tools, mail merge techniques, spreadsheet formulas, presentation design principles, and online collaboration tools to business scenarios | K3 |
| CO4 | Analyze data using charts, graphs, pivot tables for MIS reports, and evaluate payroll and budget preparation processes | K4 |
| CO5 | Evaluate the effectiveness of online survey design, data collection methods, and collaborative meeting tools in supporting business research and operations | K5 |
| CO6 | Create integrated office management solutions by designing professional documents, presentations, data analysis reports, and conducting business research using appropriate software tools | K6 |

**Unit I: Cloud Storage Management**

Creating structured folder systems - File naming conventions - Uploading and organizing files in cloud storage. Cloud Storage & File Security: File sharing with permissions

**Unit II: Business Letter Using Templates**

Business Letter Preparation: Create a formal business letter using templates - Apply formatting, alignment, and styles. Business Report Preparation: Prepare a report with cover page, headers, footers - Insert tables and images

**Unit III: Spreadsheet for Office Management**

Mail Merge & Collaboration - Create bulk letters using Mail Merge - Track changes and add comments. Spreadsheet Basics: Data entry and formatting - Worksheet management. Payroll & Budget Preparation: Payroll calculation using formulas - Monthly office budget preparation

**Unit IV: Business Presentation and Interview Scheduling**

Data Analysis & Charts: Create charts and graphs - Use Pivot Tables for MIS reports. Business Presentation Design: Create a professional presentation (minimum 10 slides) - Apply themes, animations, and transitions. Email & Scheduling: Draft professional emails - Create calendar events and meeting schedules. Online Meeting & Collaboration - Conduct a virtual meeting - Share documents and collaborate online

**Unit V: Business Research**

Forms: Designing online surveys using Google Forms, Data Entry in SPSS - Collecting and analyzing survey data

**Textbooks**


1. Cardon, P. W. (2020). *Business communication: Developing leaders for a networked world* (4th ed.). McGraw-Hill Education.
2. Carlberg, C. (2014). *Data analysis with Excel* (3rd ed.). Pearson Education. *(Applicable concepts for LibreOffice Calc & Google Sheets)*
3. Davidson, W. (2012). *Business writing: What works, what won't*. St. Martin's Press.


**Reference Books**


1. Duarte, N. (2008). *Slide:ology: The art and science of creating great presentations*. O'Reilly Media.
2. Duarte, N. (2010). *Resonate: Present visual stories that transform audiences*. Wiley.


**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | M | L | M | L | L | L | L | M |
| CO2 | M | L | H | M | L | L | L | M |
| CO3 | M | M | H | M | M | L | L | M |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO4 | M | H | M | M | M | L | L | H |
| CO5 | M | M | M | M | M | L | M | H |
| CO6 | M | H | H | M | H | L | M | H |
| **Avg** | **M** | **M** | **H** | **M** | **M** | **L** | **L** | **H** |

**Course Designed By:** Dr. M. Suryakumar

# Second Semester

1. Human Resource Management
2. Marketing Management
3. Operations Management
4. Financial Management
5. Operations Research
6. Research Methodology in Business

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C06 | Human Resource Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the nature, scope, objectives, and functions of Human Resource Management in an organizational context.
2. To enable students to understand the processes of job analysis, recruitment, selection, and testing in managing human resources effectively.
3. To equip students with knowledge of employee orientation, onboarding, and training and development programmes.
4. To develop students' competence in performance appraisal methods, appraisal interviews, employee separation, and grievance management.
5. To familiarize students with employee benefits frameworks and work-life balance interventions in contemporary organizations.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the key concepts, nature, scope, objectives, and functions of Human Resource Management and the role of line managers in HRM | K1 |
| CO2 | Explain the processes of job analysis, recruitment, selection methods, and the use of AI and software in recruiting a diverse workforce | K2 |
| CO3 | Apply the principles of employee orientation, onboarding, the ADDIE training process, and on-the-job and off-the-job training methods to organizational contexts | K3 |
| CO4 | Analyze performance appraisal tools, appraisal interview techniques, employee separation processes, and grievance management systems | K4 |
| CO5 | Evaluate employee benefits programmes, work-life balance interventions, and their impact on employee engagement and organizational effectiveness | K5 |
| CO6 | Design integrated HR strategies encompassing recruitment, training, performance management, and work-life balance aligned with organizational goals | K6 |

**Unit I: Basics of HRM**

What is Human Resource Management, Nature, Scope, Objectives and Functions of HRM - Managers' Skills & What Managers Need to Do for Their People - Line Managers'

Human Resource Management Responsibilities - Influencing Factors in HRM - The New Human Resource Manager - What is HR Audit?

**Unit II: Job Analysis & Recruitment**

Basics of Job Analysis - Uses of Job Analysis Information - Steps in Doing Job Analysis - Methods for Collecting Job Analysis Information - Job Description - Recruitment Software and AI - Recruiting a More Diverse Workforce - Types of Recruitment - Types of Tests - Management Assessment Centers

**Unit III: Training & Orientation**

Orienting and Onboarding New Employees - Employee Engagement Guide for Managers: Onboarding at Toyota - ADDIE Five-Step Training Process - Implementing Management Development Programmes - On-the-Job Training and Off-the-Job Training - Lewin's Change Process

**Unit IV: Performance Appraisal**

Basics of Performance Appraisal - Who Should Do Appraising - Tools for Appraisal - How to Conduct Appraisal Interview - Using Appraisal Interview to Build Employee Engagement - Elements in Performance Management - Employee Separation - Types of Employee Separation - Factors Affecting Retirement Decisions - Requirements of Effective Control Systems - Grievances

**Unit V: Employee Benefits and Work-Life Balance**

Employee Benefits - Types of Employee Benefits - Work-Life Balance - Reasons for Work-Life Imbalance - Factors Contributing to Increased Awareness for Work-Life Balance - Work-Life Balance Interventions - Importance of Work-Life Balance at Workplace

**Textbooks**

1. Dessler, G. (2018). *Human resource management* (16th ed.). Pearson Education.
2. Sanghi, S. (2012). *Human resource management* (2nd ed.). Macmillan Publishers India Ltd.

**Reference Books**

1. Aswathappa, K. (n.d.). *Human resources and personnel management*. Tata McGraw-Hill.
2. Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2012). *Managing human resources* (7th ed.). PHI Learning.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | M | M | L | M | L | M |
| CO2 | H | M | M | M | M | M | M | M |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO3 | H | M | M | M | M | M | L | M |
| CO4 | H | H | M | H | L | H | L | M |
| CO5 | H | M | M | H | L | H | M | M |
| CO6 | H | H | H | H | M | H | M | H |
| **Avg** | **H** | **M** | **M** | **H** | **M** | **H** | **M** | **M** |

**Course Designed By:** Dr. M. Suryakumar

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C07 | Marketing Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To provide students with fundamental understanding of marketing concepts, principles, and philosophies in diverse market contexts.
2. To develop students' analytical ability to understand the marketing management process, opportunities, and environmental factors.
3. To enable students to apply marketing mix strategies related to product, pricing, branding, and packaging decisions.
4. To equip students with knowledge of consumer and business buyer behaviour, CRM, and relationship marketing.
5. To enhance students' awareness of integrated marketing communication, distribution systems, consumer protection, and ethical marketing practices.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall basic marketing concepts, principles, philosophies, and contemporary marketing challenges including digital and social media marketing | K1 |
| CO2 | Explain market analysis techniques, marketing environment, marketing research process, and market segmentation, targeting, and positioning | K2 |
| CO3 | Apply consumer and business buyer behaviour concepts, CRM, and relationship marketing principles in marketing decisions | K3 |
| CO4 | Analyze product and pricing decisions including branding, product life cycle, pricing strategies, and factors influencing pricing | K4 |
| CO5 | Evaluate promotion mix strategies, distribution channels, retailing systems, consumer protection mechanisms, and ethical marketing practices | K5 |
| CO6 | Create integrated marketing strategies encompassing product development, pricing, promotion, distribution, and sustainable marketing aligned with organizational goals | K6 |

**Unit I: Introduction to Marketing Management**

Introduction: Marketing Management Philosophies - What is Marketing - The concepts of Marketing - Marketing and Services - Digital Marketing - Social Media Marketing -

Current Marketing Challenges; Rural Marketing - E-Rural Marketing - International Marketing - Industrial Marketing.

**Unit II: Market Analysis and Environment**

Strategic Marketing: Marketing Management Process - Analysis of Marketing Opportunities - Macro and Micro Environment - Marketing Research: Process - Demand Forecasting Methods - Marketing Mix - Market Segmentation, Targeting and Positioning.

**Unit III: Product and Pricing Decisions**

Product Concepts - Product Mix and Product Line Decisions - New Product Development Process - Branding and Packaging Decisions - Product Life Cycle - Pricing Objectives and Strategies - Factors Influencing Pricing Decisions.

**Unit IV: Consumer and Business Buyer Behaviour**

Consumer Behaviour: Meaning and Determinants - Buying Decision Process - Psychological and Social Influences - Business Buying Behaviour - CRM and Customer Lifetime Value - Relationship Marketing - Case Study on Buyer behaviour analysis of online consumers.

**Unit V: Promotion, Distribution and Consumer Protection**

Promotion Mix - Advertising, Sales Promotion, Personal Selling and Public Relations - Integrated Marketing Communication - Distribution Channels and Logistics - Retailing and Wholesaling - Consumer Protection and Consumer Rights in India - Ethical and Sustainable Marketing Practices.

**Reference Textbooks**


1. Kotler, P., & Keller, K. L. (2015). *Marketing management* (15th ed.). Pearson.
2. Kotler, P., Shainesh, G., et al. (2022). *Marketing management: Indian case studies included* (16th ed.). Pearson.
3. Pillai, R. S. N., & Bagavathi, R. (2010). *Marketing management*. S. Chand.
4. Stanton, W. J., Etzel, M. J., & Walker, B. J. (2017). *Fundamentals of marketing*. McGraw-Hill Education.


**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | M | L | M | M | M | M |
| CO2 | H | M | M | M | M | M | H | M |
| CO3 | H | H | M | M | H | M | M | M |
| CO4 | H | H | M | M | M | M | M | M |
| CO5 | H | H | H | M | H | M | H | M |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO6 | H | H | H | H | H | M | H | H |
| **Avg** | **H** | **H** | **M** | **M** | **H** | **M** | **H** | **M** |

**Course Designed By:** Dr. S. Balamurugan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C08 | Operations Management | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the concepts of production management, types of production systems, plant location, and plant layout principles.
2. To enable students to understand the functions of Production Planning and Control including aggregate planning, capacity planning, and make-or-buy decisions.
3. To equip students with knowledge of inventory control techniques and materials management functions including purchase management and vendor rating.
4. To develop students' understanding of quality management techniques including TQM, Six Sigma, KAIZEN, and worker safety practices.
5. To familiarize students with modern production management practices including SCM, ERP, lean manufacturing, and Industry 5.0 concepts.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the definitions, scope, functions, and types of production systems, plant location factors, and plant layout principles | K1 |
| CO2 | Explain the objectives, functions, and requirements of Production Planning and Control including aggregate planning and capacity planning | K2 |
| CO3 | Apply inventory control techniques — EOQ, ABC Analysis, MRP — and materials management principles to organizational scenarios | K3 |
| CO4 | Analyze quality control methods, KAIZEN implementation, Total Quality Management, and Six Sigma approaches in manufacturing environments | K4 |
| CO5 | Evaluate modern production management practices including SCM, ERP, Business Process Reengineering, lean manufacturing, and benchmarking techniques | K5 |
| CO6 | Design integrated operations management strategies by synthesizing production planning, quality management, inventory control, and Industry 5.0 principles | K6 |

**Unit I: Production Systems and Plant Layout**
Production Management - Definition - Scope and Functions - Production System and Types of Production Systems - Plant Location - Factors influencing Plant Location - Plant Layout - Principles and Criteria of good Plant Layout - Types of Plant Layout - Value Analysis - aims and its procedure.

**Unit II: Production Planning and Control (PPC)**
Production Planning and Control - Objectives - Functions - Requirements of effective Production Planning and Control - Product design and Process selection - Aggregate Planning Strategies - Capacity planning - Make or Buy decisions.

**Unit III: Inventory Control and Materials Management**
Inventory Control - Techniques - EOQ Analysis - ABC Analysis - Material Requirement Planning. Material Management: Objectives - Functions - Purchase Management - Vendor Rating - Material handling - principles and equipment.

**Unit IV: Quality Management**
Quality Control - Objectives - Strategic areas of Quality Control - Inspection - Kinds of Inspection - KAIZEN - Key Elements of KAIZEN - Steps in Implementation - Quality Circles - Total Quality Management - Six Sigma - Approaches for Six Sigma - Types and benefits of Six Sigma - Work Environment - Worker safety.

**Unit V: Modern Production Management Practices**
Introduction to SCM and ERP - Business Process Reengineering - Just in Time Production - Lean Manufacturing - Kanban systems - Poka-Yoke - Jishu Hozen - Industry 5.0 - Benchmarking techniques and Balanced Scorecard.

**Text Book**

1. Panneer Selvam, R. (n.d.). *Production and operations management*. Prentice Hall of India.

**Reference Books**

2. Aggarwal, & Khanna, L. N. (n.d.). *Production planning and control*. K. C. Jain Publications.
3. Aswathappa, K., & Sridhar Bhat, K. (n.d.). *Production and operations management*. Himalaya Publishing House.
4. Chunawalla, S. A., & Patel, D. R. (n.d.). *Production and operations management*. Himalaya Publishing House.
5. Gupta, C. B. (n.d.). *Operations management and control*. Sultan Chand and Sons.
6. Khanna, P. O. (n.d.). *Industrial engineering and management*. Dhanpat Rai Publications Pvt. Ltd.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | L | L | M | M |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO2 | H | H | L | L | M | M | M | M |
| CO3 | H | H | L | M | M | M | M | M |
| CO4 | H | H | M | M | M | H | M | H |
| CO5 | H | H | L | M | M | M | H | M |
| CO6 | H | H | M | H | M | M | H | H |
| **Avg** | **H** | **H** | **L** | **M** | **M** | **M** | **M** | **M** |

**Course Designed By:** Dr. T. Sarathy

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C09 | Financial Management | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the fundamentals of financial management including objectives, profit vs. wealth maximization, finance function, scope, and organization of finance function.
2. To enable students to understand cost of capital components — cost of equity, preference shares, retained earnings, WACC — and leverage analysis including operating, financial, and combined leverage.
3. To equip students with knowledge of capital structure determinants, EBIT-EPS analysis, and capital budgeting techniques including NPV, IRR, and profitability index methods.
4. To develop students' expertise in dividend decisions including dividend types, relevance and irrelevance theories, Walter's Model, Gordon's Model, and MM Hypothesis.
5. To familiarize students with working capital management concepts, factors affecting working capital requirements, and computation of working capital needs.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the objectives of financial management, profit maximization vs. wealth maximization, finance function, scope, and organization of finance function | K1 |
| CO2 | Explain cost of capital components — cost of equity, preference shares, retained earnings, WACC — and leverage analysis including operating, financial, and combined leverage | K2 |
| CO3 | Apply capital structure concepts, EBIT-EPS analysis, and capital budgeting techniques — NPV, IRR, profitability index — to financial decision making | K3 |
| CO4 | Analyze dividend decisions using Walter's Model, Gordon's Model, MM Hypothesis, and factors influencing dividend payment-retention decisions | K4 |
| CO5 | Evaluate working capital management strategies, factors affecting working capital requirements, and computation of working capital needs for organizations | K5 |

| | | |
|---|---|---|
| CO6 | Create integrated financial strategies by synthesizing cost of capital analysis, capital structure decisions, capital budgeting evaluations, dividend policies, and working capital management | K6 |

**Unit I: Introduction to Financial Management** *(Duration: 6 Hours)*
Objectives of Financial Management - Profit Maximization vs. Wealth Maximization - Finance Function - Scope of Financial Management - Organization of Finance Function
**Unit II: Cost of Capital and Leverage Analysis** *(Duration: 12 Hours)*
Cost of Capital: Cost of equity, Cost of Preference Shares, Cost of Retained Earnings, Weighted Average Cost of Capital. *(Simple Problems only)*
Leverage Analysis: Meaning, Factors Affecting Leverage, Merits and Limitations, Types: Operating Leverage, Financial Leverage and Combined Leverage. *(Simple Problems only)*
**Unit III: Capital Structure and Capital Budgeting** *(Duration: 12 Hours)*
Capital Structure: Concepts and determinants of Capital Structure, Approaches to establish Appropriate Capital Structure - EBIT-EPS Analysis. *(Simple Problems only)*
Capital Budgeting: Nature, Scope, Techniques: NPV, Profitability Index Methods, IRR (Discounted cash flow and non-discounted cash flow). *(Simple Problems only)*
**Unit IV: Dividend Decisions** *(Duration: 12 Hours)*
Dividend and its types, Irrelevance of Dividend and Relevance of Dividend, Factors influencing dividend decision, Dividend payment-retention decision: Dividend theories of relevance: Walter's Model, Gordon's Model, Dividend theories of irrelevance: MM Hypothesis. *(Simple Problems only)*
**Unit V: Working Capital Management** *(Duration: 8 Hours)*
Working Capital Management: Concepts, Factors affecting working capital requirements, Computation of working capital requirements. *(Simple Problems only)*
**Course Coverage: Theory: 60% | Problems: 40%**

**Text Books**

1. Khan, M. Y., & Jain, P. K. (2011). *Financial management: Text, problems and cases* (5th ed.). Tata McGraw-Hill Education.
2. Pandey, I. M. (2021). *Financial management* (12th ed.). Pearson.

**Reference Books**

1. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill Education.
2. Chandra, P. (2022). *Financial management: Theory and practice* (10th ed.). Tata McGraw-Hill.
3. Gupta, S. P. (2023). *Advanced financial management*. Sahitya Bhawan Publications.
4. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2019). *Corporate finance* (12th ed.). McGraw-Hill Education.
5. Van Horne, J. C., & Wachowicz, J. M. (2015). *Fundamentals of financial*

*management* (14th ed.). Pearson Education.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | M | M | L | M |
| CO2 | H | H | L | L | M | M | L | M |
| CO3 | H | H | L | M | H | M | L | M |
| CO4 | H | H | L | L | M | M | L | M |
| CO5 | H | H | L | M | M | M | L | M |
| CO6 | H | H | M | M | H | M | M | H |
| **Avg** | **H** | **H** | **L** | **M** | **M** | **M** | **L** | **M** |

**Course Designed by:** Dr. P. Karthikeyan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C10 | Operations Research | Core | 4 | 1 | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the nature, scope, and applications of Operations Research in functional areas of management.
2. To enable students to formulate and solve Linear Programming Problems using graphical and simplex methods.
3. To equip students with skills to apply transportation, assignment, and game theory models to real business scenarios.
4. To develop students' understanding of network models — CPM and PERT — and Monte Carlo simulation techniques.
5. To familiarize students with sequencing models and waiting line (queuing) theory for operational decision making.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the nature, scope, characteristics, and application areas of Operations Research in management | K1 |
| CO2 | Explain the formulation of Linear Programming Problems and solve them using graphical and simplex methods including primal and dual | K2 |
| CO3 | Apply transportation models (NWC, LCM, VAM, MODI), assignment models (Hungarian method), and game theory (saddle point, mixed strategies) to business problems | K3 |
| CO4 | Analyze network models — CPM and PERT — and simulate production, demand, queuing, and supply chain problems using Monte Carlo simulation | K4 |
| CO5 | Evaluate sequencing problems using Johnson's algorithm for N jobs with two and three machines | K5 |
| CO6 | Design optimal operational solutions by integrating linear programming, network analysis, simulation, and queuing models for complex business decisions | K6 |

**Unit I: Operations Research and Linear Programming**

Overview of Operations Research - Nature, scope & characteristics of OR - Application of Operations Research in functional areas of management - Advantages and Disadvantages

Linear Programming Problem - model Formulation - Maximization & Minimization problems - Graphical method - Simplex method (Only Theory) - Primal and Dual

**Unit II: Transportation and Assignment Model**

Transportation - Initial Basic Feasible Solution - North-West corner, LCM, VAM - Degeneracy - Optimal Solution - MODI method

Assignment model: Simple assignment method - Hungarian method - Maximization Problem - Traveling Salesman problem

**Unit III: Game Theory and Decision Theory**

Games theory - two player zero sum game theory - Saddle Point - Mixed Strategies for games without saddle points - Dominance method - Algebraic & Graphical Methods.

Decision theory - Pay-off Table - Decision Making under risk and uncertainty; Maximax, Maximin, Regret, Hurwicz and Laplace Criteria in Business and Decision Making

**Unit IV: Network Model and Simulation**

Networking Models: Evolution - Time Estimates - Areas of application - Critical Path Method (CPM) for Project Scheduling - Program Evaluation and Review Technique (PERT)

Simulation: Simulation - Types of simulation - Monte Carlo simulation - Simulation problems (Production, Demand, Queuing and Supply chain areas)

**Unit V: Sequencing and Waiting Line Models**

Job Shop Scheduling - Johnson Algorithm - Sequencing N Jobs with two machines - Sequencing N jobs with Three machines.

Waiting Line Model (Queuing Theory) - Structure of Queuing model - M/M/1 for infinite population - Application Problems

**80% Problems and 20% Theory**

**Reference Books**

1. Hillier, F. S., & Lieberman, G. J. Bodhibrata Nag, Preetam Basu (2025). Introduction to operations research (12th ed.). McGraw-Hill.
2. Panneerselvam, R. (2012). *Operations research* (2nd ed.). PHI Learning.
3. Sharma, J. K. (2017). *Operations research: Theory and applications* (6th ed.). Macmillan Publishers India.
4. Taha, H. A. (2019). *Operations research: An introduction* (10th ed.). Pearson Education.
5. Vohra, N. D. (2015). *Quantitative techniques in management* (5th ed.). Tata McGraw-Hill.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | L | L | L | M |
| CO2 | M | H | L | L | L | L | L | H |
| CO3 | M | H | L | L | M | L | L | H |
| CO4 | M | H | L | M | M | L | L | H |
| CO5 | M | H | L | L | M | L | L | H |
| CO6 | M | H | M | M | H | L | M | H |
| **Avg** | **M** | **H** | **L** | **L** | **M** | **L** | **L** | **H** |

**Course Designed by:** Dr. P. Thirumoorthi

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C11 | Research Methodology in Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the meaning, scope, and types of business research and the systematic research process.
2. To enable students to understand primary and secondary data collection methods, questionnaire design, and measurement and scaling techniques.
3. To equip students with knowledge of sampling design, probability and non-probability sampling methods, and sample size determination.
4. To develop students' competence in hypothesis testing using parametric and non-parametric statistical tests.
5. To familiarize students with research report writing, oral presentation, plagiarism norms, and bibliography standards.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the meaning, importance, types, and characteristics of business research and the stages of the research process | K1 |
| CO2 | Explain primary and secondary data collection methods, questionnaire design, scaling techniques, and their merits and demerits | K2 |
| CO3 | Apply sampling design principles, select appropriate probability and non-probability sampling methods, and calculate sample size | K3 |
| CO4 | Analyze hypotheses using parametric tests — t test, Z test — and non-parametric tests — K test, H test, Chi-square test — and ANOVA | K4 |
| CO5 | Evaluate research report structures, oral presentation norms, plagiarism guidelines, and bibliography standards for academic and business research | K5 |
| CO6 | Design and present a complete business research project integrating problem formulation, data collection, sampling, hypothesis testing, and report writing | K6 |

**Unit I: Concepts of Business Research**

Research in business - Meaning, Importance and Scope - Characteristics of good business research - Types of research (Descriptive, Explorative, Analytical, Empirical, Quantitative, Qualitative, Historical and Experimental Research) - Merits and Demerits - Research Process - Problems in research process - Review of Literature and Conceptual Analysis - Need and Importance - Identifying and Formulation of research problem - Formulation of Research design - Types - Characteristics of Good Research Design

**Unit II: Data Collection Process**

Sources and collection of data - primary and secondary sources of data - Primary Data Collection - survey methods, Case Study method, Personal interview, Telephone interviews, Mail Survey and self-administered surveys, instruments for respondent communication - Questionnaire design - Characteristics of Good Questionnaire - Measurement - Tests of sound measurement - Techniques of measurement - Scaling Techniques - Types of scales - Characteristics, Applications, Merits and demerits - Sources of Secondary Data - Past research and publications, Industry and Company source, Articles and Reports - Web sources - Merits and demerits of each source

**Unit III: Sampling Design**

Population - Sample - Census and Sample data collection - Sampling design - Meaning - concepts - Steps in sampling - Criteria for good sample design - Types of sample designs - Probability and Non-probability samples - Features, Merits and Demerits - Sample Size Calculation - Errors in sample Size Calculation.

**Unit IV: Hypothesis Testing**

Hypothesis - Need and Importance - Types - Procedure of Hypothesis testing - Errors in Hypothesis Testing - Parametric Tests - One Sample and Two Sample t tests - One Sample and Two Sample Z tests - Non-Parametric Tests - K Test, H Test, Chi-square Test - Simple application problems - ANOVA (Only Theory)

**Unit V: Report Presentation**

Report writing - Significance - Steps in report writing - Layout of report - Types of reports - Oral presentation - Executive summary - Mechanics of writing research report - Precautions for writing report - Norms for using Tables, Charts and Diagrams - Plagiarism checking - Need and Importance - Norms for using Index and Bibliography.

**Reference Books**


1. Cooper, D. R., & Schindler, P. S., Sharma, J.K. (2017). *Business research methods* (11th ed.). McGraw-Hill.
2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
3. Kothari, C. R. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International.
4. Malhotra, N. K. (2019). *Marketing research: An applied orientation* (7th ed.). Pearson Education.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | M | L | L | M | L | H |
| CO2 | M | H | M | L | L | M | L | H |
| CO3 | M | H | M | L | L | M | L | H |
| CO4 | M | H | M | L | L | M | L | H |
| CO5 | M | M | H | M | L | H | L | H |
| CO6 | H | H | H | M | M | H | M | H |
| **Avg** | **M** | **H** | **M** | **L** | **L** | **M** | **L** | **H** |

**Course Designed by:** Dr. P. Thirumoorthi

# Third Semester

1. Legal Environment in Business
2. International Business
3. Global Logistics and Supply Chain Management
4. International Human Resource Management
5. International Financial Management
6. Entrepreneurship Development (Supportive Course )

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C12 | Legal Environment in Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the fundamental principles and essential elements of the Law of Contracts.
2. To enable students to understand the provisions of the Sale of Goods Act and Negotiable Instruments Act in business transactions.
3. To familiarize students with the Partnership Act and Company Law, including formation, governance, and dissolution procedures.
4. To equip students with knowledge of labour and industrial laws for effective human resource administration in organizations.
5. To create awareness of consumer protection, cyber laws, and intellectual property rights in the digital business environment.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the basic concepts, principles, essential elements, and terminologies of the Law of Contracts | K1 |
| CO2 | Explain the provisions of the Sale of Goods Act and Negotiable Instruments Act including cheques, bills of exchange, and promissory notes | K2 |
| CO3 | Apply the provisions of the Partnership Act and Company Law to practical business situations including formation, governance, and winding up | K3 |
| CO4 | Analyze labour law provisions including Factories Act, Industrial Disputes Act, Maternity Benefit Act, and POSH Act for organizational compliance | K4 |
| CO5 | Evaluate consumer protection mechanisms, cybercrime issues, information technology regulations, and intellectual property rights in business contexts | K5 |
| CO6 | Create legal compliance frameworks for organizations by integrating contract law, corporate governance, labour regulations, and consumer protection principles | K6 |

**Unit I: Law of Contracts**

Meaning and Nature of Contract - Definition of Contract - Essential Elements of a Valid Contract - Formation of a Contract: Offer and acceptance, consideration, free consent, capacity of parties, legality of object - Classification of Contracts: valid, void, voidable and quasi contracts - Performance and discharge of contracts - Breach of contract and remedies

**Unit II: Sale of Goods Act & Negotiable Instruments Act**

Sale of Goods Act: Contract of sale - Conditions and warranties - Transfer of ownership - Performance of contract of sale - Rights and duties of buyer and seller - Unpaid seller - E-commerce transactions and sale of goods.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes.

**Unit III: Partnership and Company Law**

Partnership Act: Partnership Meaning and Definition - Difference between Partnership and Joint Family Business - Kinds of Partnerships - Rights and Liabilities of Partners - Dissolution.

Company Law: Introduction - Characteristics of Company - Comparison of Company with Partnership and Joint Hindu Family Business - Kinds of Companies - Comparison of Private and Public Companies - Formation of Companies - Memorandum and Articles of Association: meaning, inclusions and comparisons, Meetings - Types - Winding up of Companies - Modes of Winding Up.

**Unit IV: Labour and Industrial Laws**

Factories Act 1948: Applicability, Health Provisions, Safety Provisions, Working Hours, Employment of Women and Young Persons, Leave with Wages - Industrial Disputes Act 1947: Scope of Industrial Disputes, Authorities under the Act, Prevention and Settlement of Industrial Disputes, Strikes and Lockouts, Lay-off, Retrenchment - Maternity Benefit Act 1961: Applicability and Coverage, Maternity Leave and Benefits, Wages during Maternity Period, Prohibition of Employment during Maternity - Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act 2013 (POSH Act) - Case Study on Labour law compliance issues in manufacturing organizations.

**Unit V: Consumer Protection, Cyber Laws and Intellectual Property Rights**

Consumer Protection Act - Cyber laws and cyber crimes - Information Technology Act - Intellectual Property Rights: Patents, Trademarks, Copyrights - Emerging legal issues in e-commerce and digital business. Case study on Consumer protection and cybercrime cases in India.

**Reference Textbooks**


1. Albuquerque, D. (2015). *Legal systems in business* (2nd ed.). Oxford University Press India.
2. Kapoor, N. D. (2021). *Elements of mercantile law*. Sultan Chand & Sons.
3. Majumdar, A. K., & Kapoor, G. K. (2020). *Company law* (17th ed.). Taxmann Publications.
4. Universal Law Publishing. (2012). *Intellectual property laws*.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | L | L | H | M | M |
| CO2 | H | M | L | L | L | H | M | M |
| CO3 | H | M | L | M | M | H | M | M |
| CO4 | H | M | M | M | M | H | H | M |
| CO5 | H | M | M | H | M | H | M | M |
| CO6 | H | H | M | M | M | H | H | H |
| **Avg** | **H** | **M** | **L** | **M** | **M** | **H** | **M** | **M** |

**Course Designed by:** Dr. S. Balamurugan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C13 | International Business | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce the concepts, scope, and significance of international business and globalization.
2. To examine the environmental forces — cultural, political, economic, and technological — shaping international business decisions.
3. To understand international trade theories, market entry strategies, and regional economic integration.
4. To analyze MNC strategies in branding, pricing, organizational design, and global trade governance.
5. To explore emerging trends including digital globalization, ESG practices, and India's integration into global value chains.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Remember the key concepts, definitions, and frameworks in international business including globalization drivers, EPRG orientations, MNC types, trade theories, international institutions, and India's trade policy instruments | K1 |
| CO2 | Understand the socio-cultural, political, economic, and technological environmental forces that shape international business decisions, regional integration agreements, and the functioning of WTO, IMF, and World Bank Group | K2 |
| CO3 | Apply the theoretical frameworks of international trade, market entry strategies, and MNC organizational structures to real-world international business scenarios and emerging market contexts | K3 |
| CO4 | Analyze the strategic challenges of MNCs in international branding, pricing (transfer pricing, dumping, price escalation, countertrade), market selection, trade barriers, and competitive strategies of MNCs in global and emerging markets | K4 |
| CO5 | Evaluate the effectiveness of global trade governance mechanisms (GATT/WTO — GATS, TRIPS, TRIMs), dispute settlement processes, international financial institutions, and international financial institutions in shaping the global business environment | K5 |
| CO6 | Create well-reasoned strategic recommendations for firms seeking | K6 |

| | | |
|---|---|---|
| | global expansion by integrating knowledge of trade theories, MNC strategies, regional trade blocs, export promotion frameworks, and emerging opportunities in global value chains | |

**Unit I — Foundations of International Business *(10 Hours)***

Meaning, scope, and significance of International Business; advantages and problems; distinction between domestic and international business; globalization — meaning, drivers, and stages; stages of internationalization; EPRG framework — Ethnocentric, Polycentric, Regiocentric, and Geocentric orientations.

Multinational Corporations — definition, characteristics, types, and motivations (market-seeking, resource-seeking, efficiency-seeking); distinction between MNC, Transnational Corporation, and Global Company; historical evolution and ethical concerns of MNCs; Theories of International Trade — Mercantilism and Neo-Mercantilism, Absolute Advantage (Adam Smith), Comparative Cost Advantage (David Ricardo), Factor Endowments Model (Heckscher-Ohlin), International Product Life Cycle (Raymond Vernon), and National Competitive Advantage Diamond Model (Michael E. Porter).

**Unit II — International Business Environment & Market Entry *(10 Hours)***

International socio-cultural environment — Hofstede's cultural dimensions and cross-cultural business challenges; political and legal environment — types of political systems and political risk; economic environment — types of economic systems and key indicators; technological and ecological factors; levels of regional economic integration — Free Trade Area, Customs Union, Common Market, and Economic Union; NAFTA/USMCA, ASEAN, European Union (EU), and SAARC — objectives, structure, and relevance to India.

Criteria and frameworks for international market selection; international market entry strategies — direct and indirect exporting, licensing, franchising, joint ventures, wholly owned subsidiaries, and strategic alliances; tariff barriers — ad valorem, specific, and compound duties; non-tariff barriers — quotas, embargoes, subsidies, voluntary export restraints, and technical barriers to trade.

**Unit III — International Marketing Decisions & MNC Strategy *(10 Hours)***

Challenges in international branding — standardization versus adaptation, country-of-origin effect, global versus local brand strategies, and brand positioning across markets; packaging considerations — labeling regulations, cultural sensitivity, and environmental compliance; factors affecting international pricing — competition, tariffs, cost structures, and demand variations; price escalation in international markets and managerial responses.

Transfer pricing — concept, cost-based, market-based, and negotiated methods, and tax implications for MNCs; dumping — predatory, persistent, and sporadic types and anti-dumping measures; countertrade — barter, counterpurchase, offset, buyback, and switch trading; MNC organizational structures — international division, global product, geographic, and matrix structures; global, multidomestic, and transnational strategies; corporate governance in MNCs; grey markets and parallel imports.

**Unit IV — International Institutions & Trade Governance** ***(10 Hours)***

International Monetary Fund (IMF) — origin, objectives, functions, Special Drawing Rights (SDRs), conditionality, and India-IMF relations; World Bank Group — IBRD (lending operations and development role), IDA (concessional financing for least developed countries), IFC (private sector development), MIGA (investment risk guarantees), and ICSID (arbitration and investment dispute resolution); criticisms and reforms of IMF and World Bank.

Evolution of GATT (1947) — objectives, principles, and key negotiating rounds (Kennedy, Tokyo, and Uruguay); transition from GATT to WTO; WTO — origin, objectives, organizational structure, membership, and functions; GATS (General Agreement on Trade in Services), TRIPS (Trade-Related Intellectual Property Rights), and TRIMs (Trade-Related Investment Measures); WTO Dispute Settlement Mechanism — panel process, Appellate Body, enforcement, and India's position within the WTO framework.

**Unit V — Emerging Trends in Global Business** ***(10 Hours)***

Digital globalization and its impact on international business — e-commerce and cross-border digital trade, platform-based global business models, and the role of technology in reshaping global value chains (GVCs); born-global firms — characteristics, strategies, and distinction from traditional MNCs; internationalization of Small and Medium Enterprises (SMEs); geopolitical risks in international business — trade wars, economic sanctions, supply chain disruptions, and de-globalization trends; regional shift in global trade — South-South trade, Asia-Pacific as the new growth centre, and the role of BRICS and RCEP in reshaping global commerce.

Sustainability and ESG (Environmental, Social, and Governance) in international business — green supply chains, carbon border adjustments, and sustainable sourcing by MNCs; Corporate Social Responsibility (CSR) across borders — global standards and MNC obligations; global competitiveness — World Economic Forum (WEF) Global Competitiveness Index and World Bank Ease of Doing Business framework; India as an emerging global business hub — Make in India, Production Linked Incentive (PLI) Schemes, and positioning in global value chains across pharmaceuticals, electronics, textiles, and renewable energy; future of international business — artificial intelligence in global operations, digital currencies in trade finance, and evolving global governance frameworks.

**Textbooks**

1. Subba Rao, P. (2008). *International Business: Text and Cases* (2nd ed.). Himalaya Publishing House, New Delhi. *(Units I, II, III & IV)*
2. Cherunilam, Francis. (2009). *International Business: Text and Cases* (5th ed.). PHI Learning, New Delhi. *(Units II, IV & V)*

**Reference Books**

1. Phatak, A. V., Bhagat, R. S., & Kashlak, R. J. (2010). *International Management* (2nd ed.). Tata McGraw-Hill, New Delhi.
2. Hill, C. W. L., & Jain, A. K. (2014). *International Business: Competing in the Global Marketplace* (10th ed.). Tata McGraw-Hill, New Delhi.
3. Bhalla, V. K., & Shiva Ramu, S. (2010). *International Business: Environment and Management* (13th ed.). Anmol Publications, New Delhi.
4. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2012). *International Business: Environments and Operations* (14th ed.). Pearson Education, New Delhi.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | M | M | H | M |
| CO2 | H | M | L | M | M | M | H | M |
| CO3 | H | H | M | M | H | M | H | M |
| CO4 | H | H | M | H | M | M | H | M |
| CO5 | H | M | M | M | M | H | H | M |
| CO6 | H | H | H | H | H | M | H | H |
| **Avg** | **H** | **M** | **M** | **M** | **M** | **M** | **H** | **M** |

**Course Designed by:** Dr. G.Yoganandan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE1 | Global Logistics and Supply Chain Management | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce the concepts and strategic importance of global logistics and supply chain management in international business operations.
2. To develop understanding of international logistics systems, global customer service standards, and cross-border supply chain planning.
3. To familiarize students with global supply chain network design, international sourcing, and operational coordination among global partners.
4. To examine the role of information systems, digital technologies, and global integration platforms in managing international supply chains.
5. To understand performance measurement, sustainability, and emerging challenges in global supply chain management.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Explain the concepts, scope, and importance of global logistics and supply chain management in international trade. | K1 |
| CO2 | Understand global logistics planning, customer service standards, and international supply chain structures. | K2 |
| CO3 | Apply supply chain planning and coordination techniques in global business environments. | K3 |
| CO4 | Analyze the role of information technology and digital platforms in global supply chain integration. | K4 |
| CO5 | Evaluate global supply chain performance and strategic management practices. | K5 |
| CO6 | Design efficient and sustainable global supply chain solutions for international business operations. | K6 |

**Unit I: Introduction to global logistics and supply chain management**

Concept and scope of global logistics and supply chain management – evolution of logistics from domestic to international supply chains – importance of logistics in global business competitiveness – components of a global supply chain – logistics activities and objectives in international trade – demand management in global markets – global customer service standards – dimensions of customer service –

logistics and marketing interface in international business.

**Unit II: Global logistics planning and system design**

Logistics planning and strategy in a global business environment – relationship between logistics strategy and international corporate strategy – global logistics system design and international network design – integrated logistics activities – international transportation, warehousing, materials handling, and packaging – logistics administration and coordination across countries – logistics decision making in global supply chains – role of third-party logistics (3PL) and fourth-party logistics (4PL) providers.

**Unit III: Global supply chain planning and operations**

Demand forecasting in global markets – supply chain planning and implementation in international business – global inventory management and distribution planning – order processing and global logistics information systems – international purchasing and global sourcing strategies – supplier selection and procurement in global supply networks – coordination between international supply chain partners.

**Unit IV: Global supply chain integration and technology**

Coordination and collaboration in global supply chains – role of information technology in global supply chain integration – logistics information systems and digital supply networks – enterprise resource planning (ERP), blockchain, and digital supply chain platforms – global logistics management – supply chain coordination and integration across multinational organizations and international partners.

**Unit V: Global supply chain performance and emerging issues**

Logistics costs and performance measurement in global supply chains – benchmarking international supply chain performance – global supply chain finance – organization and control in multinational supply chains – current issues in global supply chain management – lean, agile, resilient, and green global supply chains – sustainability and risk management – future trends and challenges in international logistics and supply chain management.

**Text Books**

1. Swink, M., Melnyk, S. A., Cooper, M. B., & Hartley, J. L. (2011). *Managing operations across the supply chain* (International student ed.). McGraw-Hill/Irwin.
2. Bhat, K. S. (2010). *Logistics and supply chain management*. Himalaya Publishing House.

**Reference Books**

1. Chopra, Sunil., & Meindl, Peter. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson Education.
2. Christopher, Martin. (2016). *Logistics and Supply Chain Management*. Pearson Education.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | L | L | M | H | M |
| CO2 | H | M | M | M | M | M | H | M |
| CO3 | H | H | M | M | M | M | H | M |
| CO4 | H | H | M | H | M | M | H | H |
| CO5 | H | H | M | M | M | H | H | H |
| CO6 | H | H | H | H | H | M | H | H |
| **Avg** | **H** | **H** | **M** | **M** | **M** | **M** | **H** | **H** |

**Course Designed by:** Dr. R. Subramaniya Bharathy

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE2 | International Human Resource Management | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To understand the strategic role of human resource management in multinational enterprises (MNEs).
2. To analyze cross-cultural, legal, and ethical challenges in managing a global workforce.
3. To apply international HR strategies aligned with global business objectives.
4. To evaluate international labour standards, workforce diversity, and global talent management practices.
5. To develop HR policies and practices suitable for international business environments.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall key concepts, models, and terminologies related to international human resource management | K1 |
| CO2 | Explain the influence of globalization, culture, and institutions on international HR policies and practices | K2 |
| CO3 | Apply IHRM tools and practices to manage staffing, performance, and compensation in multinational organizations | K3 |
| CO4 | Analyze cross-cultural, legal, and strategic HR challenges faced by multinational enterprises | K4 |
| CO5 | Evaluate global HR systems, international labour standards, and the effectiveness of expatriate and talent management practices | K5 |
| CO6 | Design integrated IHRM strategies aligned with international business objectives, incorporating diversity, ethics, and emerging digital HR trends | K6 |

**Unit I: Foundations of International HRM**

Introduction to IHRM; Evolution and scope of IHRM; Differences between domestic and international HRM; Models of IHRM (e.g., convergence-divergence, contextual model); Key challenges in global staffing; Role of IHRM in multinational corporations (MNCs); Ethics and corporate social responsibility in global HRM.

**Unit II: Cross-Cultural Management**

Concept of culture and cultural dimensions (Hofstede, Trompenaars, GLOBE); Culture and organizational behaviour; Managing cultural diversity in global organizations; Cross-cultural communication and leadership; International teams and virtual collaboration; Managing conflicts in cross-cultural settings.

**Unit III: International Staffing and Talent Management**

Approaches to staffing (ethnocentric, polycentric, geocentric, regiocentric); Expatriation - selection criteria (e.g., core skills, cultural adaptability), inpatriation; Recruitment in emerging markets; Global talent acquisition and retention; Cross-cultural training programs (e.g., cultural assimilators); Expatriate development (pre-departure, on-assignment, repatriation); Expatriate failure and success factors.

**Unit IV: International Performance Management and Compensation**

Performance appraisal in multicultural contexts; Performance appraisal challenges across cultures; Global compensation systems; Expatriate compensation: Balance sheet approach, host-based approach; Expatriate allowances (hardship, housing); Tax equalization; International benefits and incentives; Managing equity and fairness in global pay structures.

**Unit V: International Employee Relations, Ethics and Strategic IHRM**

Managing international industrial relations; Comparative labour relations and trade unions; International labour standards (ILO, OECD guidelines); Employment laws and compliance in host countries; Health, safety, and employee well-being in global operations; repatriation and knowledge transfer; Diversity, equity, and inclusion (DEI) in global teams; Ethics and CSR in IHRM; future of IHRM (e.g., digital nomads, AI ethics).

**Text books:**


1. Dowling, P. J., Festing, M., & Engle, A. D. (2017). International Human Resource Management (7th ed.). Cengage Learning.
2. Briscoe, D. R., Schuler, R. S., & Tarique, I. (2019). International Human Resource Management: Policy and Practice (5th ed.). Routledge.


**Reference Books:**


1. Kandula, S. R. (2018). International human resource management (4th ed.). Sage Publications.
2. Gupta, S. C. (2017). International human resource management (2nd ed.). McMillan.
3. Harzing, A.W., & Pinnington, A. H. (2017). International human resource management (4th ed.). Sage Publications.


**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | M | M | L | M | H | M |
| CO2 | H | M | M | M | L | M | H | M |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO3 | H | M | M | H | M | M | H | M |
| CO4 | H | H | M | H | M | H | H | M |
| CO5 | H | H | M | H | M | H | H | H |
| CO6 | H | H | H | H | M | H | H | H |
| **Avg** | **H** | **M** | **M** | **H** | **M** | **H** | **H** | **M** |

**Course Designed by:** Dr. D. Bhuvaneshwari

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE3 | International Financial Management | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce the nature, scope, and framework of international financial management and the global monetary system.
2. To understand the foreign exchange market, exchange rate systems, and currency trading mechanics.
3. To apply derivative instruments — forward contracts, futures, and options — for managing foreign exchange risk.
4. To develop competence in managing transaction, economic, and interest rate exposures using hedging strategies and swaps.
5. To analyze MNC financing decisions, global capital market instruments, and country risk assessment.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Remember the key concepts of international finance, nature of foreign exchange exposure and risk, classification of exchange rate regimes, Special Drawing Rights, and the structure of global financial markets | K1 |
| CO2 | Understand the functioning of the foreign exchange market, mechanics of currency trading, exchange rate quotation systems, money market instruments, and the structure of Euromarkets and offshore markets | K2 |
| CO3 | Apply the principles of forward contracts, currency futures, currency options, and interest rate parity theory to real-world international financial transactions and hedging scenarios | K3 |
| CO4 | Analyze transaction exposure, economic (operating) exposure, interest rate exposure, financial swaps, and the strategies employed by MNCs for managing multiple forms of financial risk across borders | K4 |
| CO5 | Evaluate the effectiveness of short-term and long-term financial management strategies of MNCs including surplus fund investment, global borrowing decisions, and international equity financing in | K5 |

| | | |
|---|---|---|
| | the context of global capital markets | |
| CO6 | Create integrated financial strategies for multinational corporations by synthesizing knowledge of exposure management, global capital market instruments, financing decisions, and the international financing decision framework | K6 |

**Unit I — International Finance and Foreign Exchange Framework *(10 Hours)***

Why study International Finance — nature, scope, and relevance in a globalized economy; the nature of exposure and risk in international financial management; classification of foreign exchange exposure and risk — transaction, translation, and economic exposure; exchange rate regimes — fixed, floating, managed float, and currency board arrangements; the International Monetary Fund (IMF) — role in exchange rate surveillance, international liquidity, and Special Drawing Rights (SDRs).

Balance of Payments — structure, current account, capital account, and financial account; linkages between BOP and exchange rate movements; objectives of the firm in an international context and the impact of risk on financial decision-making; financial management in a global context — differences between domestic and international financial management; overview of the international monetary system — Bretton Woods system, its collapse, and the post-Bretton Woods era.

**Unit II — Global Financial Markets and Foreign Exchange Market *(10 Hours)***

Global financial market — distinction between domestic markets and offshore markets; Euromarkets — origin, structure, and significance; Eurocurrency markets and Eurobond markets; interest rates in the global money market — LIBOR, SOFR, and their role in international lending; an overview of money market instruments — Treasury bills, commercial paper, certificates of deposit, and banker's acceptances.

Structure of the foreign exchange market — participants, segments (spot and forward), and the inter-bank market; mechanics of currency trading — dealing procedures and settlement; exchange rate quotations — direct and indirect quotes, cross rates, and bid-ask spreads; exchange rate regimes in India — evolution, FEMA framework, and the role of RBI in the Indian foreign exchange market.

**Unit III — Derivative Instruments and Exchange Rate Determination *(10 Hours)***

Forward contracts — concept, terms and conditions, uses, and limitations; option forwards; early delivery, cancellation, and extension of forward contracts; currency futures contracts — major features, trading process, margins, and daily settlement; currency futures pricing and the relationship between futures price and expected spot price; arbitrage with and without transaction costs; interest rate parity — covered and uncovered interest rate parity.

Currency options — call and put options, in-the-money and out-of-the-money positions; elementary option strategies — hedging and speculative uses; exchange rate determination — Purchasing Power Parity (PPP) theory, absolute and relative PPP; the Fisher Effect and the International Fisher Effect; the relationship between forward rate and future spot rate; currency forecasting — technical, fundamental, and market-based approaches.

**Unit IV — Exposure Management and Financial Swaps *(10 Hours)***

Management of transaction exposure — nature and measurement of transaction exposure; hedging using forward markets; invoice currency strategy; hedging with currency options; hedging with currency futures; internal hedging strategies — netting, matching, leading and lagging; corporate exposure management policy — objectives and organizational aspects.

Managing economic (operating) exposure — distinction from transaction exposure; market selection, pricing, product, and promotional strategies for managing operating exposure; management of interest rate exposure — Forward Rate Agreements (FRAs), interest rate caps, floors, and collars; financial swaps — interest rate swaps: concept, mechanics, and applications; currency swaps — concept, mechanics, and role in long-term liability management.

**Unit V — MNC Financial Management and Global Capital Markets *(10 Hours)***

Short-term financial management in a Multinational Corporation — investing surplus funds across borders; financing short-term deficits; centralised versus decentralised cash management in MNCs; international cash pooling, netting centres, and re-invoicing vehicles; working capital management in an MNC — receivables, payables, and inventory across jurisdictions; international project appraisal — adjusted present value and cost of capital for foreign investments.

Long-term borrowing in the global financial markets — major market segments: bonds (foreign bonds and Eurobonds), syndicated credits, medium-term notes, and committed underwritten facilities; equity financing in international markets — international equity investment, cross-listing, ADRs and GDRs; the international financing decision — factors influencing the choice between domestic and international sources of funds; country risk analysis — political, economic, and financial risk assessment in global investment decisions.

**Text books**


1. Apte, P. G. (2009). *International Financial Management* (7th ed.). Tata McGraw-Hill, New Delhi. *(Units I, II, III, IV & V)*

2. Shapiro, Alan C. (1998). *Multinational Financial Management* (4th ed.). Prentice-Hall of India, New Delhi. *(Unit IV)*


**Reference Books**


1. Levi, Maurice D. (1996). *International Finance: The Markets and Financial Management of Multinational Business* (3rd ed.). McGraw-Hill.

2. Buckley, Adrian. (2003). *Multinational Finance* (5th ed.). Prentice-Hall.

3. Giddy, Ian. (1993). *Global Financial Markets* (5th ed.). South-Western College Publishers.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | L | L | M | H | M |
| CO2 | H | H | M | L | M | M | H | M |
| CO3 | H | H | L | M | M | M | H | M |
| CO4 | H | H | M | M | M | M | H | H |
| CO5 | H | H | M | M | H | M | H | H |
| CO6 | H | H | H | M | H | M | H | H |
| **Avg** | **H** | **H** | **M** | **M** | **M** | **M** | **H** | **H** |

**Course Designed by:** Dr. G.Yoganandan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2N01 | Entrepreneurship Development | NMEC | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the concept of entrepreneurship, characteristics of successful entrepreneurs, and the environmental factors influencing entrepreneurial activity.
2. To enable students to understand entrepreneurial motivation, achievement motivation theory, and the design and evaluation of Entrepreneurship Development Programmes (EDPs).
3. To equip students with knowledge of project identification, selection, innovation processes, and intellectual property rights relevant to new ventures.
4. To familiarize students with various forms of business ownership and growth strategies suitable for small and emerging enterprises.
5. To acquaint students with the institutional support framework, financial institutions, and government incentives available to entrepreneurs in India.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the concepts of entrepreneur and entrepreneurship, characteristics of successful entrepreneurs, types, functions, and environmental factors affecting entrepreneurship | K1 |
| CO2 | Explain entrepreneurial motivation, achievement motivation theory, objectives of EDPs, phases of EDP, and their evaluation in the Indian context | K2 |
| CO3 | Apply the processes of project identification, selection, and screening along with innovation and creative processes to generate viable business ideas | K3 |
| CO4 | Analyze various forms of business ownership, their suitability for different ventures, and growth strategies for small businesses | K4 |
| CO5 | Evaluate the roles of institutional support organizations — DIC, NSIC, SIDO, SIDBI, SIPCOT, TIIC, EXIM Bank — and government incentives and subsidies available to entrepreneurs | K5 |
| CO6 | Create a comprehensive business plan integrating project identification, innovation, ownership structure, financing options, and institutional support mechanisms | K6 |

**Unit I: Introduction**

Concept of Entrepreneur and Entrepreneurship - Characteristics of Successful Entrepreneurs - Entrepreneurial Decision Process - Functions of Entrepreneurs - Types of Entrepreneurs - Women Entrepreneurship - Environmental factors affecting Entrepreneurship.

**Unit II: Entrepreneurial Motivation and EDP**

Motivating factors - Achievement Motivation - Need and Objectives of EDP - Entrepreneurship Development Programmes (EDPs) in India - Phases of EDP - Evaluation of EDPs.

**Unit III: Project Identification and Innovation**

Project classification - Project identification - Project selection - Contents of a good project report - Innovation and entrepreneurship - Types of Innovation - Innovation process and Creative process - Intellectual property - need for copyrights and patents.

**Unit IV: Forms of Ownership**

Introduction - Sole Proprietorship - Partnership Firm - Private and Public Company - Cooperatives - Selection of an Appropriate Form of Ownership Structure - Growth strategies in small business.

**Unit V: Institutional Support and Institutional Finance to Entrepreneurs**

Functions of DIC, NSIC, SIDO, TCO, SEZ and Industrial estates. Functions of IDBI, IFCI, SFC, IRBI, SIDBI, SIDC, TIIC, SIPCOT and EXIM Bank - Government Incentives and Subsidies.

**Text Book**

1. Khanka, S. S. (n.d.). *Entrepreneurial development*. S. Chand & Company.

**Reference Books**


1. Desai, V. (n.d.). *Dynamics of entrepreneurial development and management*. Himalaya Publishing House.
2. Hisrich, R. D., & Peters, M. P. (n.d.). *Entrepreneurship development*. Tata McGraw-Hill.
3. Holt, D. H. (n.d.). *Entrepreneurship: New venture creation*. Prentice Hall.
4. Saravanavelu, P. (n.d.). *Entrepreneurship development*. Eskapee Publications.
5. Srinivasan, N. P., & Gupta, C. B. (n.d.). *Entrepreneurial development*. Sultan Chand & Sons.
6. Taneja, S. (n.d.). *Entrepreneur development: New venture creation*.
7. Wagner, M. (Ed.). (n.d.). *Entrepreneurship, innovation and sustainability*. Greenleaf Publishing.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | H | M | M | M |
| CO2 | H | M | M | M | H | M | M | M |
| CO3 | H | H | H | M | H | M | M | M |
| CO4 | H | H | M | M | H | H | M | M |
| CO5 | H | M | M | M | H | M | H | M |
| CO6 | H | H | H | H | H | H | H | H |
| **Avg** | **H** | **M** | **M** | **M** | **H** | **M** | **M** | **M** |

**Course Designed By:** Dr. T. Sarathy

# Fourth Semester

1. Entrepreneurship Development
2. Strategic Management
3. International Legal framework
4. Export promotion, procedure and documentation
5. Port Management
6. Business Etiquette and Team Building Skills

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C14 | Entrepreneurship Development | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce students to the concept of entrepreneurship, characteristics of successful entrepreneurs, and the environmental factors influencing entrepreneurial activity.
2. To enable students to understand entrepreneurial motivation, achievement motivation theory, and the design and evaluation of Entrepreneurship Development Programmes (EDPs).
3. To equip students with knowledge of project identification, selection, innovation processes, and intellectual property rights relevant to new ventures.
4. To familiarize students with various forms of business ownership and growth strategies suitable for small and emerging enterprises.
5. To acquaint students with the institutional support framework, financial institutions, and government incentives available to entrepreneurs in India.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the concepts of entrepreneur and entrepreneurship, characteristics of successful entrepreneurs, types, functions, and environmental factors affecting entrepreneurship | K1 |
| CO2 | Explain entrepreneurial motivation, achievement motivation theory, objectives of EDPs, phases of EDP, and their evaluation in the Indian context | K2 |
| CO3 | Apply the processes of project identification, selection, and screening along with innovation and creative processes to generate viable business ideas | K3 |
| CO4 | Analyze various forms of business ownership, their suitability for different ventures, and growth strategies for small businesses | K4 |
| CO5 | Evaluate the roles of institutional support organizations — DIC, NSIC, SIDO, SIDBI, SIPCOT, TIIC, EXIM Bank — and government incentives and subsidies available to entrepreneurs | K5 |
| CO6 | Create a comprehensive business plan integrating project identification, innovation, ownership structure, financing options, and institutional support mechanisms | K6 |

**Unit I: Introduction**

Concept of Entrepreneur and Entrepreneurship - Characteristics of Successful Entrepreneurs - Entrepreneurial Decision Process - Functions of Entrepreneurs - Types of Entrepreneurs - Women Entrepreneurship - Environmental factors affecting Entrepreneurship.

**Unit II: Entrepreneurial Motivation and EDP**

Motivating factors - Achievement Motivation - Need and Objectives of EDP - Entrepreneurship Development Programmes (EDPs) in India - Phases of EDP - Evaluation of EDPs.

**Unit III: Project Identification and Innovation**

Project classification - Project identification - Project selection - Contents of a good project report - Innovation and entrepreneurship - Types of Innovation - Innovation process and Creative process - Intellectual property - need for copyrights and patents.

**Unit IV: Forms of Ownership**

Introduction - Sole Proprietorship - Partnership Firm - Private and Public Company - Cooperatives - Selection of an Appropriate Form of Ownership Structure - Growth strategies in small business.

**Unit V: Institutional Support and Institutional Finance to Entrepreneurs**

Functions of DIC, NSIC, SIDO, TCO, SEZ and Industrial estates. Functions of IDBI, IFCI, SFC, IRBI, SIDBI, SIDC, TIIC, SIPCOT and EXIM Bank - Government Incentives and Subsidies.

**Text Book**


1. Khanka, S. S. (n.d.). *Entrepreneurial development*. S. Chand & Company.


**Reference Books**


1. Desai, V. (n.d.). *Dynamics of entrepreneurial development and management*. Himalaya Publishing House.
2. Hisrich, R. D., & Peters, M. P. (n.d.). *Entrepreneurship development*. Tata McGraw-Hill.
3. Holt, D. H. (n.d.). *Entrepreneurship: New venture creation*. Prentice Hall.
4. Saravanavelu, P. (n.d.). *Entrepreneurship development*. Eskapee Publications.
5. Srinivasan, N. P., & Gupta, C. B. (n.d.). *Entrepreneurial development*. Sultan Chand & Sons.
6. Taneja, S. (n.d.). *Entrepreneur development: New venture creation*.
7. Wagner, M. (Ed.). (n.d.). *Entrepreneurship, innovation and sustainability*. Greenleaf Publishing.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | H | M | M | M |
| CO2 | H | M | M | M | H | M | M | M |
| CO3 | H | H | H | M | H | M | M | M |
| CO4 | H | H | M | M | H | H | M | M |
| CO5 | H | M | M | M | H | M | H | M |
| CO6 | H | H | H | H | H | H | H | H |
| **Avg** | **H** | **M** | **M** | **M** | **H** | **M** | **M** | **M** |

**Course Designed By:** Dr. T. Sarathy

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2C15 | Strategic Management | Core | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To provide students with a comprehensive understanding of strategic management concepts and processes
2. To develop the ability to analyze internal and external business environments
3. To enable formulation, implementation, and evaluation of strategies in competitive environments
4. To foster strategic thinking, decision-making, and leadership capabilities
5. To expose students to contemporary strategic issues through practical cases and applications

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Explain the fundamental concepts, nature, and process of strategic management. | K2 |
| CO2 | Understand the role of vision, mission, objectives, and strategic decision making. | K2 |
| CO3 | Apply environmental and organizational analysis tools to business situations. | K3 |
| CO4 | Analyze strategic alternatives at corporate, business, and functional levels. | K4 |
| CO5 | Evaluate strategic choices, implementation challenges, and control mechanisms. | K5 |
| CO6 | Design integrated strategies for organizations using case-based reasoning. | K6 |

**Unit I: Introduction to strategic management**

Concept and nature of strategy – evolution of strategic management – strategic management process – strategic intent, vision, mission, and objectives – levels of strategy: corporate, business, and functional – role of strategists and top management – strategic decision making and approaches – case illustrations on strategic success and failure.

**Unit II: External and internal environment analysis**

Environmental scanning and strategic diagnosis – macro environmental analysis (political, economic, social, technological, legal, and ecological factors) – industry and competitive environment – Porter's Five Forces Model – External Factor Evaluation (EFE) Matrix – internal environment and organizational capabilities – Resource-Based View and core competencies – value chain analysis – Internal Factor Evaluation (IFE) Matrix – SWOT analysis and strategic fit.

**Unit III: Strategy formulation**

Meaning and stages of strategy formulation – corporate-level and business-level strategies – corporate strategies: stability, expansion, retrenchment, and turnaround – growth strategies of firms – business-level strategies and competitive advantage – Porter's generic strategies – strategic alliances and partnerships – mergers, acquisitions, and joint ventures – global and international strategies

**Unit IV: Strategy analysis, choice, and implementation**

Strategy analysis and choice – criteria for evaluating strategic alternatives – portfolio analysis models: BCG Matrix, GE Matrix, SPACE Matrix, and Grand Strategy Matrix – Quantitative Strategic Planning Matrix (QSPM) – strategy implementation: issues and challenges – structural aspects of implementation: organizational structure and design – behavioural aspects: leadership, organizational culture, and power in strategy implementation – functional strategies in marketing, finance, human resource management, operations, and R&D – managing strategic change and resistance to change.

**Unit V: Strategic evaluation, control, and contemporary issues**

Strategy evaluation and strategic control – types and process of strategic control – Balanced Scorecard and performance measurement – strategic audit and corrective actions – corporate governance and ethical practices – sustainability and corporate social responsibility – strategic failures and lessons from Indian and global cases – emerging issues in strategic management – strategic management case analysis and presentation.

**Text books**

1. David, F. R., David, F. R., & David, M. E. (2020). *Strategic Management: Concepts and Cases*. Pearson Education.
2. Rao, P. S. (2022). *Business policy and strategic management: Text and cases*. Himalaya Publishing House.
3. Kazmi, A. (2020). *Strategic Management and Business Policy*. New Delhi: McGraw-Hill Education. (Indian Author)

**Reference Books**

1. Hill, C. W. L., & Jones, G. R. (2021). *Strategic Management Theory: An Integrated Approach*. Cengage Learning.
2. Porter, M. E. (2008). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press.
3. Ramaswamy, V. S., & Namakumari, S. (2018). *Strategic Management: Indian Context*. New Delhi: McGraw-Hill Education. (Indian Author)

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | L | M | M | M | H | M |
| CO2 | H | H | L | M | M | M | H | M |
| CO3 | H | H | M | H | M | M | M | M |
| CO4 | H | H | M | H | H | M | H | M |
| CO5 | H | H | M | H | M | M | H | M |
| CO6 | H | H | H | H | H | M | H | H |
| **Avg** | **H** | **H** | **M** | **H** | **M** | **M** | **H** | **M** |

**Course Designed by**: Dr. R. Subramaniya Bharathy

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE4 | International Legal Framework | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To understand the legal environment governing international business and cross-border transactions.
2. To analyze international trade laws, regulatory frameworks, and compliance requirements.
3. To apply international legal principles to real-world business cases.
4. To evaluate dispute resolution mechanisms and legal risk in international operations.
5. To develop legal awareness for ethical and compliant global business practices.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall key principles of public and private international law governing global trade and cross-border transactions | K1 |
| CO2 | Explain the structure and functions of international organizations such as WTO, UNCTAD, and ICC in regulating international trade | K2 |
| CO3 | Apply international legal frameworks and commercial transaction principles to resolve cross-border business disputes | K3 |
| CO4 | Analyze the impact of trade agreements, FDI regulations, investment treaties, and anti-corruption laws on international business strategies | K4 |
| CO5 | Evaluate the effectiveness of international legal regimes, dispute settlement mechanisms, and ESG compliance frameworks in addressing contemporary global business challenges | K5 |
| CO6 | Develop legal awareness and design compliance strategies for ethical, regulatory, and sustainable international business operations | K6 |

**Unit 1: Foundations of International Law**

Nature, scope, and sources of international law; Public international law vs. private international law; International legal systems and jurisdiction; Public international law sources (treaties, customs, general principles); International organizations and legal authority (UN, WTO, ICC) ; Recognition and state responsibility its implications for international business.

**Unit 2: International Trade Law Framework**

Evolution and objectives of international trade law; WTO structure and agreements (GATT, GATS, TRIPS), dispute settlement mechanism; Trade remedies: Anti-dumping, countervailing duties, safeguards; Tariffs, non-tariff barriers, and trade facilitation; Regional trade agreements (EU, RCEP).

**Unit 3: International Commercial Transactions and Intellectual Property Rights**

Formation and enforcement of international contracts; Choice of law and choice of forum clauses; Sales contracts (CISG), letters of credit (UCP 600), carriage of goods (Rotterdam Rules); International licensing and franchising agreements; Intellectual property protection under international conventions (TRIPS, WIPO).

**Unit 4: Investment and Dispute Resolution**

Foreign direct investment (FDI) regulations and BITs; Investor–State Dispute Settlement (ISDS) mechanisms, investor-state arbitration (ICSID); International commercial arbitration (ICC, UNCITRAL rules); Alternative dispute resolution mechanisms; Enforcement of foreign arbitral awards (New York Convention).

**Unit 5: Regulatory Compliance, Ethics, and Contemporary Legal Challenges**

International compliance and regulatory frameworks; Anti-corruption laws (FCPA, UK Bribery Act); Competition law and antitrust issues in global markets; Anti-dumping, countervailing measures; Extraterritoriality and sanctions; ESG compliance in international business.

**Textbooks**

1. Schaffer, R., Agusti, F., & Dhooge, L. J. (2020). International business law and its environment (10th ed.). Cengage Learning.
2. Shaw, M. N. (2021). Principles of international law (9th ed.). Cambridge University Press.
3. McConnaughay, P. J., & Garvey, J. D. (2021). International Business Law (2nd ed.). West Academic Publishing.

**Reference Books**

1. Starke, J. G. (2014). Introduction to International Law (10th ed.). Oxford University Press.
2. Schwarzenberger, G. (1976). International Law (3rd ed.). Stevens & Sons.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | L | L | H | H | M |
| CO2 | H | M | M | M | L | H | H | M |
| CO3 | H | M | M | M | M | H | H | M |
| CO4 | H | H | M | M | M | H | H | H |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO5 | H | H | M | M | M | H | H | H |
| CO6 | H | H | H | M | M | H | H | H |
| **Avg** | **H** | **M** | **M** | **M** | **M** | **H** | **H** | **H** |

**Course Designed By:** Dr. D.Bhuvaneshawari

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE5 | Export Promotion, Procedure and Documentation | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To familiarize students with India's foreign trade regulatory framework and Foreign Trade Policy 2023.
2. To understand the institutional framework for export promotion and trade finance mechanisms.
3. To trace the step-by-step export order processing cycle from registration to post-shipment compliance.
4. To develop proficiency in export-import documentation, INCO Terms 2020, and duty drawback procedures.
5. To examine India's trade performance, payment methods, FTA framework, and trade risk management practices.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Remember the key concepts of foreign trade, India's export-import regulatory framework, Foreign Trade Policy 2023 schemes, INCO Terms, and the organizational structure of export promotion in India | K1 |
| CO2 | Understand the institutional framework for export promotion, methods of international payment, letter of credit mechanism, role of ECGC, EXIM Bank, and pre-shipment and post-shipment financing instruments | K2 |
| CO3 | Apply the procedural steps involved in processing an export order, preparing export documentation, obtaining pre-shipment inspection, and complying with customs and FEMA requirements in India | K3 |
| CO4 | Analyze the complete set of export and import documents, INCO Terms 2020, duty drawback mechanisms, and import licensing procedures in facilitating compliant international trade transactions | K4 |
| CO5 | Evaluate the effectiveness of India's export promotion schemes (RoDTEP, EPCG, Advance Authorization), FDI and FPI policy, India's trade performance, FTA framework, and BOP position in strengthening India's global trade competitiveness | K5 |

| | | |
|---|---|---|
| CO6 | Create an integrated export strategy for a firm by synthesizing knowledge of market identification, order processing, documentation, financing, risk coverage, India's trade policy, and compliance with Foreign Trade Policy 2023 | K6 |

**Unit I — India's Foreign Trade Framework and Export Promotion Policy *(10 Hours)***

India's foreign trade — meaning, significance, direction, composition, and trends; regulatory framework — Foreign Trade (Development and Regulation) Act; role of DGFT (Directorate General of Foreign Trade); Foreign Trade Policy 2023 — overview, objectives, and four pillars (Incentive to Remission, Export Promotion through Collaboration, Ease of Doing Business, and Emerging Areas); Chapter 2 — Remission of Duties and Taxes on Exported Products (RoDTEP) in detail; Export Promotion Capital Goods (EPCG) Scheme in detail; Chapter 3 — Advance Authorization Scheme and Duty Free Import Authorization (DFIA) in detail; Amnesty Scheme for closure of pending export obligations.

Export Oriented Units (EOUs), Special Economic Zones (SEZs), Electronic Hardware Technology Parks (EHTPs), and Software Technology Parks (STPs) — objectives, benefits, and operational framework; Districts as Export Hubs (DEH) initiative — State and District Export Promotion Committees; Towns of Export Excellence (TEE) Scheme; Status Holder Scheme — categories and benefits; e-Commerce exports facilitation — Dak Niryat Kendra, courier exports, and digital trade enablement under FTP 2023; India's export targets and emerging sectoral opportunities.

**Unit II — Export Promotion Institutions and Trade Finance *(10 Hours)***

Organizational structure of export promotion in India — six-tier institutional framework; Department of Commerce and Ministry of Commerce — policy formulation role; Export Promotion Councils (EPCs) — sector-wise councils, mandates, and membership; Commodity Boards — Tea Board, Coffee Board, Spices Board, Rubber Board; Indian Trade Promotion Organisation (ITPO) — trade fairs and buyer-seller meets; Indian Institute of Foreign Trade (IIFT) — training and research mandate; Federation of Indian Export Organisations (FIEO); Marine Products Export Development Authority (MPEDA) and Agricultural and Processed Food Products Export Development Authority (APEDA).

EXIM Bank of India — establishment, functions, and export financing products (pre-shipment credit, buyer's credit, and lines of credit); Export Credit Guarantee Corporation (ECGC) — role, standard policies, specific policies, and financial guarantees for exporters; pre-shipment finance — packing credit in Indian rupee and foreign currency (PCFC); post-shipment finance — export bills negotiation, discounting, and collection; interest equalization scheme; factoring and forfeiting in export finance; role of commercial banks in export financing.

**Unit III — Export Procedure and Order Processing *(10 Hours)***

Obtaining Importer Exporter Code (IEC) — procedure and significance; registration with Export Promotion Councils and commodity boards; search for overseas buyers —

role of trade portals, trade fairs, buying agents, and e-marketplaces; receipt and processing of an export inquiry; preparation and submission of export quotation — elements and format; receipt of purchase order and its scrutiny; obtaining export license where required — categories of goods under ITC (HS) classification (Free, Restricted, Prohibited, Canalized); letter of credit — types, parties, mechanism of operation, and scrutiny by the exporter.

Manufacturing or procurement of export goods; pre-shipment inspection — compulsory quality control and pre-shipment inspection under Export (Quality Control and Inspection) Act; approved inspection agencies; packing, marking, and labeling of export cargo; appointment of Customs House Agent (CHA); reservation of shipping space and obtaining bill of lading; customs examination and processing of Shipping Bill on ICEGATE portal; let export order and handing over cargo to carrier; post-shipment compliance — GR form submission and Bank Realisation Certificate (BRC).

**Unit IV — Export and Import Documentation *(10 Hours)***

Principal export documents — Commercial Invoice (types and contents), Packing List, Certificate of Origin (preferential and non-preferential), Bill of Lading (types — clean, claused, stale, through, transhipment), Airway Bill, Combined Transport Document (CTD/MTD); auxiliary documents — Inspection Certificate, Insurance Certificate, Bill of Exchange (types and parties), Shipment Advice, and GSP Certificate of Origin; FEMA compliance documents — GR Form, PP Form, SOFTEX Form, and SDF Declaration; INCO Terms 2020 — EXW, FCA, FAS, FOB, CFR, CIF, CPT, CIP, DAP, DPU, DDP — responsibilities, risk transfer points, and cost allocation under each term.

Import procedure in India — import licensing and import policy under ITC(HS); import of restricted goods — procedures and permissions; Bill of Entry — types (for home consumption, warehousing, and ex-bond); customs assessment and examination of import cargo; import duty structure — basic customs duty, IGST, and social welfare surcharge; advance ruling mechanism; duty drawback — all industry rates and brand rates; deemed exports — concept and benefits; import documentation — Commercial Invoice, Packing List, Bill of Lading or Airway Bill, Certificate of Origin, and Insurance Policy.

**Unit V — India's Trade Performance, Investment, and Payment Methods *(10 Hours)***

India's foreign trade performance — direction and composition of trade; trends in India's exports and imports over the last decade; major trading partners — USA, China, UAE, and EU; India's Free Trade Agreements (FTAs) — comprehensive economic partnership agreements with UAE and Australia, ASEAN FTA, and ongoing negotiations; Balance of Trade and Balance of Payments — current account and capital account analysis and India's current BOP position; Foreign Direct Investment (FDI) into India — policy framework, sectoral caps, automatic and government approval routes, top source countries, and sector-wise inflow trends; Foreign Portfolio Investment (FPI) — regulatory framework, SEBI oversight, and recent trends.

Methods of payment in international trade — advance payment, open account, documentary collection (D/A and D/P), documentary letter of credit (brief, discussed in unit III), and bank guarantees; comparison of payment methods on risk and cost dimensions; role of SWIFT in international payments; business risk management in international trade — commercial risk, political risk, country risk, and exchange risk; Single Window Interface for Trade (SWIFT portal), and e-BRC (electronic Bank Realisation Certificate).

**Textbooks**

1. Paras Ram. (2016). *Export: What, Where, How* (47th ed.). Anupam Publishers, New Delhi. *(Units I, II, III & IV)*
2. Justin Paul & Rajiv Aserkar. (2014). *Export Import Management* (2nd ed.). Oxford University Press, New Delhi. *(Units II, IV & V)*

**Reference Books**

1. Rakesh Mohan Joshi. (2005). *International Marketing* (1st ed.). Oxford University Press, New Delhi. *(Units I, II & III)*
2. Cherunilam, Francis. (2010). *International Trade and Export Management* (1st ed.). Himalaya Publishing House, New Delhi. *(Units I, III & IV)*
3. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2013). *International Marketing* (16th ed.). Tata McGraw-Hill, New Delhi. *(Units II & V)*
4. Branch, Alan E. (2006). *Export Practice and Management* (5th ed.). Thomson Learning, London. *(Units III, IV & V)*

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | M | M | L | M | H | H | M |
| CO2 | H | H | M | L | M | H | H | M |
| CO3 | H | H | H | M | H | H | H | M |
| CO4 | H | H | H | M | H | H | H | H |
| CO5 | H | H | M | M | H | H | H | H |
| CO6 | H | H | H | H | H | H | H | H |
| **Avg** | **H** | **H** | **H** | **M** | **H** | **H** | **H** | **H** |

**Course Designed By:** Dr.G.Yoganandan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2EE6 | Port Management | Elective | 5 | - | - | - | 5 | 4 | 25 | 75 | 100 |

**Course Objectives**

1. To introduce the types, functions, and significance of ports in India and global maritime trade.
2. To understand port governance models, regulatory frameworks, and PPP structures in the Indian port sector.
3. To examine port operations including cargo handling, container terminals, customs procedures, and port community systems.
4. To analyze port planning, performance measurement, tariff structures, and multimodal hinterland connectivity.
5. To explore India's port development initiatives — Sagarmala, Maritime India Vision 2030 — and trends in port digitalization and sustainability.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Remember the types, classifications, and functions of ports, India's port structure under major and minor ports, regulatory framework, port governance models, and key global and Indian port authorities | K1 |
| CO2 | Understand the operational framework of ports including cargo handling, berth and terminal operations, port equipment, container operations, and the functioning of port community systems in the Indian context | K2 |
| CO3 | Apply the principles of port planning, capacity assessment, port tariff determination, port labour management, and hinterland connectivity to operational scenarios in Indian major ports | K3 |
| CO4 | Analyze port performance metrics, port costs and revenue structures, competitive positioning of Indian ports, Public-Private Partnership models, and the impact of ship technology changes on port infrastructure | K4 |
| CO5 | Evaluate India's port development initiatives — Sagarmala Programme, Maritime India Vision 2030, coastal shipping policy, and port privatization — against global benchmarks of port efficiency and sustainability | K5 |
| CO6 | Create strategic recommendations for port competitiveness, digitalization, green port development, and hinterland integration | K6 |

| | | |
|---|---|---|
| | by synthesizing knowledge of global best practices and India's port sector priorities | |

**Unit I — Introduction to Ports and India's Port Sector *(10 Hours)***

Port — meaning, definition, functions, and significance in international trade; classification of ports — by ownership (public, private, landlord), by function (commercial, industrial, fishing, dry), by cargo type (bulk, container, multipurpose), and by geographic location; port hierarchy — gateway ports, feeder ports, transhipment hubs, and inland container depots (ICDs); global port development — historical evolution, impact of containerization revolution, and the emergence of mega-ports; major global ports — Singapore, Rotterdam, Shanghai, and Dubai — and their significance in world trade.

India's port sector — structure and significance; major ports versus non-major (minor) ports — definition, jurisdiction, and administrative differences; India's 13 major ports — JNPT (Nhava Sheva), Chennai, Vishakhapatnam, Kolkata (with Haldia), Paradip, Mundra (PPP), Kandla (Deendayal), Cochin, New Mangalore, Mormugao, Mumbai, Ennore (Kamarajar), and V.O. Chidambaranar; cargo traffic trends at Indian major ports; India's coastline, navigable waterways, and strategic location on international maritime routes; comparison of India's port performance with global benchmarks — turnaround time, berth productivity, and pre-berthing detention.

**Unit II — Port Administration, Governance, and Policy *(10 Hours)***

Global port governance models — service port, tool port, landlord port, and fully privatized port; port ownership and administration models — public sector, private sector, and Public-Private Partnership (PPP); port authority — functions, powers, and organizational structure; international port regulatory bodies — International Maritime Organization (IMO), UNCTAD port management framework, and International Association of Ports and Harbours (IAPH); port policy objectives — efficiency, safety, environmental compliance, and hinterland integration; port competition — inter-port and intra-port competition dynamics.

India's port regulatory framework — Major Port Trusts Act 1963 and its replacement by the Major Ports Authority Act 2021 — key changes and implications; Port Trust structure — Board of Trustees, Chairman, and departmental heads; role of Ministry of Ports, Shipping and Waterways; Tariff Authority for Major Ports (TAMP) — functions, tariff determination, and reform; non-major ports — administered by respective State Maritime Boards; model concession agreement for PPP ports; port privatization in India — JNPT, Mundra, and Adani Ports as case illustrations; coastal regulation zone (CRZ) norms and environmental clearance for port projects.

**Unit III — Port Operations and Cargo Handling *(10 Hours)***

Port operations — overview of port operational cycle; vessel arrival, berthing, and departure procedures; port approaches — pilotage, towage, and mooring operations; berths and terminals — types (general cargo, bulk, container, liquid bulk, Ro-Ro), berth allocation, and scheduling; cargo handling — general cargo, bulk cargo (dry and liquid), containerized cargo, and break-bulk cargo; cargo handling equipment — ship-to-shore (STS) cranes, rubber-tyred gantry (RTG) cranes, reach stackers, forklifts, conveyor systems, and pipeline terminals; container operations — TEU measurement, container types, FCL and LCL handling, stuffing and destuffing; yard planning and stack management in container terminals.

Port operations in India — operational procedures at JNPT and other major ports; Container Corporation of India (CONCOR) — role in inland container depot (ICD) and container freight station (CFS) operations; customs examination procedures at ports — Customs Act provisions, risk-based examination, and faceless assessment at ports; port health organization (PHO) and fumigation clearance; dangerous goods handling — IMDG Code compliance; port labour — dock labour boards, port labour schemes, and mechanization-led labour reforms in Indian ports; port community system (PCS1x) — India's port community system for paperless trade facilitation; Vessel Traffic Management System (VTMS) at Indian ports.

**Unit IV — Port Planning, Performance, and Economics *(10 Hours)***

Port planning — master planning for port development; capacity planning — berth occupancy ratios, throughput capacity, and storage capacity assessment; port layout and design considerations — channel depth, turning basin, quay length, and yard area; impact of changing ship technology on ports — ultra-large container vessels (ULCVs), post-Panamax ships, and draft requirements; port infrastructure investment — capital dredging, breakwaters, quay walls, and superstructure; port performance measurement — key performance indicators (KPIs): ship turnaround time, berth productivity, crane moves per hour, dwell time, and pre-berthing waiting time; benchmarking Indian ports against global standards.

Port economics — port costs structure (fixed and variable costs); port pricing and tariff setting — cost-based, market-based, and negotiated pricing; port revenue sources — port dues, berth hire, cargo handling charges, pilotage fees, and storage charges; port financial management — capital budgeting for port infrastructure projects; economic impact of ports — direct, indirect, and induced impacts on regional economies; port competitiveness factors — location, connectivity, efficiency, cost, and reliability; hinterland connectivity — road, rail, and inland waterway linkages to Indian major ports; dedicated freight corridors (DFCs) and their impact on port hinterland reach.

**Unit V — India's Port Development Initiatives and Emerging Trends *(10 Hours)***

Sagarmala Programme — concept, objectives, and four pillars (port modernization, port-led industrialization, port connectivity enhancement, and coastal community development); National Perspective Plan under Sagarmala — port capacity targets and project pipeline; port modernization projects under Sagarmala — mechanization, deepening of channels, and new berth construction; port-led industrialization — Coastal Economic Zones (CEZs) and port-based industrial clusters; Maritime India Vision 2030 — objectives, targets, and key initiatives; coastal shipping policy — advantages, cabotage law relaxation, and ro-ro ferry services; inland waterways development — National Waterways Act 2016 and role of Inland Waterways Authority of India (IWAI); Sagarmala progress, bottlenecks, and way forward.

Emerging trends in global and Indian port management — port digitalization and smart ports; automation in container terminals — automated stacking cranes (ASCs) and automated guided vehicles (AGVs); blockchain in port operations and trade documentation; green ports — environmental sustainability, shore power, emission controls, and ISO 14001 compliance; port resilience and risk management — natural disasters, cyber threats, and pandemic-induced disruptions; transhipment hub strategy — India's aspiration for a transhipment hub and competition from Colombo, Singapore, and Dubai; Public-Private Partnership models — global best practices from Rotterdam, Singapore, and Dubai and lessons for India; future of Indian ports in the context of global supply chain realignment and China-plus-one strategy.

**Textbooks**

1. Alderton, Patrick M. (2008). *Port Management and Operations* (3rd ed.). Informa Law from Routledge, London. *(Units I, II, III & IV)*
2. Ministry of Ports, Shipping and Waterways, Government of India. *Maritime India Vision 2030 and Sagarmala Programme Reports* (most recent). *(Units I, II & V)*

**Reference Books**

1. Burns, Maria. (2015). *Port Management and Operations*. CRC Press, Taylor & Francis Group, Boca Raton. *(Units II, III & IV — global port governance, operations, and economics)*
2. Song, Dong-Wook & Panayides, Photis M. (2021). *Maritime Logistics: A Guide to Contemporary Shipping and Port Management* (3rd ed.). Kogan Page, London. *(Units IV & V — port economics, supply chain integration, and emerging trends)*
3. Rodrigue, Jean-Paul, Notteboom, Theo, & Pallis, Athanasios. (2022). *Port Economics, Management and Policy*. Routledge, New York. *(Units II, IV & V — port policy, PPP models, and digitalization)*
4. Desai, H. B. (2010). *Port Management in India*. Himalaya Publishing House, New Delhi. *(Units I, II & III — India-specific port administration and operations)*

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | H | L | L | M | L | M | H | M |
| CO2 | H | M | M | M | M | M | H | M |
| CO3 | H | H | M | M | M | H | H | M |
| CO4 | H | H | M | H | M | M | H | H |
| CO5 | H | H | M | M | M | H | H | H |

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO6 | H | H | H | H | H | H | H | H |
| **Avg** | **H** | **H** | **M** | **M** | **M** | **H** | **H** | **H** |

**Course Designed By:** Dr.G.Yoganandan

| COURSE CODE | COURSE TITLE | Category | L | T | P | O | Inst. Hours | Credits | Internal | External | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 26UPMBA2S02 | Business Etiquette and Team Building Skills | Employability Skills | - | - | 3 | - | 3 | 2 | 40 | 60 | 100 |

**Course Objectives**

1. To introduce students to the fundamentals of business etiquette including meeting and greeting protocols, handshakes, introductions, and developing a culture of professional excellence at the workplace.
2. To enable students to understand meeting protocols, table etiquette, business dining practices, and customer complaint handling procedures.
3. To equip students with technology etiquette skills including cell phone, social media, telephone, email, and online communication guidelines.
4. To develop students' leadership skills including transactional and transformational leadership, strength-based leadership, influence tactics, motivation, coaching, and conflict resolution abilities.
5. To familiarize students with teamwork principles including characteristics of effective teams, team development stages (Tuckman's model), team roles (Belbin), and team effectiveness leadership models.

**Course Outcomes**

| CO | Course Outcome | Bloom's Level |
|---|---|---|
| CO1 | Recall the ABCs of business etiquette, meeting and greeting scenarios, principles of exceptional work behaviour, and the role of good manners in professional settings | K1 |
| CO2 | Explain meeting planning and attendance guidelines, customer complaint handling, table etiquette, and business dining practices | K2 |
| CO3 | Apply technology etiquette principles including cell phone, social media, telephone, email netiquette, and online chat guidelines in workplace contexts | K3 |
| CO4 | Analyze leadership styles — transactional and transformational — strength-based leadership, influence tactics, motivation strategies, and conflict resolution approaches | K4 |
| CO5 | Evaluate team effectiveness using Tuckman's team development stages, Belbin team roles, and Ginnett's team effectiveness leadership model | K5 |
| CO6 | Design and implement professional workplace behaviour strategies integrating business etiquetteprinciples, effective leadership | K6 |

| | | |
|---|---|---|
| | practices, and high-performance team building techniques | |

**Unit I: Introduction to Business Etiquette** *(Duration: 10 Hours)*

The ABCs of etiquette - Meeting and greeting scenarios - Developing a culture of excellence - The principles of exceptional work behaviour - Role of Good Manners in Business - Enduring - The protocol of shaking hands - Introductions - Addressing individuals.

**Unit II: Meeting Protocol** *(Duration: 10 Hours)*

Guidelines for planning a meeting - Guidelines for Attending the meeting - Dealing with customer complaints. Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Specific food Etiquette guidelines.

**Unit III: Telephone Etiquette** *(Duration: 10 Hours)*

Cell phone etiquette - Social Media Usage etiquette - Telephone etiquette guidelines - Internet usage in the workplace email - Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines.

**Unit IV: Leadership Skills** *(Duration: 10 Hours)*

Leadership & Management - Transactional & Transformational leadership - Strength-based leadership in practice - Tasks & Relationship approach in leadership - Influence tactics of leaders - Motivation and coaching skills. Establishing a constructive climate - Listening to out-group members - Communication and conflict resolution skills.

**Unit V: Team Work** *(Duration: 10 Hours)*

Working in groups & teams - Characteristics of effective team - Types - Team development: Tuckman's team development stages - Belbin team roles - Ginnett - Team effectiveness leadership model.

**Text Books**

1. Gonda, C. M. (2016). *Master of business etiquette: The ultimate guide to corporate etiquette and soft skills*. Embassy Books.

**Reference Books**

1. DuBrin, A. J. (2015). *Leadership: Research findings, practice, and skills* (8th ed.). Cengage Learning.
2. Mehra, S. K. (2012). *Business etiquette: A guide for the Indian professional*. HarperCollins.
3. Post, P., & Post, P. (2014). *The etiquette advantage in business: Personal skills for professional success* (3rd ed.). William Morrow Paperbacks.
4. Tripathy, D. K. (2014). *Team building and leadership with texts and cases*. Himalaya Publishing House.
5. West, M. A. (2012). *Effective teamwork: Practical lessons from organizational research* (3rd ed.). Wiley-Blackwell.

**CO–PO Mapping**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---|---|---|---|---|---|---|---|---|
| CO1 | M | L | H | M | L | H | M | M |
| CO2 | M | M | H | H | L | M | L | M |
| CO3 | M | M | H | H | M | H | M | M |
| CO4 | M | M | H | H | M | H | M | M |
| CO5 | M | M | H | H | M | M | M | M |
| CO6 | M | M | H | H | M | H | M | H |
| **Avg** | **M** | **M** | **H** | **H** | **M** | **H** | **M** | **M** |

**Course Designed by:** Dr. P. Karthikeyan