பெரியார் பல்கலைக்கழகம்

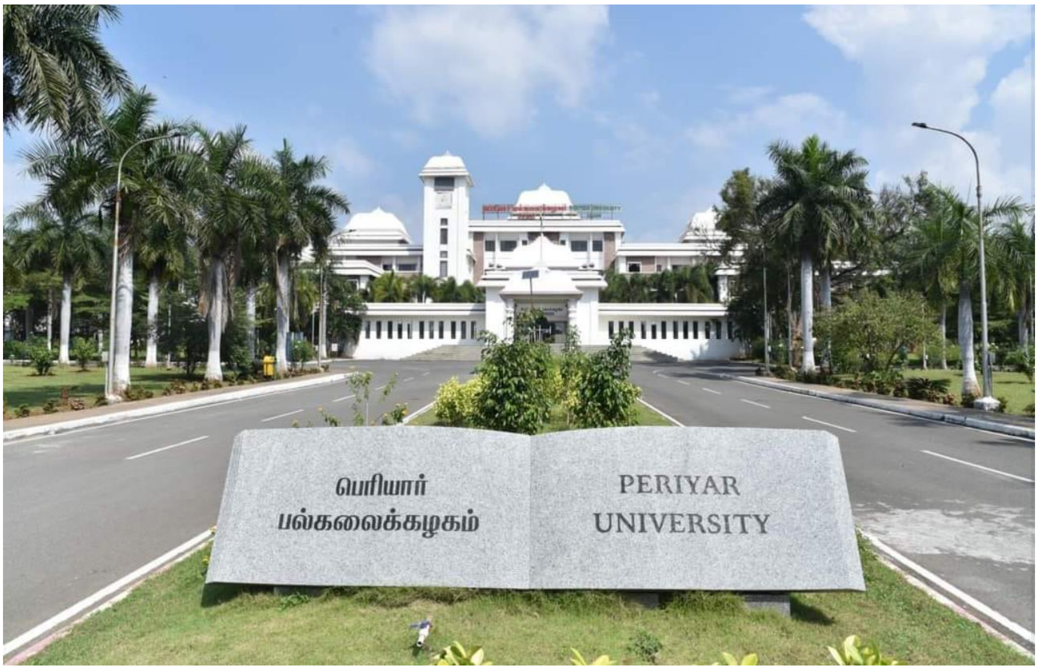
PERIYAR UNIVERSITY

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

[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 — General Management programme and complement the POs)

PSO	Programme Specific Outcome
PSO1	Demonstrate integrated understanding of general management functions — planning, organizing, leading, and controlling — and apply them effectively across diverse organizational contexts
PSO2	Apply financial, marketing, human resource, and operations management principles to design and evaluate functional strategies for organizational performance improvement
PO3	Utilize research methodology, quantitative techniques, and business analytics tools to support evidence-based managerial decision making
PSO4	Develop and present comprehensive business plans, strategic analyses, and project reports that reflect entrepreneurial thinking and professional standards
PSO5	Demonstrate awareness of legal, ethical, environmental, and global dimensions of business and integrate these perspectives into responsible management practice

PSO–PO MAPPING

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

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

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 challenges

GA	Graduate Attribute	Description
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 responsibility & sustainability*	M	H	M	M	H

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**
26UPMBA1C01	Management Principles and Business Communication	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C02	Managing Organizational Behaviour	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C03	Quantitative Methods for Business Decision-making	Core	4	1	-	-	5	4	25	75	100
26UPMBA1C04	Accounting for Managers	Core	4	1	-	-	5	4	25	75	100
26UPMBA1C05	Managerial Economics	Core	5	-	-	-	5	4	25	75	100
26UPMBA1S01	Soft Skills: Office Management Software	Soft Skills	-	-	3	-	3	2	40	60	100
	Total		23	2	3	-	28	22	165	435	600
SEMESTER-II											
26UPMBA1C06	Human Resource Management	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C07	Marketing Management	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C08	Operations Management	Core	4	1	-	-	5	4	25	75	100
26UPMBA1C09	Financial Management	Core	4	1	-	-	5	4	25	75	100
26UPMBA1C10	Operations Research	Core	4	1	-	-	5	4	25	75	100
26UPMBA1C11	Research Methodology in Business	Core	5	-	-	-	5	4	25	75	100
26UPPGC1H01	Human Rights	Self-Study	-	-	-	-	-	2	25	75	100
26UPMBA1SW1	SWAYAM / MOOC(1)	Self-Study	-	-	-	-	-	2	-	-	-
	Total		27	3	-	-	30	28	175	525	700
	Cumulative							50			

	Credits										
SEMESTER-III											
26UPMBA1C12	Legal Environment in Business	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C13	International Business	Core	5	-	-	-	5	4	25	75	100
26UPMBA1EF1	Finance Elective 1	E	5	-	-	-	5	4	25	75	100
26UPMBA1EF2	Finance Elective 2	E	5	-	-	-	5	4	25	75	100
26UPMBA1EF3	Finance Elective 3	E	5	-	-	-	5	4	25	75	100
26UPMBA1EH1	HRM Elective 1	E	5	-	-	-	5	4	25	75	100
26UPMBA1EH2	HRM Elective 2	E	5	-	-	-	5	4	25	75	100
26UPMBA1EH3	HRM Elective 3	E	5	-	-	-	5	4	25	75	100
26UPMBA1N01	Entrepreneurs hip Development (Supportive Course)	NMEC (2)	3	-	-	-	3	3	25	75	100
26UPMBA1I01	Summer Internship(3)	Interns hip	-	-	-	-	-	2	25	75	100
26UPMBA1P01	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											
26UPMBA1C14	Entrepreneurship Development	Core	5	-	-	-	5	4	25	75	100
26UPMBA1C15	Strategic Management	Core	5	-	-	-	5	4	25	75	100
26UPMBA1EM1	Marketing Elective1	E	5	-	-	-	5	4	25	75	100
26UPMBA1EM2	Marketing Elective2	E	5	-	-	-	5	4	25	75	100
26UPMBA1EM3	Marketing Elective3	E	5	-	-	-	5	4	25	75	100

26UPMBA1ES1	Systems Elective1	E	5	-	-	-	5	4	25	75	100
26UPMBA1ES2	Systems Elective2	E	5	-	-	-	5	4	25	75	100
26UPMBA1ES3	Systems Elective3	E	5	-	-	-	5	4	25	75	100
26UPMBA1EE1	Entrepreneurship Elective1	E	5	-	-	-	5	4	25	75	100
26UPMBA1EE2	Entrepreneurship Elective2	E	5	-	-	-	5	4	25	75	100
26UPMBA1EE3	Entrepreneurship Elective3	E	5	-	-	-	5	4	25	75	100
26UPMBA1S02	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
	Finance
26UPMBA1EF1	Investment Analysis
26UPMBA1EF2	Merchant Banking and Financial Services
26UPMBA1EF3	Insurance Management
	Human Resources Management
26UPMBA1EH1	Talent Management and Workforce Planning
26UPMBA1EH2	Performance Management
26UPMBA1EH3	Learning and Development
	Marketing Management
26UPMBA1EM1	Services Marketing
26UPMBA1EM2	Brand Management
26UPMBA1EM3	Retail Management
	Systems Management
26UPMBA1ES1	Database Management Systems and Cloud Computing
26UPMBA1ES2	Artificial Intelligence and Design Thinking in Business Decisions
26UPMBA1ES3	E-commerce and Digital Business Process
	Entrepreneurship Development
26UPMBA1EE1	Design Thinking
26UPMBA1EE2	Business Model Canvas
26UPMBA1EE3	Record Keeping and Documentation for Entrepreneurs

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
26UPMBA1C01	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,	K4

	informal, upward, downward, horizontal, and diagonal	
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
26UPMBA1C02	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
26UPMBA1C03	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* (18th ed.). 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
26UPMBA1C04	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
26UPMBA1C05	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.

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
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
26UPMBA1S01	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
26UPMBA1C06	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
CO3	H	M	M	M	M	M	L	M

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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
26UPMBA1C07	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
CO6	H	H	H	H	H	M	H	H

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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
26UPMBA1C08	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

1. Aggarwal, & Khanna, L. N. (n.d.). *Production planning and control*. K. C. Jain Publications.
2. Aswathappa, K., & Sridhar Bhat, K. (n.d.). *Production and operations management*. Himalaya Publishing House.
3. Chunawalla, S. A., & Patel, D. R. (n.d.). *Production and operations management*. Himalaya Publishing House.
4. Gupta, C. B. (n.d.). *Operations management and control*. Sultan Chand and Sons.
5. 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
CO2	H	H	L	L	M	M	M	M

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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
26UPMBA1C09	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
26UPMBA1C10	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
26UPMBA1C11	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. Investment Analysis
4. Merchant Banking and Financial Services
5. Insurance Management
6. Talent Management and workforce planning
7. Performance Management
8. Learning and Development
9. Entrepreneurship Development (Supportive Course)

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1C12	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
26UPMBA1C13	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 global expansion by integrating knowledge of trade theories, MNC strategies, regional trade blocs, export promotion frameworks, and emerging opportunities in global value chains	K6

Syllabus

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
26UPMBA1EF1	Investment Analysis	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the concepts of investment, risk and return, and the structure of financial markets and regulatory environment.
2. To enable students to understand the functioning of primary and secondary securities markets, stock exchanges, and SEBI regulations.
3. To equip students with knowledge of fundamental analysis, technical analysis, and applied valuation techniques for investment decisions.
4. To develop students' understanding of commodity markets, derivatives trading, and commodity market indices and their pricing factors.
5. To familiarize students with alternate investment avenues including mutual funds, government bonds, real estate, forex, and cryptocurrency regulations.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the concepts of investment, risk, return, investment process, financial market segments, types, and regulatory environment	K1
CO2	Explain the structure and functioning of primary and secondary securities markets, stock exchanges, book building, and SEBI's regulatory role	K2
CO3	Apply fundamental and technical analysis tools — economic, industry, and company analysis — to evaluate investment decisions	K3
CO4	Analyze commodity markets, spot and derivatives trading, commodity exchanges, hedging strategies, and clearing and settlement processes	K4
CO5	Evaluate alternate investment instruments including mutual funds, government bonds, real estate, forex, and cryptocurrency in terms of risk, return, and regulations	K5
CO6	Design a comprehensive investment portfolio by integrating securities analysis, commodity market insights, and alternate investment strategies	K6

Unit I: Concepts of Investment

Concept of investment - importance - Investment vs. Speculation - Investment vs.

Savings - Characteristics of investments - investment opportunities - investment process - Risk and return - Measures of return - Sources of risk - Measuring risk - Risk premium - Investment Environment; Financial Market - Segments - Types - Participants in financial Market - Regulatory Environment

Unit II: Securities Market

Primary Market - Methods of floating new issues, Book building - Role of primary market - Regulation of primary market - Right Issues - Bonus Shares

Stock exchanges in India - BSE, OTCEI, NSE - Regulations of stock exchanges - Trading system in stock exchanges - Role of SEBI.

Secondary Market - Listing of securities - Merits and Demerits; qualifications for listing - Trading system - Online Trading - ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement - open interest volume and prices - free float in listed companies; Algo trading

Unit III: Tools for Investment Analysis – Fundamental and Technical Analysis

Fundamental Analysis vs. Technical Analysis - Fundamental Analysis - Economic Analysis - Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle - Company Analysis. Measuring Earnings - Forecasting Earnings - Applied Valuation Techniques

Technical Analysis - Charting methods - Market Indicators; Trend - Trend reversals - Patterns - Moving Average - Exponential Moving Average - Oscillators - Market Indicators *(Only Theory)*

Unit IV: Commodity Market

History of Commodity Trading - Spot and Derivatives Trading in Commodities - Major Commodities Traded in Derivatives Exchanges in India - Participants in Commodity Derivatives Markets - Commodity Exchanges - Commodity Markets Ecosystem - Commodity Market Indices - Factors Impacting the Commodity Prices - Hedging - Clearing and Settlement in Commodity markets

Unit V: Alternate Forms of Investment

LIC schemes - Bank deposits - Government Bonds and securities - Mutual fund schemes - Types and Features - Fund Value Estimation - Post office schemes - Company deposits - Real estate - Gold and Silver - P-note investments - Money Market Investments in India - Forex Market Investment - Exchange control and the Foreign Exchange Market in India - Crypto Currency and Bit Coins - Regulations, Risk and Return

Reference Books

1. Chandra, P. (2025). *Investment analysis and portfolio management* (7th ed.). McGraw-Hill.
2. Donald E. Fischer Ronald J. (2022). *Security analysis and portfolio management* (7th ed.). Pearson Education.
3. Kevin, S. (2023). *Security analysis and portfolio management (3rd ed.)*. PHI Learning.
4. Prasanna Chandra. (2019). *Financial management: Theory and practice* (10th

ed.). Tata McGraw-Hill.

CO–PO Mapping

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

Course Designed by: Dr. P.Thirumoorthi

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EF2	Merchant Banking and Financial Services	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To familiarize students with the meaning, concepts, and functions of merchant banking and the role of merchant bankers in financial markets.
2. To provide in-depth knowledge of the regulatory framework governing merchant banking including SEBI regulations, registration, and code of conduct.
3. To enable students to understand the process of public issue management, the role of issue managers, and SEBI guidelines related to issue management activities.
4. To acquaint students with the various financial services offered including mergers and acquisitions advisory, credit rating, stock broking, and electronic financial services.
5. To expose students to recent developments in financial services including consumer finance, leasing, mutual funds, factoring, and forfaiting.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the meaning, concepts, and functions of merchant banking including corporate counseling, portfolio management, and underwriting services	K1
CO2	Explain the regulatory framework of merchant banking including SEBI regulations, registration procedures, general obligations, and code of conduct for merchant bankers	K2
CO3	Apply knowledge of public issue management mechanisms, categories of securities issues, and the activities and role of the issue manager	K3
CO4	Analyze the range of financial services including mergers and acquisitions advisory, stock broking, credit rating, and electronic financial services	K4
CO5	Evaluate recent developments in financial services including consumer finance, hire purchase, leasing, mutual funds, bill financing, factoring, and forfaiting	K5
CO6	Design integrated financial service strategies for organizations by synthesizing merchant banking functions, regulatory compliance, issue management, and emerging financial service trends	K6

Unit I: Merchant Banking Functions
Merchant banking - meaning - functions - Corporate counseling services - Project counseling services - Issue management and Underwriting services - Portfolio management services - Fixed deposit brokering services.
Unit II: Merchant Banking – Regulatory Framework
Merchant banking - regulatory framework: introduction - SEBI regulation - registration of Merchant bankers - general obligations and responsibilities - procedures for inspection - procedure for action in case of default - code of conduct for Merchant bankers - SEBI guidelines.
Unit III: Public Issue Management
Public issue management: meaning - definition - functions - mechanism - categories of securities issues - issue manager - role of issue manager - activities involved in public issue management.
Unit IV: Financial Services
An overview of Mergers and Acquisitions advisory services - Electronic Financial Services - Stock Broking Services - Credit Rating Services.
Unit V: Recent Developments in Financial Services
Recent developments in Financial services: introduction - Consumer finance - Hire purchase finance - Leasing and its types - Mutual funds and its types - Bill financing - Factoring and Forfaiting.

Text Book

1. Gurusamy, S. (n.d.). *Merchant banking and financial services*. Vijay Nicole Imprints.

Reference Books

1. Gurusamy, S. (n.d.). *Financial markets and institutions*. Thomson.
2. Khan, M. Y. (n.d.). *Financial services*. Tata McGraw-Hill Publishing Co. Ltd.

CO–PO Mapping

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO6	H	H	M	M	H	H	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
26UPMBA1EF3	Insurance Management	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the concept of insurance, basic economic, legal, and financial principles of insurance, and the concept, kinds, classification, and transfer of risk.
2. To enable students to understand types and plans of life insurance, theory of rating, actuarial principles, mortality tables, and physical and moral hazard.
3. To equip students with knowledge of group insurance including types of group insurance, gratuity liability plans, group superannuation schemes, and experience rating.
4. To develop students' understanding of health insurance including economics of health care, the health care environment, flexible benefit plans, and group medical expense coverage.
5. To familiarize students with types of general insurance — fire, marine, motor, aviation, agriculture, oil and energy, satellite — and the computerization of insurance operations and management issues.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the concept of insurance, basic principles — economic, legal, and financial — and the concept, kinds, classification, assessment, and transfer of risk	K1
CO2	Explain types and plans of life insurance, theory of rating, actuarial principles, mortality tables, physical and moral hazard, representations, warranties, and conditions	K2
CO3	Apply knowledge of group insurance types, gratuity liability plans, group superannuation, other group schemes, and experience rating to organizational insurance contexts	K3
CO4	Analyze health insurance concepts, economics of health care, health care environment, flexible benefit plans, and group medical expense coverage and benefits	K4
CO5	Evaluate types of general insurance — fire, marine, motor, engineering, aviation, agriculture, oil and energy, satellite, and project insurance — and assess computerization and management issues in the insurance industry	K5

CO6	Design comprehensive insurance management strategies for organizations by integrating life insurance, group insurance, health insurance, and general insurance principles with risk assessment and transfer mechanisms	K6

Unit I: Introduction to Insurance *(Duration: 8 Hours)*
Concept of Insurance - Basic Principles of Insurance - Economic Principles of Insurance - Legal Principles of Insurance - Financial Principles of Insurance. Concept of Risk - Kinds and Classification of Risks - Assessment - Transfer.
Unit II: Life Insurance *(Duration: 10 Hours)*
Types of Life Insurance - Classification - Plans of Life Insurance - Theory of Rating - Actuarial Principles - Mortality Tables - Physical and Moral Hazard - Representations - Warranties - Conditions.
Unit III: Group Insurance *(Duration: 10 Hours)*
Group Insurance - Nature of Group Insurance - Types of Group Insurance - Gratuity Liability Plans - Group Superannuation - Other Group Schemes - Experience Rating.
Unit IV: Health Insurance *(Duration: 10 Hours)*
Health Insurance - Economics of Health Care - Health Care Environment - Flexible Benefit Plans - Group Medical Expense Coverage and Benefits.
Unit V: General Insurance *(Duration: 12 Hours)*
Types of General Insurance - Fire, Marine, Motor, Engineering, Aviation, Agriculture - Scope - Special Classes of Insurance: Oil and Energy, Satellite Insurance and Special Contingency Covers, Industrial All Risks, Project Insurance and Advanced Loss of Profits. Computerization in the Insurance Industry - Operating and Controlling Units - Management Issues.

Text Book

1. Mathew, M. J. (1998). *Insurance theory and practice*. RBSA Publishers.

Reference Books

1. Mishra, M. N., & Mishra, S. B. (2011). *Insurance principles and practice*. S. Chand Publishing.
2. Rejda, G. E. (2011). *Principles of risk management and insurance*. Pearson Education India.
3. Skipper, H. D. (2008). *Risk management and insurance: Perspectives in a global economy*. John Wiley & Sons.
4. Vaughan, E. J., & Vaughan, T. (2013). *Fundamentals of risk and insurance* (11th ed.). Wiley.
5. Yadav, A. S., & Lal, M. (2011). *Principles and practice of insurance*. Himalaya Publishing House.

CO–PO Mapping

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

Course Designed by: Dr. P. Karthikeyan

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EH1	Talent Management and Workforce Planning	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce the concept and strategic importance of talent management in organizations
2. To develop understanding of workforce planning and talent acquisition processes
3. To familiarize students with performance management and employee development practices
4. To examine strategies for employee engagement, retention, and leadership development
5. To understand succession planning and emerging challenges in managing organizational talent

Course Outcomes

CO No.	Course Outcome	Bloom's Level
CO1	Explain the concepts and strategic importance of talent management in organizations.	K2
CO2	Understand workforce planning and talent acquisition processes in organizations.	K2
CO3	Apply performance management and employee development practices in organizations.	K3
CO4	Analyze strategies for employee engagement and talent retention.	K4
CO5	Evaluate succession planning practices and emerging talent management challenges.	K5
CO6	Design effective talent management strategies aligned with organizational goals.	K6

Unit I: Foundations of talent management

Concept and scope of talent management – evolution from traditional HR to strategic talent management – talent management framework and lifecycle – talent as a source of competitive advantage – alignment of talent strategy with business strategy – workforce segmentation and identification of critical roles – challenges in managing talent in organizations – ethical and inclusive approaches to talent management.

Unit II: Workforce planning and talent acquisition

Workforce planning concepts and objectives – forecasting demand and supply of human resources – job analysis and competency-based role design – employer branding and talent attraction – recruitment sources and methods – selection techniques and assessment methods – onboarding and employee socialization – managing early attrition and employee integration.

Unit III: Performance and potential management

Performance management systems and processes – goal setting and performance appraisal – continuous feedback and performance evaluation – linking performance with rewards and development – assessment of employee potential – identification of high-potential employees and talent pools – career planning and development paths – managing performance in diverse and remote work environments.

Unit IV: Talent development, engagement, and retention

Talent development strategies and employee career growth – employee engagement and motivation – recognition and reward practices – leadership development and building a leadership pipeline – employee retention strategies – employee well-being initiatives – managing diversity and inclusion – work–life balance and sustainable employment practices.

Unit V: Succession planning and emerging talent challenges

Concept and importance of succession planning – leadership continuity and planning for key positions – succession planning frameworks and readiness assessment – managing generational diversity in the workforce – impact of digitalization and artificial intelligence on talent management – gig workforce and flexible employment models – managing talent shortages and workforce risks – future trends in talent management.

Text Books

1. Armstrong, M. (2023). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
2. Berger, L. A., & Berger, D. R. (2018). *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People*. McGraw-Hill.
3. Aswathappa, K. (2021). *Human Resource Management: Text and Cases*. New Delhi: McGraw-Hill Education.

Reference Books

1. Cappelli, P. (2008). *Talent on Demand: Managing Talent in an Age of Uncertainty*. Harvard Business Press.
2. Sparrow, P., Scullion, H., & Tarique, I. (2014). *Strategic Talent Management: Contemporary Issues in International Context*. Cambridge University Press.
3. Dessler, G. (2020). *Human Resource Management*. Pearson Education.

CO–PO Mapping

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

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EH2	Performance Management	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To understand the concepts, principles, and frameworks of performance management systems as strategic tools for organizational effectiveness.
2. To analyze the role of performance management in enhancing individual, team, and organizational performance.
3. To apply contemporary performance management practices in real organizational contexts.
4. To design performance management systems aligned with organizational goals and business strategies.
5. To evaluate the effectiveness of performance management frameworks using metrics, feedback mechanisms, and best-practice benchmarks.

Course Outcomes

CO	**Course Outcome**	Bloom's Level
CO1	Recall the key components, models, and evolution of performance management systems	K1
CO2	Explain the performance management cycle and its integration with organizational strategy	K2
CO3	Design SMART goals, KPIs, and feedback mechanisms for specific organizational contexts	K3
CO4	Evaluate appraisal methods, identify biases, and analyze case studies for effectiveness	K4
CO5	Assess performance development plans and recommend improvements using best-practice benchmarks	K5
CO6	Create an integrated performance management system aligned with organizational goals, strategy, and reward structures	K6

Unit I: Foundations of Performance Management

Introduction to performance management (PM); evolution from traditional appraisal to continuous PM; Objectives and benefits of performance management; Performance management cycle (planning, monitoring, developing, rating, rewarding); Key models (Aguinis' PM framework); Roles of managers, employees, and HR in performance management; Ethical issues and challenges in performance management.

Unit II: Performance Planning and Goal Setting

Performance planning process; Goal-setting theory and SMART goals; Cascading organizational goals to individual levels; Key Result Areas (KRAs) and Key Performance Indicators (KPIs); Behavioural vs. Results-oriented performance measures; Competency mapping; Performance agreements and contracts.

Unit III: Performance Monitoring, Feedback, Coaching and Development

Performance review discussions; Continuous feedback mechanisms; 360-degree feedback, upward/downward feedback; Coaching and Mentoring for performance improvement; Performance improvement plans (PIPs); Tools like performance dashboards and pulse surveys; Training needs identification based on performance outcomes; Employee engagement and motivation through performance feedback.

Unit IV: Performance Appraisal and Evaluation

Traditional and modern appraisal methods; (graphic rating scales, BARS, MBO, forced distribution); Self-appraisal and peer appraisal; biases and errors in appraisal (halo effect, leniency); Calibration sessions; Ratingless reviews; Legal and fairness issues in appraisal systems.

Unit V: Performance Development, Rewards and Contemporary trends

Performance-linked development plans; talent management and succession planning; Linking PM to compensation (pay-for-performance); Incentives, bonuses, and recognition programmes; handling underperformers (PIP processes) and high performers; Evaluating effectiveness of performance management systems.

Textbooks

1. Aguinis, H. (2023). *Performance Management* (5th ed.). Chicago: Chicago Business Press.
2. Armstrong, M. (2021). *Armstrong's Handbook of Performance Management* (7th ed.). London: Kogan Page.
3. Pulakos, E. D. (2019). *Performance Management: A New Approach for Driving Business Results*. Wiley.

Reference Books

1. Kohli, A. S., & Deb, T. (2008). Performance Management. Oxford University Press.
2. Rao, T. V. (2000). Performance Management and Appraisal Systems – HR Tools for Global Competitiveness. Response Books, New Delhi.
3. Chadha, Prem. (2003). Performance Management – It's about Performing – Not Just Appraising. Macmillan India Limited, New Delhi.

CO–PO Mapping

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

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

Course Designed by: Dr. D. Bhuvaneshwari

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EH3	Learning and Development	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce the concept and importance of Learning and Development (L&D) in organizations
2. To understand the process of identifying learning needs and designing training programs
3. To familiarize students with various training and development methods used in organizations
4. To provide insights into digital learning and emerging trends in workplace learning
5. To evaluate the effectiveness and impact of learning and development initiatives

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Explain the concept and importance of Learning and Development in organizations.	K2
CO2	Understand the process of learning needs analysis and training program design.	K2
CO3	Apply suitable training and development methods in workplace contexts.	K3
CO4	Analyze contemporary practices and digital trends in Learning and Development.	K4
CO5	Evaluate the effectiveness of learning and development initiatives.	K5
CO6	Design simple learning and development interventions for organizational improvement.	K6

Unit I: Introduction to learning and development

Concept and scope of Learning and Development – evolution of training and development in organizations – role of L&D in improving employee performance and organizational effectiveness – alignment of learning with business goals – basic learning theories relevant to workplace learning: adult learning, experiential learning, and social learning – stakeholders in Learning and Development – overview of learning needs identification.

Unit II: Learning needs analysis and program design

Learning Needs Analysis (LNA): organizational analysis, task analysis, and individual analysis – identification of skill gaps and competency requirements – competency mapping and performance gaps – fundamentals of instructional design – ADDIE model – formulation of learning objectives using Bloom's taxonomy – selection of appropriate training methods and learning approaches.

Unit III: Training and development methods

On-the-job training methods: coaching, mentoring, job rotation, and job enrichment – off-the-job training methods: lectures, workshops, case studies, simulations, and role plays – leadership and managerial development programs – behavioral and soft skills training – factors influencing the selection of appropriate training methods.

Unit IV: Digital and contemporary practices in learning

Digital learning and virtual training platforms – learning management systems (LMS) – microlearning and mobile learning – use of artificial intelligence and digital tools in learning design – reskilling and upskilling initiatives in organizations – developing a continuous learning culture.

Unit V: Evaluation of learning and development

Importance of evaluating training programs – methods of training evaluation – Kirkpatrick's four levels of evaluation – measuring the impact of learning on employee performance and productivity – role of L&D in organizational change – continuous improvement of learning programs through feedback and evaluation.

Textbooks

1. Noe, R. A., & Kodwani, A. D. (2018). *Employee training and development* (5th ed., Special Indian ed.). McGraw Hill Education (India) Private Limited.
2. Rishipal, D. (2011). *Training and development methods*. S. Chand & Company Limited.
3. Rao, T. V. (2014). *Human Resource Development: Experiences, Interventions and Strategies*. New Delhi: Sage Publications.

Reference books

1. Werner, J. M., & DeSimone, R. L. (2019). *Human Resource Development*. Cengage Learning.
2. Garavan, T., Carbery, R., & Rock, A. (2012). *Human Resource Development: A Concise Introduction*. Palgrave Macmillan.
3. Aswathappa, K. (2021). *Human Resource Management: Text and Cases*. New Delhi: McGraw-Hill Education.

CO–PO Mapping

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

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

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1N01	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. Services Marketing
4. Brand Management
5. Retail Management
6. Database management systems and cloud computing
7. Artificial intelligence and design thinking in business decisions
8. E-commerce and digital business process
9. Design thinking
10. Business model canvas
11. Record keeping and documentation for entrepreneurs
12. Business Etiquette and Team Building Skills

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1C14	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
26UPMBA1C15	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.

Textbooks

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
26UPMBA1EM1	Services Marketing	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To familiarize students with the fundamental concepts, characteristics, and scope of services marketing.
2. To enable students to understand the role of services marketing in the modern service-driven economy and service delivery systems.
3. To develop students' ability to analyze service quality, customer satisfaction, and service gap models.
4. To equip students with skills to apply services marketing strategies across banking, hospitality, healthcare, and professional service sectors.
5. To create awareness of contemporary trends and challenges including e-services, self-service technologies, and AI in services marketing.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall basic concepts, characteristics, service sector classification, and the importance of services marketing in economic development	K1
CO2	Explain the service marketing mix (7Ps), service delivery systems, service marketing triangle, and internal marketing practices	K2
CO3	Apply services marketing strategies including pricing, distribution, and service recovery to different service sectors	K3
CO4	Analyze service quality gaps using the SERVQUAL model, customer satisfaction issues, and service blueprinting techniques	K4
CO5	Evaluate service marketing practices in banking, hospitality, healthcare, and professional services including technology-enabled services	K5
CO6	Design innovative service solutions by integrating service delivery systems, quality improvement strategies, and emerging technologies in services marketing	K6

Unit I: Introduction to Services Marketing

Nature and scope of services - Characteristics of services - Service Sector and Economic Development - Classification of Services - Service Marketing Mix (7Ps) - Designing Service Offerings - Role of People, Process and Physical Evidence - Contemporary Trends in Services Marketing.

Unit II: Service Product and Pricing Strategies
Service Product Decisions - Developing New Service Offerings - Pricing of Services: Objectives, Strategies and Challenges - Managing Demand and Capacity - Distribution of Services - Role of Technology in Service Delivery - Case Study on Pricing Strategies in Airline and Telecom Services.
Unit III: Service Marketing Triangle
Service Marketing Triangle - Service Delivery System - Managing Service Encounters - Service Employees and Customer Roles - Managing physical evidence - Service Recovery and Complaint Handling - Technology-Enabled Services.
Unit IV: Service Quality and Customer Satisfaction
Concept of Service Quality - Gap Model of Service Quality - Measuring Service Quality (SERVQUAL) - Customer Satisfaction and Loyalty - Service Blueprint - Managing Customer Expectations - Service Quality Improvement Strategies Case Study on Service Quality Assessment in Hospitality Sector.
Unit V: Applications of Services Marketing
Services marketing in banking and financial services - Hospitality and tourism services - Healthcare services - Professional services - Public utility and educational services - Emerging trends: e-services, self-service technologies and AI in services marketing - Case Study on Digital transformation in banking services.

Reference Textbooks

1. Bateman, J. E., & Hoffman, D. (2011). *Services marketing* (4th ed.). Cengage Learning.
2. Gronroos, C. (2011). *Service management and marketing: Customer management in service competition* (3rd ed.). Wiley India.
3. Lovelock, C., & Wirtz, J. (2016). *Services marketing: People, technology, strategy* (8th ed.). Pearson Education.
4. Zeithaml, V., Bitner, M. J., Gremler, D., & Pandit, A. (2017). *Services marketing* (5th ed.). Tata McGraw-Hill.

CO–PO Mapping

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Avg	**H**	**H**	**H**	**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
26UPMBA1EM2	Brand Management	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the concept of brands, brand equity models, brand identity, and the strategic brand management process.
2. To enable students to understand brand positioning, points of parity and difference, and the role of social media in brand building.
3. To equip students with knowledge of brand elements, brand associations, brand image management, brand loyalty, and cult brands.
4. To develop students' ability to conduct brand audits, apply brand valuation methods, and evaluate brand extension, co-branding, and brand architecture strategies.
5. To familiarize students with global brand management practices including brand revitalization, Indianization of foreign brands, and taking Indian brands global.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the definition, importance, constituents of a brand, brand equity concept, brand equity models, and the strategic brand management process	K1
CO2	Explain brand positioning strategies, sources of brand equity, points of parity and difference, and the role of social media and marketing programmes in brand building	K2
CO3	Apply criteria for selecting brand elements, manage brand image and brand associations, and distinguish between functional, symbolic, and experiential brands	K3
CO4	Analyze brand valuation methods, customer-based brand equity models, brand extension strategies, co-branding, brand licensing, and brand architecture decisions	K4
CO5	Evaluate global brand management strategies including brand revitalization, rejuvenation, building brands across boundaries, and branding for industrial products, services, and retail	K5
CO6	Create a comprehensive brand strategy integrating brand identity, positioning, architecture, valuation, and global brand management principles for Indian and international markets	K6

Unit I: Introduction

Definition of Brand - Importance of Brands - Branding Challenges and Opportunities - Brand Equity Concept - Brand Equity Models - Kapferer's Brand Identity Prism Model - Brands vs. Products - Constituents of a Brand: Brand Identity - Image and Personality - Strategic Brand Management process.

Unit II: Brand Positioning

Brand equity - sources of brand equity - Competitive advantage through Strategic Positioning of Brands - Points of Parity - Points of Difference - Brand Building: Designing Marketing Programmes to build Brands - Role of Social Media in Brand Building - Steps in Brand Building.

Unit III: Brand Elements

Criteria for choosing brand elements - options and tactics for brand elements - Image Dimensions - Brand Associations & Image - Brand Identity: Perspectives, Levels. Managing Brand Image - Stages - Functional, Symbolic and Experiential Brands - Brand Loyalty - Cult Brands.

Unit IV: Brand Valuation and Leveraging Brands

Conducting brand audits - Methods of Valuation - Customer Based Brand Equity model - Brand Asset Valuator model. Leveraging Brands: Brand Extensions - Brand Licensing - Co-branding - Developing a Brand Architecture Strategy - Brand portfolios & Brand Hierarchies.

Unit V: Managing Brands Globally

Handling Name Changes and Brand Transfer - Brand Revitalization and Rejuvenation strategies - Global Marketing programmes - Building and Managing Brands across Boundaries - Branding Industrial Products, Services and Retailers - Indianization of Foreign Brands and taking Indian Brands Global.

Text Books

1. Keller, K. L., Parameswaran, A. M. G., & Jacob, I. (n.d.). *Strategic brand management*. Pearson.
2. Palgrave Macmillan. (2021). *Brand management*. Palgrave Macmillan.
3. *Journal of Brand Management*. Palgrave Macmillan.
4. *Journal of Product & Brand Management*. Emerald Publishing.

Reference Books

1. Aaker, D. (2010). *Building strong brands*. Simon & Schuster.
2. Chevalier, M., & Mazzalovo, G. (2012). *Luxury brand management: A world of privilege* (2nd ed.). John Wiley and Sons.
3. Dutta, K. (2012). *Brand management: Principles and practices*. Oxford University Press.
4. Gupta, N. R. (2011). *The seven principles of brand management*. Tata McGraw-Hill Education.
5. Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights*

and strategic thinking (5th ed.). Kogan Page.
6. Keller, K. L. (2011). *Strategic brand management* (3rd ed.). Pearson.

CO–PO Mapping

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

Course Designed By: Dr. T. Sarathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EM3	Retail Marketing	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the fundamental concepts of retailing including definition, functions, types, forms of ownership, challenges, opportunities, and retail trends in India.
2. To enable students to understand organized and unorganized retail formats, characteristics of each format, emerging trends, and the role of MNCs in organized retail formats.
3. To equip students with knowledge of retail operations including store location, atmospherics, store image, service quality, inventory management, merchandise management, supply chain management, and pricing decisions.
4. To develop students' understanding of retail store management concepts including visual merchandise management, space management, retail store brands, e-retail, and emerging trends.
5. To familiarize students with the retail marketing mix including retail advertising and promotions, communication effects of promotional mix, role of IT in retailing, and retail management information systems.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the definition, functions, types, and forms of retailing, retail trends in India, and socioeconomic and technological influences on retail management	K1
CO2	Explain organized and unorganized retail formats, characteristics of each format, emerging trends, and the role of MNCs in organized retail formats	K2
CO3	Apply retail operations concepts including store location decisions, atmospherics, store image, service quality, inventory management, merchandise management, supply chain management, and pricing	K3
CO4	Analyze retail store management concepts including visual merchandise management, space management, retail inventory management, retail store brands, and e-retail trends	K4
CO5	Evaluate retail marketing mix strategies including retail advertising, promotions, promotional mix communication effects, role of IT in retailing, and retail management information systems	K5

CO6	Design a comprehensive retail marketing strategy integrating retail formats, store operations, merchandise management, store image building, promotional mix, and technology-enabled retail management	K6

Unit I: Introduction to Retailing *(Duration: 10 Hours)*

An overview of Retailing - Definition - Functions of retailing - Types of retailing - Forms of retailing based on ownership. Challenges and opportunities - Retail trends in India - Socioeconomic and technological influences on retail management.

Unit II: Retail Formats *(Duration: 10 Hours)*

Organized and unorganized formats - Different organized retail formats - Characteristics of each format - Emerging trends in retail formats - MNCs' role in organized retail formats.

Unit III: Retail Operations *(Duration: 10 Hours)*

Choice of retail locations - Internal and external atmospherics - Positioning of retail shops - Building retail store image - Retail service quality management - Inventory management - Merchandise Management - Category management - Retail Supply Chain Management - Retail pricing decisions - Merchandising and category management buying.

Unit IV: Retail Store Management *(Duration: 10 Hours)*

Visual Merchandise Management - Space Management - Retail Inventory Management - Retail store brands - E-retail - Emerging trends.

Unit V: Retail Marketing Mix *(Duration: 10 Hours)*

Retail Advertising and Promotions - Setting objectives - Communication effects of promotional mix - Role of IT in Retailing - Retail Management Information Systems.

Text Book

1. Levy, M., Weitz, B., & Grewal, D. (2019). *Retailing management* (10th ed.). McGraw-Hill Education.

Reference Books

1. Berman, B., & Evans, J. R. (2013). *Retail management: A strategic approach* (12th ed.). Pearson Education.
2. Gilbert, D. (2003). *Retail marketing management* (2nd ed.). Pearson Education.
3. Nair, S. (2020). *Retail management*. Himalaya Publishing House.
4. Newman, A. J., & Cullen, P. (2002). *Retailing: Environment and operations*. Thomson Learning.
5. Pradhan, S. (2016). *Retailing management: Text and cases* (5th ed.). Tata 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	H	M	H	M	H	M
CO3	H	H	H	M	H	M	H	M
CO4	H	H	M	M	H	M	H	M
CO5	M	H	H	M	H	M	H	H
CO6	H	H	H	H	H	M	H	H
Avg	**H**	**H**	**H**	**M**	**H**	**M**	**H**	**M**

Course Designed by: Dr. P. Karthikeyan

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1ES1	Database Management Systems and Cloud Computing	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to database systems, components of DBMS, data structures, normalization, and database design principles.
2. To enable students to understand hierarchical, network, relational, and E-R data models and their implementation guidelines.
3. To equip students with knowledge of database administration functions including security, concurrency control, and database recovery mechanisms.
4. To develop students' understanding of cloud computing origins, essential characteristics, components, and the challenges and risks of cloud adoption.
5. To familiarize students with cloud deployment models — public, private, community, and hybrid clouds — and their benefits and limitations.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the components, terminologies, data structures, and normalization steps (1NF, 2NF, 3NF) used in database management systems	K1
CO2	Explain hierarchical, network, relational, and E-R data models and the guidelines for mapping conceptual data models to implementation designs	K2
CO3	Apply database administration principles including authorization, encryption, concurrency control, resource locking, and database recovery procedures	K3
CO4	Analyze the origins, essential characteristics, and components of cloud computing and compare cloud providers with traditional IT service providers	K4
CO5	Evaluate cloud deployment models — public, private, community, and hybrid clouds — and assess their benefits, limitations, and regulatory considerations	K5
CO6	Design an integrated database and cloud computing strategy for organizations by combining DBMS administration, data security, and appropriate cloud deployment models	K6

Unit I: Database Management System – Overview

Database system - Economic Justification of Database Approach - Advantages - Components of Database Management System - Terminologies of database systems - Data structure: Location methods - Types of pointers - Stack - Queue - sorted list - Ring - Inverted list - Multi-List - Database Design: Steps of database design - Normalization - 1NF, 2NF, 3NF - Case problems for design of conceptual data model - Data Volume and Usage Analysis

Unit II: Data Model and Implementation

Data model: Hierarchical data model - Network data model - Relational data model - E-R model.

Implementation design: Guidelines for mapping conceptual data model into hierarchical data model - Network data model and Relational data model - Program design guidelines (DAD) - Network database management systems - DDL and DML of IDMS

Unit III: Database Administration

Database Administration: Functions of DBA - Security Mechanism: Authorization - Encryption - Concurrency control - Problem of concurrency control - Resource locking - deadlock/Deadly embrace - Database recovery: Restore/Return - backward recovery - Forward recovery.

Unit IV: Cloud Computing – Overview

Origins of Cloud computing - Cloud components - Essential characteristics - On-demand self-service, Broad network access - Location independent resource pooling - Rapid elasticity - Measured service - Comparing cloud providers with traditional IT service providers - Roots of cloud computing - Challenges and risks in cloud adoption.

Unit V: Cloud Insights and Deployment Models

Architectural influences - High-performance computing - Utility and Enterprise grid computing - Cloud scenarios - Benefits: scalability, simplicity, vendors, security - Limitations - Sensitive information - Application development - security level of third party - security benefits - Regulatory issues: Government policies - Cloud deployment model: Public clouds - Private clouds - Community clouds - Hybrid clouds - Advantages of Cloud computing.

Reference Books

1. Coronel, C., Morris, S., & Rob, P. (2022). *Database systems: Design, implementation, and management* (14th ed.). Cengage Learning.
2. Karthikeyan, N. & Manjula, K.A. (2011). *Understanding Database management systems*. Acme Learning Private Limited.
3. Ramakrishnan, R., & Gehrke, J. (2003). *Database management systems* (3rd ed.). Tata McGraw-Hill.
4. Rittinghouse, J. W., & Ransome, J. F. (2016). *Cloud computing: Implementation, management, and security*. CRC Press.
5. Silberschatz, A., Korth, H. F., & Sudarshan, S. (2019). *Database system concepts* (7th ed.). Tata McGraw-Hill.

CO–PO Mapping

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

Course Designed By: Dr. P. Thirumoorthi

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1ES2	Artificial Intelligence and Design Thinking in Business Decisions	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the foundations of Artificial Intelligence, machine learning, deep learning, and their role in business value creation.
2. To enable students to understand strategic AI deployment, AI maturity models, AI ecosystem components, and barriers to AI adoption in organizations.
3. To equip students with knowledge of AI applications across business domains including marketing, sales, operations, HR, and customer relationship management.
4. To develop students' understanding of design thinking concepts including empathy, divergent and convergent thinking, prototyping, and assumption testing.
5. To familiarize students with design thinking processes, tools, and methods including Double Diamond, journey mapping, mind mapping, and rapid prototyping.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the definitions, evolution, and core concepts of AI, machine learning, deep learning, generative AI, and their distinction from automation and digitalization	K1
CO2	Explain levels of AI adoption, AI maturity models, AI factory components, AI ecosystem stakeholders, and barriers to AI adoption in business organizations	K2
CO3	Apply AI tools and generative AI technologies to business domains including marketing, sales, operations, supply chain, HRM, and customer relationship management	K3
CO4	Analyze design thinking concepts — empathy, ethnography, divergent and convergent thinking, prototyping, and assumption testing — in the context of business problem solving	K4
CO5	Evaluate design thinking processes — Double Diamond, d.school 5-stage process — and tools including journey mapping, mind mapping, and rapid prototyping for business innovation	K5
CO6	Create innovative business solutions by integrating AI strategic	K6

	deployment with design thinking processes applied to product development and organizational challenges	

Unit I: Foundations of Artificial Intelligence in Business
Artificial Intelligence (AI), Machine Learning (ML), Deep Learning (DL) for Business Transformation - Evolution of AI in Business (From Rule-based Systems to Machine Learning & Generative AI) - Discriminative vs. Generative AI for business needs - AI as a General Purpose Technology - AI vs. Automation vs. Digitalization - AI-first Firms vs. Traditional Firms - AI-in-a-Vacuum vs. AI-for-Everything - AI in Business Value Creation (Efficiency, Personalization, Innovation, and Revenue Models)
Unit II: Strategic AI Deployment in Business
Levels of AI Adoption in Business: From Proof of Concept (PoC) to Production - AI Maturity Models - Incremental vs. Radical AI Innovations - AI as a Strategic Asset - Data as Fuel for AI and Decision-Making Paradigms - AI Factory (Components, Outputs) - AI Ecosystem (Stakeholders, Business Processes Amenable to AI, Scalability, Cost Structures, AI RoI Measurement) - Barriers to AI Adoption
Unit III: Application Areas of AI in Business Domains
AI in Marketing - AI in Sales - AI in Operations & Supply Chain Management - AI in Customer Relationship Management - AI in Human Resource Management - AI Startups - Generative AI in Business Functions - Generative AI Tools in Business Practice
Unit IV: Design Thinking Approach and Concepts
Definition of Design Thinking - Business uses of Design Thinking - Fundamental Concepts: Empathy - Ethnography - Divergent Thinking - Convergent Thinking - Visual Thinking - Assumption Testing - Prototyping - Time for Learning and Validation; Design Thinking Resources: People - Place - Materials - Organizational Fit
Unit V: Design Thinking Processes, Tools and Methods
Double Diamond Process - 5 Stage d.school Process - Design Thinking Tools and Methods - Visualization - Journey Mapping - Value Chain Analysis - Mind Mapping - Brainstorming - Concept Development - Assumption Testing - Rapid Prototyping - Customer Co-Creation - Learning Launch - Design Thinking Application: Design Thinking Applied to Product Development

Reference Books

1. Brown, T. (2009). *Change by design: How design thinking transforms organizations and inspires innovation*. HarperBusiness.
2. Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world*. Harvard Business Review Press.
3. Liedtka, J., & Ogilvie, T. (2011). *Designing for growth: A design thinking toolkit for managers*. Columbia University Press.
4. Russell, S., & Norvig, P. (2020). *Artificial intelligence: A modern approach* (4th

ed.). Pearson Education.
5. Siegel, E. (2016). *Predictive analytics: The power to predict who will click, buy, lie, or die* (revised ed.). Wiley.

CO–PO Mapping

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

Course Designed By: Dr. P. Thirumoorthi

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1ES3	E-Commerce and Digital Business Process	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the developments in information technology, digitalization, and the scope and framework of e-commerce.
2. To enable students to understand the types and models of e-commerce including B2C, B2B, C2C, M-commerce, and their respective business models.
3. To equip students with knowledge of e-retailing, e-services, digital transformation, and consumer e-commerce practices.
4. To develop students' understanding of Electronic Data Interchange (EDI), digital payment systems, and secure electronic transaction protocols.
5. To create awareness of e-commerce security threats, cyber crime, network security, and ethical, social, and political issues in digital business.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the developments in information technology, definition, scope, benefits, limitations, and architectural framework of e-commerce	K1
CO2	Explain types and models of e-commerce — B2C, B2B, C2C, M-commerce — and their associated business model components	K2
CO3	Apply knowledge of e-retailing models, e-service categories, web-enabled services, and digital transformation to consumer e-commerce contexts	K3
CO4	Analyze EDI technology, standards, communications, and digital payment systems including electronic fund transfer and secure transaction protocols	K4
CO5	Evaluate e-commerce security threats, encryption, firewall policies, proxy servers, and privacy and intellectual property rights issues in digital commerce	K5
CO6	Design a secure and compliant digital business strategy integrating e-commerce models, EDI systems, digital payment mechanisms, and ethical governance frameworks	K6

Unit I: E-Commerce and Information Technology

Overview of developments in Information Technology - Digitalization and Business

Transformation - E-Commerce: definition and Scope - Electronic Market - Electronic Data Interchange - Internet Commerce - Benefits and limitations of E-Commerce - Generic framework for E-Commerce - Architectural framework of Electronic Commerce - Web based E-Commerce Architecture and Digital Transformation

Unit II: Types and Models of E-Commerce

Types of E-Commerce - B2C, B2B, C2B, C2C, M-Commerce, U-Commerce; Elements of E-Commerce Business Model - B2C Business Models: E-Tailer - Community Provider - Content Provider - Portal - Transaction Broker - Market Creator - Service Provider; B2B Business Models: Net Market Places - E-Distributor - E-Procurement - E-Exchanges - Industry Consortia - E-Commerce Industrial Networks (Single Firm and Industry wide)

Unit III: Consumer E-Commerce and Digital Transformation

E-Retailing: Traditional retailing and E-retailing - Benefits of E-retailing - Influencing success factors - Models of E-retailing - Features of E-retailing; E-services: Categories of E-services - Web-enabled services - Matchmaking services - Information-selling on the web - E-entertainment - E-Auctions and other Digital services - E-Consulting (Education, Medical and Legal consultation)

Unit IV: Electronic Data Interchange and Digital Payment System

Electronic Data Interchange: Benefits of EDI - EDI technology - EDI standards - EDI communications - EDI Implementation - EDI Agreements - EDI Security; Digital Payment Systems - Need of Digital Payment System - Use of Digital Payment system and the protocols used - Electronic Fund Transfer - secured electronic transaction protocol for net banking, mobile banking and card payments. Digital economy: Methods of payments on the net - Electronic Cash, Digital Currency, Cheques and Digital Payment Instruments

Unit V: Security and Issues in E-Commerce and Digital Process

Threats in Computer Systems: Virus - Cyber Crime - Network Security: Encryption - Protecting Web server with a Firewall - Firewall and the Security Policy - Network Firewalls and Application Firewalls - Proxy Server;

Understanding Ethical, Social and Political issues in E-Commerce: Model for Organizing the issues - Basic Ethical Concepts - Candidate Ethical principles - Privacy and Information Rights: Information collected at E-Commerce Websites - The Concept of Privacy - Legal protections - Intellectual Property Rights: Types and Governance.

Reference Books

1. Kalakota, R., & Whinston, A. B. (1997). *Electronic commerce: A manager's guide*. Addison-Wesley.
2. Laudon, K. C., & Traver, C. G. (2021). *E-commerce: Business, technology, society* (17th ed.). Pearson Education.
3. O'Brien, J. A., & Marakas, G. M. (2011). *Management information systems* (10th ed.). Tata McGraw-Hill.
4. Schneier, B. (2015). *Data and Goliath: The hidden battles to collect your data and control your world*. W. W. Norton & Company.

5. Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2015). *Electronic commerce: A managerial and social networks perspective* (8th ed.). Springer.

CO–PO Mapping

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

Course Designed By: Dr. P. Thirumoorthi

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EE1	Business Model Canvas	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the concept and importance of business models in modern organizations
2. To develop understanding of the Business Model Canvas framework for analyzing and designing business models
3. To help students understand how organizations create, deliver, and capture value
4. To provide tools for evaluating and improving business models
5. To encourage entrepreneurial thinking through the design of innovative business models

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Explain the concept and components of business models and the Business Model Canvas	K1
CO2	Understand the role of customer segments, value propositions, and channels in business models	K2
CO3	Apply the Business Model Canvas to analyze business cases	K3
CO4	Analyze the relationships between different elements of the Business Model Canvas	K4
CO5	Evaluate different business models used by organizations	K5
CO6	Develop a business model using the Business Model Canvas framework	K6

UNIT I: Introduction to business models

Meaning and importance of business models – evolution of business models in modern organizations – difference between business model, strategy, and business plan – introduction to the Business Model Canvas (BMC) – overview of the nine building blocks – importance of business models for startups and existing organizations – examples of successful business models.

UNIT II: Customer segments and value proposition

Customer segments and identification of target customers – types of customer segments – understanding customer needs and expectations – value proposition: concept and importance – designing value for customers – factors influencing value proposition such as quality, price, convenience, and innovation – examples from successful organizations.

UNIT III: Channels and customer relationships

Channels: meaning and functions – communication, distribution, and sales channels – direct and indirect channels – customer relationships: acquisition, retention, and growth – types of customer relationships – customer satisfaction and engagement – role of technology and digital platforms in managing customer relationships.

UNIT IV: Revenue streams and key resources

Revenue streams: meaning and importance – types of revenue models such as sales, subscription, licensing, and advertising – pricing strategies – key resources: physical, human, intellectual, and financial resources – importance of resources in delivering value – examples from different industries.

UNIT V: Key activities, key partnerships, and cost structure

Key activities required to operate a business model – key partnerships and the role of suppliers and strategic alliances – cost structure: fixed and variable costs – cost-driven and value-driven models – integration of the nine elements of the Business Model Canvas – introduction to business model innovation – case illustrations.

Text Books

1. Osterwalder, Alexander., & Pigneur, Yves. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken, NJ: Wiley.
2. Osterwalder, Alexander., Pigneur, Yves., Bernarda, Gregory., & Smith, Alan. (2014). *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken, NJ: Wiley.

Reference Books

1. Ries, Eric. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business.
2. Blank, Steve., & Dorf, Bob. (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Pescadero, CA: K&S Ranch.
3. Johnson, Mark W. (2010). *Seizing the White Space: Business Model Innovation for Growth and Renewal*. Boston: Harvard Business Press.

CO–PO Mapping

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

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

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EE2	Design Thinking	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce the concept, principles, and significance of Design Thinking in business and management
2. To develop the ability to understand customer needs through empathy and user research
3. To apply ideation techniques to generate innovative solutions for business problems
4. To build capabilities in prototyping and testing new products and services
5. To understand the implementation and scaling of innovations in organizational contexts

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, principles, and phases of Design Thinking.	K2
CO2	Analyze customer needs using empathy and user research methods.	K4
CO3	Apply ideation techniques to generate innovative solutions to business problems.	K3
CO4	Develop and test prototypes for innovative products and services.	K6
CO5	Design strategies for implementing and scaling innovations in organizations.	K6

Unit I: Introduction to design thinking

Meaning and definition of Design Thinking – origin and evolution of Design Thinking – importance of Design Thinking in business and management – Design Thinking versus traditional problem-solving approaches – principles and characteristics of Design Thinking – phases of the Design Thinking process – applications of Design Thinking in organizations – role of Design Thinking in digital transformation.

Unit II: Empathy and problem identification

Understanding users and customer needs – empathy in Design Thinking – user research methods such as observation, interviews, and field studies – identifying customer insights – problem definition and framing – preparation of design briefs – tools such as empathy mapping, stakeholder mapping, user personas, and customer journey mapping.

Unit III: Ideation and creative problem solving

Meaning and importance of ideation – divergent and convergent thinking – brainstorming and creative thinking techniques – tools for idea generation such as mind mapping, SCAMPER, and Six Thinking Hats – role of interdisciplinary teams in innovation – idea screening and feasibility analysis – concept development and evaluation.

Unit IV: Prototyping and testing

Concept and purpose of prototyping – types of prototypes: low-fidelity and high-fidelity – prototyping in product and service innovation – stages of the prototyping process – testing prototypes with users – collecting and analyzing feedback – iterative improvement and innovation.

Unit V: Implementation and innovation management

Implementation planning in Design Thinking – resource planning and timeline management – pilot testing and market launch – storytelling and stakeholder communication – scaling innovation within organizations – commercialization strategies – measuring innovation success – learning from innovation failures.

Text Books

1. Brown, Tim. (2009). *Change by Design: How Design Thinking Creates New Alternatives for Business and Society*. New York: Harper Business.
2. Soni, Pavan. (2022). *Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem Solving*. New Delhi: Penguin Random House India.

Reference Books

1. Liedtka, Jeanne & Ogilvie, Tim. (2011). *Designing for Growth: A Design Thinking Toolkit for Managers*. New York: Columbia Business School Publishing.
2. Kelley, Tom & Kelley, David. (2013). *Creative Confidence: Unleashing the Creative Potential Within Us All*. New York: Crown Business.

CO–PO Mapping

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

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1EE3	Business Documentation and Record Management for Entrepreneurs	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce the importance of systematic record keeping in entrepreneurial ventures
2. To familiarize students with basic financial and operational records required for businesses
3. To develop understanding of legal and statutory documentation for entrepreneurs
4. To help students maintain business records using simple tools and digital platforms
5. To enable entrepreneurs to use records for decision-making, compliance, and business growth

Course Outcomes

CO	**Course Outcome**	**Bloom's Level**
CO1	To introduce the importance of systematic record keeping in entrepreneurial ventures	**K2**
CO2	To familiarize students with financial and operational records used in small businesses	**K2**
CO3	To develop understanding of legal and statutory documentation requirements	**K3**
CO4	To enable students to maintain business records using manual and digital tools	**K4**
CO5	To help entrepreneurs use records for decision-making, compliance, and business growth	**K5**
CO6	To introduce the importance of systematic record keeping in entrepreneurial ventures	**K6**

Unit I: Record keeping and information systems in entrepreneurship

Concept and importance of record keeping in entrepreneurial ventures – Role of documentation in managerial decision making – Information systems for small businesses – Types of business records – Relationship between record keeping, financial management, and business performance – Principles of record management – Challenges faced by small entrepreneurs in maintaining records.

Unit II: Financial records and basic accounting systems
Role of financial records in business sustainability – Accounting records for entrepreneurs – Cash book, purchase book, sales book, journal and ledger – Invoices, receipts, vouchers and bills – Bank statements and bank reconciliation – Recording income and expenses – Introduction to bookkeeping systems for small enterprises.

Unit III: Legal and statutory documentation for entrepreneurs
Business registration and legal documentation – Licenses and permits for enterprises – Tax documentation and compliance – GST registration and filing records – Labour and employment documentation – Contracts, agreements and intellectual property documentation – Documentation requirements for regulatory compliance and audits.

Unit IV: Digital record keeping and business information management
Digital tools for business record management – Spreadsheet-based record systems – Accounting software applications for entrepreneurs – Cloud-based documentation and data storage – Data management and retrieval systems – Data security and confidentiality in digital record keeping – Digital transformation of business documentation.

Unit V: Strategic use of records for business control and growth
Use of records for performance monitoring and managerial control – Financial reporting for entrepreneurial decision making – Inventory and operational record systems – Documentation for loans, investors and funding agencies – Record keeping for taxation and auditing – Designing an integrated record keeping system for small enterprises – Case illustrations of documentation practices in successful ventures.

Text Books

1. Khanka, S. S. (2022). *Entrepreneurial Development*. New Delhi: S. Chand Publishing.
2. Longenecker, J. G., Petty, J. W., Palich, L. E., & Hoy, F. (2022). *Small Business Management: Launching and Growing Entrepreneurial Ventures*. Cengage Learning.
3. Tally Education Pvt. Ltd. (2018). *Basic Accounting for Entrepreneurs*. Bengaluru: Tally Education Pvt. Ltd.

Reference Books

1. Scarborough, N. M., & Cornwall, J. R. (2020). *Essentials of Entrepreneurship and Small Business Management*. Pearson.
2. Desai, V. (2020). *Entrepreneurship Development and Management*. Himalaya Publishing House.
3. Maheshwari, S. N., & Maheshwari, S. K. (2018). *Financial Accounting*. New Delhi: Vikas Publishing House.

CO–PO Mapping

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

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
26UPMBA1S02	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