PERIYAR UNIVERSITY

PERIYAR PALKALAI NAGAR

SALEM – 636011

DEGREE OF BACHELOR OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM

Syllabus for

B.B.A (Retail Management)

(BACHELOR OF BUSINESS ADMINISTRATON)

CBCS PATTERN with effect from 2026 Onwards

Definitions:

Programme: —Programme means a course of study leading to the award of a degree in a discipline.

Course : —Course refers to a subject offered under the degree programme.

Part I : Tamil / Other languages: means —Tamil/other languages offered under Part I of the programme.

Part II : English: means —English language offered under Part II of the programme.

Part III : Means—the core courses related to the programme concerned including (Core Courses) practical‘s offered under Part III of the programme.

Part III : Means—Allied courses offered under part-III of the programme, which is (Allied Courses) in nature but related to the programme concerned.

Part III : Means—Elective courses related to the core courses of the program concerned.(Elective Courses) offered under Part III of the programme.

Part IV : Means basic orientation in Tamil language offered under Part IV(i) of the

i) **Tamil**: programme (as name of the course) for those students who have not studied Tamil up to 12th standard.

ii) **Advanced Tamil**: Means, Advanced level Tamil offered under Part IV of the programme to students who have studied Tamil language up to 12th standard and chosen other languages under part I of the programme but would like to advance their Tamil language skills.

iii) **Non-Major Electives** Means elective subjects offered under Part IV (iii) option is being given not concerned with major but are to be selected by students who have not opted for (either) Advance Tamil or Tamil (as mandated).

iv) **Skill based Courses** - means the courses offered as skill-based courses under Part IV of the programme aimed at imparting Advanced Skill.

v) **Foundation Course:** means courses such as

1) Value Education (1st year I Semester)

2) Disaster Management (1st year II Semester)

3) Health and Wellness (2nd year III Semester)

4) Environmental Studies (3rd year V Semester)

Part V

—Extension Activities: means all those activities under NSS/NCC/Sports/YRC programme and other co-curricular and extracurricular activities offered under part V of the programme.

A detailed explanation of the above with relevant credits are given under —Scheme of Examination along with Distribution of Marks and Credits.

Duration: Means the stipulated years of study to complete a programme as prescribed by the University from time to time. Currently for the undergraduate programme the duration of study is **THREE** years. These regulations shall apply to the regular course of study in approved institutions of the University.

Credits: Means the weightage given to each course of study (subject) by the experts of the Board of Studies concerned.

Credit System: Means, the course of study under this regulation, where weightage of credits are spread over to different semesters during the period of study and the Cumulative Grade Point Average shall be awarded based on the credits earned by the students. A total of 147 credits are prescribed for the Undergraduate Programme (Three years).

Choice Based Credit System: All Undergraduate Programmes offered by the University shall be under Choice Based Credit System (CBCS). This is to enhance the quality and mobility of the students within and between the Universities in the country and abroad.

1. **Eligibility**

The eligibility for a student to join BBA course shall be a pass in HSC. Preference should be given for commerce and accountancy streams.

2. **Duration of the Course**

The course shall extend over a period of **three years comprising** of six semesters with two semesters in one academic year. There shall not be less than 90 working days for each semester. Examination shall be conducted at the end of every semester for the respective subjects. Each semester has 450 teaching hours and the whole programme has 2600 teaching hours.

3. Course of Study

The course of study for the UG degree courses of all branches shall consist of the following:

Part - I Tamil

Tamil or any one of the following modern/classical languages i.e. Telugu, Kannada, Malayalam, Hindi, Sanskrit, French, German, Arabic & Urdu.

The subject shall be offered during the **First Four semesters** with one examination at the end of each semester (4 courses – **12 credits**).

Part – II English

The subject shall be offered during the **First Four semesters** with one examination at the end of each semester (4 courses –**12 credits**).

Part – III

Core subject

As prescribed in the scheme of examination. Examination shall be conducted in the core subjects at the end of every semester. For the programmes with 4 semester languages, 15 core courses with **75 credits** are to be offered.

Allied Subjects

As prescribed in the scheme of Examination, four subjects, **one each** in I, II, III and IV semesters for a total of **16 credits** are to be offered.

Electives courses

Three elective courses with **9 credits** are to be offered one in the III, IV & V semesters Elective subjects are to the selected from the list of electives prescribed by the Board of Studies concerned. Any one from the group can be selected.

Non-Major Electives

Two NME courses with **4 credits** are to be offered one in the I & II semesters

Part – IV

1 (a) Those who have not studied Tamil up to X std / XII std and taken a non-Tamil language under Part-I shall take Tamil comprising of two courses with 2 credits each (4 credits). The

course content of which shall be equivalent to that prescribed for the 6th standard by the Board of Secondary Education and they shall be offered in the **third and fourth semesters**.

(OR)

(b) Those who have studied Tamil up to XII std and taken a non-Tamil language under Part-I shall take Advanced Tamil comprising of two courses with 2 credits each (4 credits) in the **third and fourth semesters**.

(OR)

(c) Others who do not come under the above a+b categories can choose the following non-major electives comprising of two courses with 2 credits each (4 credits) in the **third and fourth semesters**.

2. Skill Based Subjects

All the UG programmes shall offer three courses of **Skill-Enhancement Courses in** III, IV & V semesters with 2 credits each (6 credits) for which examination shall be conducted at the end of the respective semesters.

3. Environmental Studies

All the UG programmes shall offer a course in Environmental Studies subjects and it shall be offered in the **Fifth semester**. Examination shall be conducted at the end of the semester **(one course with 1 credit).**

4. Value Education:

All the UG programmes shall offer a course in —Value Education subject and it shall be offered in the **first semester**. Examination shall be conducted at the end of the semester (**one course with 1credit).**

5. **Disaster Management** in II Semester & Health and Wellness in the III Semester offered to all UG programmes each with **1 credit.**

6. If a student fails in **Naan Mudhalvan course**, He/She should write a Skill Based Elective Course theory examination in the forth coming semester.

Part V: Extension Activities (One Credit)

Every student shall participate compulsorily for period of not less than two years (4 semesters) in any one of the following programmes.

NSS,

NCC

Sports

YRC

Other Extracurricular activities.

4. **Requirement to appear for the examinations**

a) A Candidate shall be permitted to appear for the university examinations for any semester (practical/theory) if he/she secures **not less than 75%** of attendance in the number of working days during the semester.

b) A candidate who has secured **less than 75% but 65%** and above attendance in any semester has to pay fine as per university norms and a candidate shall be permitted to appear for the university examination in that semester itself.

c) A candidate who has secured **less than 65% but 50%** and above attendance in any semester has to pay fine as per university norms and can appear for arrear exam papers at the end of the current semester. They cannot be permitted to appear for the current papers.

d) A candidate who has secured **less than 50%** of attendance in any semester shall not be permitted to appear for the regular examinations and to continue the study in the subsequent semester. He/she has to rejoin the semester in which the attendance is less than50%.

5. **Scheme of examination**

As given in the annexure.

6. Restrictions to appear for the examinations

a) Any candidate having arrear paper(s) shall have the option to appear in any arrear paper along with the regular semester papers.

b) Candidates who fail in any of the course of Part I, II, III, IV & V of UG degree examinations shall complete the course concerned **within 6 years** from the date of admission to the said programme, and **should they fail to do so,** they shall take the examination in the texts/ revised syllabus prescribed for the immediate next batch of candidates. If there is no change in the texts/syllabus they shall appear for the examination in that course with the syllabus in vogue until there is a change in the texts or syllabus. In the event of removal of that course consequent to change of regulation and / or curriculum after 5 year period, the candidates shall have to take up an equivalent course in the revised syllabus as suggested by the Chairman and fulfill the requirements as per the regulation curriculum for the award of the degree.

7. Medium of Instruction and examinations

The medium of instruction and examinations for the courses of Part I, II & IV shall be the language concerned. For part III courses other than modern languages, the medium of instruction shall be English and the medium of examinations is English irrespective of the medium of instructions. For modern languages, the medium of instruction and examination shall be the language concerned.

8. Submission of Record Note Books for practical examinations

Candidates appearing for Internship, Campus to Corporate, Business Practices & Project work Viva Voce examinations should submit Bonafide Record as prescribed by the university for Internship, Campus to Corporate, Business Practices & Project work Viva Voce examinations, otherwise the candidates shall not be permitted to appear for the for Internship, Campus to Corporate , Business Practices & Project work Viva Voce examinations.

9. Passing Minimum

a) A candidate who secures **not less than 40% in the University (external)** Examination and 40% marks in the external examination and continuous internal assessment put together in any course of Part I, II, III & IV shall be declared to have passed the examination in the subject (theory or Practical).

b) A candidate who secures not less than 40% of the total marks prescribed for the subject under part IV degree programme irrespective of whether the performance is assessed at the end semester examination and by continuous internal assessment shall be declared to have passed in that subject.

c) A candidate who passes the examination in all the courses of Part I, II, III, IV & V shall be declared to have passed, the whole examination.

10. Distribution

Table – 1: The following are the distribution of marks for external and internal for University (external) examination and continuous internal assessment and passing minimum marks for theory papers of UG programmes.

Table 1

TOTAL MARKS	**EXTERNAL**		**INTERNAL**		**Overall Passing Minimum for Total Marks (Internal + External)**
	Max.Marks	Passing Minimum for external alone	Max. Marks	Passing Minimum for internal alone	
100	75	30	25	Not Compulsory	40

Table –2: The following are the Distribution of marks for the continuous Internal assessment in the theory papers of UG programmes:

Table 2

S.No	**For Theory – UG Courses**	**Distribution of Marks**
1	Tests – 2	15
2	Assignments (2 No.)	5
3	Attendance	5
	Total Marks	25

The following courses shall have end semester examinations and Continuous Internal Assessment:

Table 3

S.No	**Subject**	**Internal**	**External**	**Total**
1	Value Education	25	75	100
2	Non-Major Electives in 1st & 2nd semesters	25	75	100
3	Electives I, II & III in 3rd, 4th & 5th Semesters	25	75	100
4	Disaster Management 2nd semester	25	75	100
5	Skill Based Electives – 3 rd semester	25	75	100
6	Health and Wellness 3rd semester	25	75	100
7	Skill Based Electives – 4th semester	25	75	100
8	Skill Based Electives – 5th semester	25	75	100
9	Environmental Studies	25	75	100

11. Grading

Once the marks of the CIA and end-semester examinations for each of the course are available, they shall be added. The mark thus obtained shall then be converted to the relevant letter grade, grade point as per the details given below:

Table – 4

Conversion of Marks to Grade Points and Letter Grade (Performance in a Course / Paper)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
40-49	4.0-4.9	C	Satisfactory
00-39	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

i = Credits earned for course i in any semester.

Gi = Grade Point obtained for course i in any semester.

n = refers to the semester in which such course were credited.

Grade point average (for a Semester):

Calculation of grade point average semester-wise and part-wise is as follows:

GRADE POINT AVERAGE [GPA] = Σi Ci Gi / Σi Ci

Sum of the multiplication of grade points by the credits of the courses offered under each part GPA

= --

Sum of the credits of the courses under each part in a semester

Calculation of Grade Point Average (CGPA) (for the entire programme):

A candidate who has passed all the examinations under different parts (Part-I to V) is eligible for the following part-wise computed final grades based on the range of CGPA:

CUMULATIVE GRADE POINT AVERAGE [CGPA] = ΣnΣi Cni Gni / Σn Σi Cni

Sum of the multiplication of grade points by the credits of the entire programme under each part

CGPA = --

Sum of the credits of the courses of the entire programme under each part

Table – 5

CGPA	GRADE
9.5 – 10.0	**O++**
9.0 and above but below 9.5	**O+**
8.5 and above but below 9.0	**D++**
8.0 and above but below 8.5	**D+**
7.5 and above but below 8.0	**D**
7.0 and above but below 7.5	**A++**
6.5 and above but below 7.0	**A+**
6.0 and above but below 6.5	**A**
5.5 and above but below 6.0	**B+**
5.0 and above but below 5.5	**B**
4.5 and above but below 5.0	**C+**
4.0 and above but below 4.5	**C**
0.0 and above but below 4.0	**U**

12. Improvement of Marks in the subjects already passed

Candidates desirous of improving the marks awarded in a passed subject in their first attempt shall reappear once within a period of subsequent two semesters. The improved marks shall be considered for classification but not for ranking. When there is no improvement, there shall not be any change in the original marks already awarded.

13. Classification of Successful candidates

A candidate who passes all the examinations in Part I to Part V securing following CGPA and Grades shall be declared as follows **for Part I or Part II or Part III**:

Table 6

CGPA	GRADE	CLASSIFICATION OF FINAL RESULT
9.5 to 10.0	O+	First Class - Exemplary
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction
First Class 8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
4.5 and above but below 5.0	C+	Third Class
4.0 and above but below 4.5	C	

a. A candidate who has passed all the Part-III subjects 'examination in the first appearance within the prescribed duration of the UG programmes and secured a CGPA of 9 to10 and equivalent grades ―O‖ or ―O+‖ in part III comprising Core, Electives and Allied subjects shall be placed in the category of ―**First Class– Exemplary**‖.

b. A candidate who has passed all the Part-III subjects 'examination in the first appearance within the prescribed duration of the UG programmes and secured a CGPA of 7.5 to 9 and equivalent grades –D‖ or D+ or D++ in part III comprising Core, Electives and Allied subjects shall be placed in the category of –First **Class with Distinction**‖.

c. A candidate who has passed all the Part-I or Part-II or Part-III subjects ‘examination of the UG programmes and secured a CGPA of 6to7.5 and equivalent grades –A‖ or –A+‖ or –A++‖ shall be declared to have passed that parts in –**First Class**‖

d. A candidate who has passed all the Part-I or Part-II or Part-III subjects ‘examination of the UG programmes and secured a CGPA of 5.5 to 6 and equivalent grades –B‖ or –B+‖ shall be declared to have passed that parts in –**Second Class"**

e. A candidate who has passed all the Part-I or Part-II or Part-III subjects ‘examination of the UG programmes and secured a CGPA of 4.5 to 5 and equivalent grades –‖ or –C+‖ shall be declared to have passed that parts in –**Third Class**‖.

f. There shall be no classifications of final results; therefore, award of class for Part IV and Part V, however, those parts shall be awarded with final grades in the end semester statements of marks and in the consolidated statement of marks.

14. Conferment of the Degree:

No candidate shall be eligible for conferment of the Degree unless he / she

i. Has undergone the prescribed course of study for a period of not less than six semesters in an institution approved by/affiliated to the University or has been exempted from in the manner prescribed and has passed the examinations as have been prescribed thereof.

ii. Has completed all the components prescribed under Parts I to Part V in the CBCS pattern to earn 152 credits inclusive of Naan Mudhalvan Course.

iii. Has successfully completed the prescribed Field Work/ Institutional Training as evidenced by certificate issued by the Principal of the College.

15. Ranking

A candidate who qualifies for the UG degree course passing all the examinations in the first attempt, within the minimum period prescribed for the course of study from the date of admission to the course and secures I class shall be eligible for ranking and such ranking shall be confined to10% of the total number of candidates qualified in that particular branch of study, subject to a maximum of 10 ranks. The improved marks shall not be taken into consideration for ranking.

16. OTHER REQUIREMENTS

i. As a part of BBA curriculum, a minimum of 2 factory visits per year must be arranged for the students.

ii. Internship training report: For Internship training the students are expected to have a practical training in any business unit or undertaking to enable them to acquaint himself / herself with the procedure, practice and working of companies.

iii. Each student should undergo Internship training for a minimum period of two weeks at the end of 4^{th} semester vacation and submit their report and internal viva – voce will be conducted during 5^{th} semester.

17. COMMENCEMENT OF THIS REGULATION

The regulations shall take effect from the academic year 2026-2027 i.e., for students who are admitted to the first year of the programme during the academic year 2026-2027 and thereafter.

18. TRANSITORY PROVISION

Candidates who were admitted to the UG programme of study before 2026-2027 shall be permitted to appear for the examinations under those regulations for a period of three years i.e., up to and inclusive of the examination of April / May 2027. Thereafter, they will be permitted to appear for the examination only under the regulations there in force

LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK GUIDELINES BASED REGULATIONS FOR B.B.A., PROGRAMME	
Programme:	**B.B.A., General**
Programme Code:	**UBA**
Duration:	**3 years [UG]**
Programme Outcomes:	**PO1: Disciplinary knowledge:** Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate Programme of study **PO2: Communication Skills:** Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups. **PO3: Critical thinking:** Capability to apply analytic thought to a body of knowledge; analyze and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development. **PO4: Problem solving: Capacity** to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar problems, rather than replicate curriculum content knowledge; and apply one 's learning to real life

	situations. **PO5: Analytical reasoning**: Ability to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints. **PO6: Research-related skills**: A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesizing and articulating; Ability to recognize cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyze, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation **PO7: Cooperation/Team work:** Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team **PO8: Scientific reasoning**: Ability to analyze, interpret and draw conclusions from quantitative/qualitative data; and critically evaluate ideas, evidence and experiences from an open-minded and reasoned perspective. **PO9: Reflective thinking**: Critical sensibility to lived experiences, with self-awareness and reflexivity of both self and society. **PO10 Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data. **PO 11 Self-directed learning**: Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion. **PO 12 Multicultural competence:** Possess knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups. **PO 13: Moral and ethical awareness/reasoning**: Ability to embrace moral/ethical values in conducting one‘s life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demon starting the ability to identify ethical issues related to one‘s work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work. **PO 14: Leadership readiness/qualities:** Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with

	that vision, and using management skills to guide people to the right destination, in a smooth and efficient way. **PO 15: Lifelong learning:** Ability to acquire knowledge and skills, including „learning how to learn", that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill development/reskilling.
Programme Specific Outcomes:	**PSO1**: To enable students to apply basic microeconomic, macroeconomic and monetary concepts and theories in real life and decision making. **PSO 2**: To sensitize students to various economic issues related to Development, Growth, International Economics, Sustainable Development and Environment. **PSO 3**: To familiarize students to the concepts and theories related to Finance, Investments and Modern Marketing. **PSO 4**: Evaluate various social and economic problems in the society and develop answer to the problems as global citizens. **PSO 5:** Enhance skills of analytical and critical thinking to analyze effectiveness of economic policies.

	PO 1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
PSO 1	Y	Y	Y	Y	Y	Y	Y	Y
PSO 2	Y	Y	Y	Y	Y	Y	Y	Y
PSO3	Y	Y	Y	Y	Y	Y	Y	Y
PSO 4	Y	Y	Y	Y	Y	Y	Y	Y
PSO 5	Y	Y	Y	Y	Y	Y	Y	Y

3 – Strong, 2- Medium, 1- Low

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Highlights of the Revamped Curriculum:

- Student-centric, meeting the demands of industry & society, incorporating industrial components, hands-on training, skill enhancement modules, industrial project, project with viva-voce, exposure to entrepreneurial skills, training for competitive examinations, sustaining the quality of the core components and incorporating application-oriented content wherever required.
- The Core subjects include latest developments in the education and scientific front, advanced programming packages allied with the discipline topics, practical training, devising mathematical models and algorithms for providing solutions to industry / real life situations. The curriculum also facilitates peer learning with advanced mathematical topics in the final semester, catering to the needs of stakeholders with research aptitude.

- The General Studies and Mathematics based problem solving skills are included as mandatory components in the _Training for Competitive Examinations ‘course at the final semester, a first of its kind.
- The curriculum is designed so as to strengthen the industry-Academia interface and provide more job opportunities for the students.
- The Industrial Statistics course is newly introduced in the fourth semester, to expose the students to real life problems and train the students on designing a mathematical model to provide solutions to the industrial problems.
- The Internship during the second-year vacation will help the students gain valuable work experience, that connects classroom knowledge to real world experience and to narrow down and focus on the career path.
- Project with viva-voce component in the fifth semester enables the student, application of conceptual knowledge to practical situations. The state of art technologies in conducting a Explain in a scientific and systematic way and arriving at a precise solution is ensured. Such innovative provisions of the industrial training, project and internships will give students an edge over the counterparts in the job market.
- State-of Art techniques from the streams of multi-disciplinary, cross disciplinary and inter disciplinary nature are incorporated as Elective courses, covering conventional topics to the latest - Artificial Intelligence.

Credit Distribution for UG Programmes except Computer Applications

Sem I	Credit	H	Sem II	Credit	H	Sem III	Credit	H	Sem IV	Credit	H	Sem V	Credit	H	Sem VI	Credit	H
Part -I Language – Tamil	3	6	Part -I Language – Tamil	3	6	Part -I Language – Tamil	3	6	Part -I Language – Tamil	3	6	Part-III Core (Theory)	5	6	Part-III Core (Theory)	5	6
Part-II English	3	6	Part-II English	3	4	Part-II English	3	6	Part-II English	3	6	Core (Theory)	5	6	Part-III Core (Theory)	5	6
Part-III Core (Theory)	5	5	Part-III Core (Theory)	5	5	Part-III Core (Theory)	5	5	Part-III Core (Theory)	5	4	Part-III Core (Theory)	5	6	Part-III Core (Theory)	5	6
Part-III Core (Theory)	5	5	Part-III Core **(Theory)**	5	5	Part-III Allied-II (Theory)	4	4	Part-III Core **(Theory)**	5	4	Part-III Elective -III	3	6	Part-III Core **Theory**	5	6
Part-III Allied/ I (Theory)	4	4	Part-III Allied/I **(Theory)**	4	4	Part-III Elective -1	3	4	Part-III Allied –II **(Theory)**	4	4	Part-IV. Skill Enhancement Course	2	2	Part-III Core (Project Work)	5	4
Part-IV. NME-1 offered to other departments	2	2	Part-IV. NME-1 offered to other departments	2	2	Part-IV. Skill Enhancement Course	2	2	Part-III Elective -II (Three Papers-Select one paper)	3	3	Part-IV. Summer Internship /Industrial Training	2	-	Part-IV. Extension activity	1	-
Part-IV Value Education	1	2	Part-IV. Disaster Management	1	2	Part-IV. H.W	1	1	Part-IV. Skill Enhancement Course	2	1	Part-IV. E.V.S	2	2	-	-	-
			NMSDC	2	2	NMSDC	2	2	NMSDC	2	2	NMSDC	2	2	NMSDC	2	2
Total Papers	**7**		**7+1**			**7+1**			**7+1**			**7+1**		**30**	**6+1**		
Total Credits	**23**	**30**		**23+2**	**30**		**21+2**	**30**		**25+2**	**30**		**24+2**			**26+2**	**30**

Total Credits – 152 (142 + 10 NM)

[Part-I & II-24]

[Part-III-100 (Core-75, Allied-16, Elective-9)]

[Part-IV-19 (NME-4, SEC-6, Value Education-1, DM-1, H.W-1, EVS-2, Ext-1, Internship-2] NM-10 Total Papers-46 (41+5 NM)

		SEMESTER - I								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - I	Language	Theory	Tamil - I/Any Other Language	6	3	25	75	100	3	
PART - II	Language	Theory	English - I	6	3	25	75	100	3	
PART - III	Core - I	Theory	Managerial Practices and Communication	5	3	25	75	100	5	21
PART - III	Core - II	Theory	Accounting for Managers	5	3	25	75	100	5	24
PART - III	Allied -I	Theory	Managerial Economics	4	3	25	75	100	4	26
PART - IV	NMEC -I	Theory	Basics of Event Management	2	3	25	75	100	2	28
PART - IV	Common to all UG courses	Theory	Value Education	2	3	25	75	100	1	
			TOTAL	**30**					**23**	

		SEMESTER - II								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - I	Language	Theory	TAMIL - II/Any Other Language	6	3	25	75	100	3	
PART - II	Language	Theory	English - II	4	3	25	75	100	3	
PART - III	Core - III	Theory	Organizational Behaviour	5	3	25	75	100	5	30
PART - III	Core - IV	Theory	Fundamentals of Data Analysis	5	3	25	75	100	5	33
PART - III	Allied -II	Theory	International Business	4	3	25	75	100	4	36
PART - IV	NMEC -II	Theory	Managerial Skill Development	2	3	25	75	100	2	39
PART - IV	Common to all UG courses	Theory	Disaster Management	2	3	25	75	100	1	
PART - IV	Common to all UG courses	Practical/ Viva-Voce	NMSDC- Naan Mudhalvan Skill Development Course	2	3	25	75	100	2	
			TOTAL	**30**					**25**	

		SEMESTER - III								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - I	Language	Theory	Tamil - III/Any Other Language	6	3	25	75	100	3	
PART - II	Language	Theory	English - III	6	3	25	75	100	3	
PART - III	Core - V	Theory	Marketing Management	5	3	25	75	100	5	41
PART - III	Elective - I	Theory	Elective - I	4	3	25	75	100	3	43,45
PART - III	Allied -III	Theory	E Business	4	3	25	75	100	4	48
PART - IV	SEC – I Report	Viva - Voce	SEC1 - Campus To Corporate - Viva Voce	2	3	25	75	100	2	51
PART - IV	Common to all UG courses	Viva - Voce	Health And Wellness	1	3	25	75	100	1	
PART - IV	Common to all UG courses	Practical/ Viva-Voce	NMSDC - Naan Mudhalvan Skill Development Course	2	3	25	75	100	2	
			TOTAL	**30**					**23**	

		SEMESTER - IV								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - I	Language	Theory	Tamil - IV/Any Other Language	6	3	25	75	100	3	
Language	Language	Theory	English - IV	6	3	25	75	100	3	
PART - III	Core - VI	Theory	Financial Management	4	3	25	75	100	5	54
PART - III	Core - VII	Theory	Production & Materials Management	4	3	25	75	100	5	57
PART - III	Allied -IV	Theory	Business Taxation	4	3	25	75	100	4	60
PART - III	Elective - II	Theory	Elective - II	3	3	25	75	100	3	62,64
PART - IV	SEC - II	Viva - Voce	SEC2 - Business Practice - Viva Voce	1	3	25	75	100	2	66
PART - IV	Common to all UG courses	Practical/ Viva-Voce	NMSDC - Naan Mudhalvan Skill Development Course	2	3	25	75	100	2	
			TOTAL	**30**					**27**	

		SEMESTER - V								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - III	Core - VIII	Theory	Human Resource Management	6	3	25	75	100	5	69
PART - III	Core - IX	Theory	Operations Research	6	3	25	75	100	5	72
PART - III	Core - X	Theory	Legal Aspects In Business	6	3	25	75	100	5	75
PART - III	Elective - III	Theory	Elective - III	6	3	25	75	100	3	78,80
PART - IV	SEC - III	Viva - Voce	SEC3 - AI For Managerial Decision Making - Viva -Voce	2	3	25	75	100	2	82
PART - IV	Report	Viva-Voce	Summer Internship/Industrial Training			-	-	100	2	85
PART - IV	Common to all UG courses	Theory	Environmental Studies	2	3	25	75	100	2	
PART - IV	Common to all UG courses	Practical/ Viva-Voce	NMSDC - Naan Mudhalvan Skill Development Course	2	3	25	75	100	2	
			TOTAL	30					26	

		SEMESTER - VI								
PART	COURSE GROUP	PAPER TYPE	SUBJECT NAME	Hrs /Week	Exam Hrs	INT	EXT	TOTAL	CREDITS	Page No.
PART - III	Core - XI	Theory	Entrepreneurial Development	6	3	25	75	100	5	86
PART - III	Core - XII	Theory	Research Methodology	6	3	25	75	100	5	89
PART - III	Core - XIII	Theory	Strategic Management	6	3	25	75	100	5	92
PART - III	Core - XIV	Theory	Business Environment	6	3	25	75	100	5	95
PART - III	Core - XV Report	Viva-Voce	Project Work - Viva Voce	4	3	25	75	100	5	97
PART - IV	Common to all UG courses	Credit Only	Extension Activities			-	-	-	1	
PART - IV	Common to all UG courses	Practical/ Viva-Voce	NMSDC - Naan Mudhalvan Skill Development Course	2	3	25	75	100	2	
			TOTAL	30					28	

ELECTIVE - I	Retail Supply Chain Management
	Retail Marketing Management
ELECTIVE - II	Retail Operations, System and Inventory
	Channel Management
ELECTIVE - III	Merchandising Management
	Franchise Operations Management

SEMESTER - I

CORE – I MANAGERIAL PRACTICES AND COMMUNICATION

Learning Objectives:

The course is designed to:

1. Introduce students to the basic concepts, principles, and functions of management.
2. Develop understanding of communication process, types, and barriers in business context.
3. Familiarize students with individual behavior, motivation, leadership, and group dynamics.
4. Equip students with skills for negotiation, conflict management, and ethical communication.
5. Train students to prepare business documents and deliver effective presentations using digital tools.

Unit – I

Nature & Evolution of Management - Management – meaning, characteristics, importance, scope; Management as art, science & profession; Evolution of management thought – Classical, Neo-Classical, Modern; Contribution of F.W. Taylor, Henry Fayol, Levels & skills of managers; MBO; Social responsibility of business:

Unit – II

Planning & Organizing - Planning – nature, importance, types, steps, limitations; Decision making – process & techniques; Organizing – meaning, principles, process; Types of organization structure – line, functional, matrix; Departmentation; Delegation & decentralization; Span of management; Staffing – concept

Unit – III

Directing & Controlling - Directing – meaning, principles, techniques; Motivation – importance & theories: Maslow, Herzberg, Leadership – concept, styles, traits, Communication in directing; Controlling – meaning, process, essentials of effective control; Techniques – budgetary & non-budgetary

Unit – IV

Foundations of Business Communication - Communication – meaning, process, importance, objectives; Types – formal, informal, verbal, non-verbal, grapevine; 7Cs of communication; Barriers – physical, semantic, psychological, organizational; Listening – importance & types; non-verbal cues – kinesics, proxemics, chronemics.

Unit – V

Business Correspondence & Presentation Skills - Business letters – structure, enquiry, order, complaint, sales, circulars; Email etiquette & netiquette; Report writing – types, format, steps; Notice, agenda, minutes of meeting; Resume & cover letter; Presentation – planning, structure, visual aids, delivery techniques.

Course Outcomes [CO]

On completion of the course, students will be able to:

CO1: Describe management thought, principles, and apply the functions of planning, organizing, staffing, directing, and controlling.
CO2: Apply principles of effective communication and demonstrate skills in overcoming communication barriers.
CO3: Examine organizational behavior concepts including motivation, leadership, and team dynamics for managerial effectiveness.
CO4: Demonstrate negotiation, conflict resolution, and ethical decision-making in managerial situations.
CO5: Compose professional business correspondence and deliver impactful oral presentations using modern tools.

Text Books

1. L.M. Prasad, *Principles and Practice of Management*, 10th Edition, Sultan Chand & Sons, 2022
2. Meenakshi Raman & Prakash Singh, *Business Communication*, 3rd Edition, Oxford University Press, 2020
3. K. Aswathappa, *Organizational Behaviour*, 14th Edition, Himalaya Publishing House, 2022

Reference Books

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, 11th Ed., McGraw Hill Education, 2020
2. Courtland L. Bovee & John V. Thill, *Business Communication Today*, 15th Ed., Pearson, 2021
3. Stephen P. Robbins, *Management*, 15th Ed., Pearson Education, 2019
4. P.C. Tripathi & P.N. Reddy, *Principles of Management*, 7th Ed., Tata McGraw Hill, 2021
5. R.K. Madhukar, *Business Communication and Report Writing*, 3rd Ed., Vikas Publishing, 2018

Website Links / E-Resources

1. NPTEL – Principles of Management: https://nptel.ac.in/courses/110105146
2. SWAYAM – Business Communication: https://onlinecourses.swayam2.ac.in/cec21_mg05/preview
3. MindTools – Management & Communication Skills: https://www.mindtools.com
4. Harvard Business Review – Communication Topic: https://hbr.org/topic/communication
5. UGC e-PG Pathshala – Management: https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	2	1	2	2
CO2	2	2	3	2	2	2	2	2
CO3	3	2	2	3	2	1	1	2
CO4	2	3	3	2	3	2	2	2
CO5	1	2	3	1	2	3	1	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	1	2	2	2	2.0
CO2	2	3	2	2	2	2.2
CO3	3	2	2	3	2	2.2
CO4	2	2	2	3	2	2.4
CO5	2	3	3	2	3	2.6
Average	2.4	2.2	2.2	2.4	2.2	2.28

CORE – II ACCOUNTING FOR MANAGERS

Learning Objectives
The course is designed to:

1. Introduce students to fundamentals of financial accounting and accounting principles.
2. Develop skills to prepare and analyze financial statements of business organizations.
3. Impart knowledge of cost concepts and cost control techniques for managerial decisions.
4. Familiarize students with tools of management accounting like budgeting and marginal costing.
5. Enable interpretation of accounting information for planning, controlling, and decision making.

UNIT – I

Introduction to Financial Accounting - Accounting – meaning, objectives, scope, users, limitations; Accounting vs Book-keeping; Branches of accounting; Accounting principles – concepts & conventions; Accounting standards Double entry system; Journal, Ledger, Trial Balance; Rectification of errors

UNIT – II

Final Accounts & Depreciation - Preparation of Final Accounts of sole trader with adjustments – trading, P&L account, balance sheet; Capital vs revenue items; Depreciation – meaning, causes, methods: Straight Line, Written Down Value, Annuity; Provisions & reserves.

UNIT – III

Company Accounts & Financial Statement Analysis - Issue of shares & debentures – accounting treatment; Forfeiture & reissue; Redemption of preference shares & debentures.

UNIT – IV

Cost Accounting for Managers - Cost accounting – meaning, objectives, scope; Cost concepts & classification; Elements of cost; Preparation of Cost Sheet; Material cost – EOQ, stock levels, pricing methods; Labor cost – time & piece rate, incentives; Overhead distribution – allocation, apportionment and absorption of overheads.

UNIT –V

Management Accounting Tools - Management accounting – meaning, scope, functions vs financial accounting - Financial statement analysis – comparative, common-size, trend analysis - Ratio analysis – liquidity, profitability, turnover, solvency ratios - Marginal costing – BEP, P/V ratio, margin of safety, applications in decision making; Budgetary control – objectives, types of budgets, zero base budgeting.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Apply accounting concepts, conventions, and principles to record business transactions.

CO2: Prepare financial statements of sole proprietorship and company form of business with adjustments.

CO3: Classify costs and apply cost accounting techniques for cost ascertainment and control.

CO4: Use marginal costing, budgetary control, and standard costing for managerial decision making.

CO5: Analyze and interpret financial statements using ratio analysis and cash flow statements.

Text Books

1. S.N. Maheshwari, Suneel K. Maheshwari & Sharad K. Maheshwari, *Accounting for Management*, 5th Ed., Vikas Publishing House, 2022
2. M.Y. Khan & P.K. Jain, *Management Accounting: Text, Problems and Cases*, 8th Ed., McGraw Hill Education, 2021
3. T.S. Grewal, *Double Entry Book Keeping – Financial Accounting*, Sultan Chand & Sons, Latest Edition

Reference Books

1. R. Narayanaswamy, *Financial Accounting: A Managerial Perspective*, 7th Ed., PHI Learning, 2021
2. Horngren, Datar & Rajan, *Cost Accounting: A Managerial Emphasis*, 17th Ed., Pearson, 2021
3. I.M. Pandey, *Management Accounting*, 4th Ed., Vikas Publishing House, 2021
4. P.C. Tulsian & Bharat Tulsian, *Financial Accounting*, S. Chand, Latest Ed.
5. S.P. Jain & K.L. Narang, *Cost Accounting: Principles and Practice*, Kalyani Publishers, 2022

Website Links / E-Resources

1. NPTEL – Financial Accounting: https://nptel.ac.in/courses/110101003
2. SWAYAM – Cost Accounting : https://onlinecourses.swayam2.ac.in/cec21_cm04/preview
3. ICAI e-Learning: https://www.icai.org/post.html?post_id=18785
4. Investopedia – Accounting: https://www.investopedia.com/terms/a/accounting.asp
5. Corporate Finance Institute – Financial Ratios: https://corporatefinanceinstitute.com/resources/accounting/financial-ratios/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	2	2	1	2
CO2	3	3	2	1	3	2	2	2
CO3	3	3	1	1	2	2	1	2
CO4	3	3	2	2	2	2	1	2
CO5	3	3	3	2	3	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	2	1	2	2	2.0
CO2	3	3	2	2	3	2.6
CO3	3	3	2	2	2	2.4
CO4	2	3	3	2	3	2.6
CO5	2	3	3	3	3	2.6
Average	2.6	2.8	2.2	2.2	26	2.48

- **This paper should be handled and valued by the faculty of Business Administration only**

ALLIED – I MANAGERIAL ECONOMICS

Learning Objectives

The course is designed to:

1. To familiarize students with fundamental concepts and principles of microeconomics for business decisions.
2. To develop understanding of demand, supply, and consumer behavior in market conditions.
3. To impart knowledge of production, cost, and revenue concepts for business operations.
4. To introduce market structures and pricing strategies under different competitive conditions.
5. To enable application of economic theories to business problems and policy decisions.

UNIT – I

Introduction to Managerial Economics - Managerial Economics – meaning, nature, scope, significance; Economics vs Managerial Economics; Fundamental concepts – opportunity cost, incremental principle, time perspective, discounting principle, equi-marginal principle; Role of managerial economist; Demand – law of demand, determinants, exceptions; Supply – law of supply, determinants; Market equilibrium; Elasticity of demand

UNIT – II

Consumer Behavior & Demand Analysis - Utility analysis – cardinal & ordinal; Law of diminishing marginal utility; Consumer equilibrium; Indifference curve analysis Consumer surplus; Demand estimation & demand forecasting techniques – survey, statistical, trend projection

UNIT – III

Production & Cost Analysis - Production function – meaning, types; Law of variable proportions; Law of returns to scale; Isoquants & isocosts; Producer equilibrium; Economies & diseconomies of scale; Cost concepts – fixed, variable, total, average, marginal; Cost-output relationship in short run & long run; Revenue concepts – TR, AR, MR; Break-even analysis

UNIT – IV

Market Structure– meaning & classification; Perfect competition – features, price determination, firm equilibrium; Monopoly – features, price-output determination, price discrimination; Monopolistic competition – features, product differentiation, selling costs; Oligopoly – features, price leadership, kinked demand curve.

UNIT – V

Macro Economics for Business - National Income – concepts, methods of measurement, difficulties; Inflation – types, causes, effects, control measures; Business cycles – phases, causes, measures; Monetary policy – objectives, instruments; Fiscal policy – objectives, instruments;

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Explain basic economic concepts and apply demand-supply analysis to business situations.
CO2: Analyze consumer behavior using utility and indifference curve approaches for demand estimation.
CO3: Examine production functions and cost concepts to determine optimal output decisions.
CO4: Compare market structures and formulate pricing strategies under perfect and imperfect competition.
CO5: Apply macro-economic concepts like national income, inflation, and business cycles to business environment**.**

Text Books

1. D.N. Dwivedi, *Managerial Economics*, 9th Edition, Vikas Publishing House, 2021
2. P.L. Mehta, *Managerial Economics – Analysis, Problems and Cases*, 21st Edition, Sultan Chand & Sons, 2022
3. H.L. Ahuja, *Advanced Economic Theory*, 21st Edition, S. Chand Publishing, 2021

Reference Books

1. Dominick Salvatore, *Managerial Economics in a Global Economy*, 9th Edition, Oxford University Press, 2019
2. G.S. Gupta, *Managerial Economics*, 2nd Edition, McGraw Hill Education, 2020
3. M.L. Jhingan & J.K. Stephen, *Managerial Economics*, 2nd Edition, Vrinda Publications, 2019
4. R.L. Varshney & K.L. Maheshwari, *Managerial Economics*, 23rd Edition, Sultan Chand & Sons, 2022
5. William F. Samuelson & Stephen G. Marks, *Managerial Economics*, 9th Edition, Wiley, 2021

Website Links / E-Resources

1. NPTEL – Managerial Economics: https://nptel.ac.in/courses/110105075
2. SWAYAM – Business Economics: https://onlinecourses.swayam2.ac.in/cec20_hs19/preview
3. RBI – Database on Indian Economy: https://dbie.rbi.org.in/
4. Ministry of Statistics – MOSPI: https://www.mospi.gov.in/
5. Investopedia – Economics: https://www.investopedia.com/terms/e/economics.asp

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	2	2	1
CO2	3	3	3	2	1	2	1	1
CO3	3	3	3	3	1	2	1	1
CO4	3	3	2	3	2	1	2	2
CO5	3	2	2	2	2	2	3	2

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	2	2	2	2	2.0
CO2	3	2	3	1	2	2.2
CO3	3	2	2	1	3	2.2
CO4	2	3	2	2	3	2.4
CO5	2	2	2	3	2	2.2
Average	2.6	22	2.2	1.8	2.4	2.24

NMEC – I BASICS OF EVENT MANAGEMENT

Learning Objectives
The course is designed to:

1. To know the fundamental concepts of event management.
2. Learn how to promote events using social media, email campaigns, and traditional media
3. Learn to coordinate with vendors, venues, and suppliers effectively
4. Learn to brainstorm ideas and develop creative themes for different types of events.
5. To build strong communication, negotiation, and client-handling skills.

UNIT – I

Introduction to Event Management: Definition, Concepts and Significance, Need, Importance, Activities-Risk Management - Delegation – Selection of project.

UNIT – II

Concept and Design of Events: Event Co-ordination, Developing & Evaluating event concept – Event Design-Who is an event manager – Role of the Event Manager -Attitude needed – Who needs an event manager.

UNIT – III

Event Feasibility: Resources – Feasibility, SWOT Analysis

UNIT – IV

Event Planning & Promotion – Marketing & Promotion – 5Ps of Event Marketing – Product, Price, Place, Promotion, Public Relations- Social Events.

UNIT – V

Event Budget – Financial Analysis – Event Cost – Event Sponsorship- Corporate Events– Presentation skills – Communication.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: To understand basic concepts of event management
CO2: To understand the events design
CO3: To analysis of whether an event can be successfully conducted considering market demand, financial resources, operational capacity, and risks.
CO4: To Create awareness about the event
CO5: To estimate of all expected expenses and income related to organizing an event**.**

Text Books

1. Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.
2. Event Management by Swarup K. Goyal - Adhyayan Publisher – 2009

3. Event Management & Public Relations by Savita Mohan - Enkay Publishing House
4. Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross
5. Event Management By Lynn Van Der Wagen& Brenda R Carlos, Pearson Publishers

References Books

1. Event Management By Chaudhary, Krishna, Bio-Green Publishers
2. Successful Event Management By Anton Shone & Bryn Parry
3. Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid
4. Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen, Wiley Publishers
5. Event Planning: Management & Marketing for Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik Create Space Independent Publishing Platform, 2015

Website Links / E-Resources

1. https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf
2. https://www.inderscience.com/jhome.php?jcode=ijhem International Journal of Hospitality & Event Management
3. https://www.emeraldgrouppublishing.com/journal/ijefm International Journal of Event and Festival Management
4. https://www.eventindustrynews.com/
5. https://www.eventbrite.com/blog//?s=roundup

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	3	2	3	3	3	3
CO2	2	3	3	3	2	3	3	3
CO3	3	2	3	3	3	3	3	2
CO4	3	2	3	3	3	3	3	3
CO5	2	3	3	3	2	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

SEMESTER – II

CORE – III ORGANIZATIONAL BEHAVIOUR

Learning Objectives

The course is designed to:

1. To introduce students to fundamental concepts and models of organizational behavior.
2. To develop understanding of individual behavior including personality, perception, learning, and motivation.
3. To familiarize students with group dynamics, team building, and leadership theories.
4. To impart knowledge of organizational culture, change, conflict, and organizational development.
5. To enable application of OB concepts for improving individual and organizational effectiveness.

UNIT – I

Introduction to Organizational Behaviour - OB – meaning, nature, scope, importance; Disciplines contributing to OB – Psychology, Sociology, Anthropology; Models of OB – Autocratic, Custodial, Supportive, Collegial, SOBC; Challenges & opportunities for OB;

UNIT – II

Individual Behaviour in Organizations - Individual behavior – factors affecting; Personality – determinants, traits. Perception – process, factors, errors, Attitude – components, functions, job satisfaction, organizational commitment; Values & emotions; Emotional Intelligence

UNIT – III

Motivation & Leadership - Motivation – concept, importance, process; theories – Vroom Valence Expectancy Theory, Goal Setting. Financial and non-financial incentive. Leadership – meaning, styles, traits; theories, Transactional vs Transformational leadership

UNIT – IV

Group Behaviour & Team Dynamics - Group – meaning, types, stages of development; Group structure – norms, roles, status, cohesiveness; Group decision making – techniques, advantages, disadvantages; Team – types, team building, high performance teams; Transactional Analysis; Conflict – sources, types, process, conflict management styles.

UNIT –V

Organizational System & Dynamics - Organizational culture – concept, dimensions, creating & sustaining; Organizational change – forces, resistance, Stress – causes, consequences, stress management; Work-life balance; Organizational effectiveness.

Course Outcomes [CO]

Upon successful completion of the course, students will be able to:

CO1: Explain the foundations of organizational behavior and its significance in managing organizations.

CO2: Analyze individual behavior through personality, perception, learning, and attitude to predict workplace behavior.

CO3: Apply motivation and leadership theories to enhance employee performance and team effectiveness.

CO4: Examine group behavior, team dynamics, and conflict management for organizational success.

CO5: Evaluate organizational culture, change, and stress management strategies for organizational development.

Text Books

1. Stephen P. Robbins, Timothy A. Judge & Neharika Vohra, *Organizational Behavior*, 18th Edition, Pearson Education, 2022
2. K. Aswathappa, *Organizational Behaviour: Text, Cases & Games*, 14th Edition, Himalaya Publishing House, 2022
3. Fred Luthans, *Organizational Behavior: An Evidence-Based Approach*, 14th Edition, McGraw Hill, 2021

Reference Books

1. Udai Pareek & Sushama Khanna, *Understanding Organizational Behaviour*, 4th Edition, Oxford University Press, 2018
2. John W. Newstrom, *Organizational Behavior: Human Behavior at Work*, 14th Edition, McGraw Hill, 2017
3. Margie Parikh & Rajen Gupta, *Organizational Behaviour*, McGraw Hill Education, 2020
4. L.M. Prasad, *Organizational Behaviour*, Sultan Chand & Sons, Latest Edition
5. Kavita Singh, *Organizational Behaviour: Text and Cases*, 3rd Edition, Vikas Publishing, 2019

Website Links / E-Resources

1. NPTEL – Organizational Behaviour: https://nptel.ac.in/courses/110105034
2. SWAYAM – Organizational Behaviour: https://onlinecourses.swayam2.ac.in/cec21_mg02/preview
3. Harvard Business Review – Leadership & OB: https://hbr.org/topic/organizational-culture
4. MindTools – Team Management: https://www.mindtools.com/pages/main/newMN_TMM.htm
5. Society for Human Resource Management: https://www.shrm.org/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	2	2
CO2	3	3	3	2	2	2	2	2
CO3	3	3	2	2	3	3	2	2
CO4	3	3	3	3	2	3	2	2
CO5	3	2	3	2	2	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	1	1	2	2	1.6
CO2	3	2	1	1	3	2.0
CO3	3	3	2	2	3	2.6
CO4	2	3	3	2	3	2.6
CO5	2	2	2	3	3	2.4
Average	2.4	2.2	1.8	2.0	2.8	2.24

CORE – IV FUNDAMENTALS OF DATA ANALYSIS

Learning Objectives

The course is designed to:

1. To provide foundational understanding of data, statistics, and their business applications.
2. To develop skills in descriptive statistics for summarizing and interpreting business data.
3. To introduce correlation, regression, time series, and index numbers for trend analysis.
4. To impart knowledge of data visualization principles and hypothesis testing concepts.
5. To familiarize students with business analytics domains and data-driven decision making.

UNIT – I

Introduction to Data & Statistics - Data – meaning, types: structured, unstructured, qualitative, quantitative; Statistics – meaning, scope, limitations; Applications in business; Data sources – primary & secondary data; Ethics in data *[Theory only]*

UNIT – II

Descriptive Statistics - Measures of central tendency – mean, median, mode; Measures of dispersion – range, standard deviation, variance, coefficient of variation; Measures of shape – skewness, kurtosis; Measures of position – mean deviation, quartile deviation

UNIT – III

Bivariate Analysis & Time Series - Correlation – Karl Pearson, Spearman rank correlation; Simple linear regression – concept, line of best fit, regression coefficients; Time series – components: trend, seasonal, cyclical, irregular; Trend analysis – moving average, least squares method

UNIT – IV

Index Numbers, Hypothesis & Visualization - Index numbers – meaning, types: price, quantity, value; Construction of index numbers – Laspeyres, Paasche, Fisher; Data visualization – principles, importance; Types of charts – bar, line, pie, scatter, histogram

UNIT -V

Business Analytics Applications - Business Analytics – descriptive, predictive, prescriptive; RFM analysis; Market basket analysis; Customer segmentation; Sales forecasting; HR analytics – attrition analysis; Financial analytics – ratio dashboards; Marketing analytics – campaign analysis; Data-driven decision-making process *[Theory only]*

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Explain types of data, statistics, data sources, sampling, and ethics in data analysis.
CO2: Compute and interpret measures of central tendency, dispersion, shape, and position.
CO3: Apply correlation, simple linear regression, time series, and index numbers to business data.
CO4: Understand hypothesis testing concepts and create appropriate data visualizations.
CO5: Describe business analytics types and applications in RFM, segmentation, forecasting, HR, finance, and marketing.

Text Books

1. S.C. Gupta & V.K. Kapoor, *Fundamentals of Mathematical Statistics*, 12th Edition, Sultan Chand & Sons, 2020
2. James R. Evans, *Business Analytics*, 3rd Edition, Pearson Education, 2021
3. Richard I. Levin & David S. Rubin, *Statistics for Management*, 8th Edition, Pearson, 2017

Reference Books

1. Ken Black, *Business Statistics: For Contemporary Decision Making*, 10th Edition, Wiley, 2019
2. Gert Laursen & Jesper Thorlund, *Business Analytics for Managers*, 2nd Edition, Wiley, 2016
3. Albright & Winston, *Business Analytics: Data Analysis and Decision Making*, 7th Edition, Cengage, 2020
4. Cole Nussbaumer Knaflic, *Storytelling with Data*, Wiley, 2015
5. T.N. Srivastava & Shailaja Rego, *Statistics for Management*, 3rd Edition, McGraw Hill, 2019

Website Links / E-Resources

1. NPTEL – Business Statistics: https://nptel.ac.in/courses/110105146
2. SWAYAM – Business Analytics & Data Mining: https://onlinecourses.swayam2.ac.in/imb24_mg01/preview
3. Khan Academy – Statistics & Probability: https://www.khanacademy.org/math/statistics-probability
4. StatQuest with Josh Starmer – YouTube: https://www.youtube.com/@statquest
5. Harvard Business Review – Analytics: https://hbr.org/topic/analytics

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	1	1	1	3	1
CO2	3	3	3	2	2	1	1	1
CO3	3	3	3	3	3	2	1	1
CO4	3	2	3	2	2	3	2	1
CO5	3	2	2	3	3	2	1	2

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	1	1	1	2	1.6
CO2	3	2	2	1	2	2.0
CO3	3	3	2	2	3	2.6
CO4	3	2	3	1	2	2.4
CO5	2	2	2	3	3	2.2
Average	2.8	2.0	2.0	1.6	2.4	216

- **This paper should be handled and valued by the faculty of Business Administration only**

ALLIED – II INTERNATIONAL BUSINESS

Learning Objectives

The course is designed to:

1. Explain the nature, scope, and drivers of international business and globalization.
2. Analyze international trade theories and trade policy instruments affecting global business.
3. Evaluate foreign market entry strategies and organizational structures of MNCs.
4. Understand international financial environment, exchange rate mechanisms, and risk management.
5. Examine cross-cultural, ethical, and legal challenges in managing international operations.

UNIT - I

Introduction to International Business: Globalization and its drivers; Stages of internationalization; Differences between domestic and international business; EPRG Framework; Regional trade blocs: EU, NAFTA/USMCA, ASEAN, SAFTA, BRICS.

UNIT - II

International Trade & Investment Theories: Mercantilism; Absolute & Comparative Advantage; Heckscher-Ohlin Theory; Product Life Cycle; Porter 's Diamond Model; FDI – types, theories, costs & benefits; Balance of Payments and trade policy instruments – tariffs, quotas, subsidies.

UNIT - III

Foreign Market Entry & Global Strategy - Modes of entry: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, Strategic Alliances; Selection criteria; International business strategy – Global, Multidomestic, Transnational; Organizational structures for MNCs.

UNIT - IV

International Financial Environment - International Monetary System and IMF; Foreign exchange market – structure, participants, spot & forward rates; Exchange rate determination and regimes; Managing foreign exchange risk – hedging, futures, options; FDI and FII.

UNIT - V

Cross-Cultural Management & Contemporary Issues: Culture and its impact on business – Hofstede & GLOBE models; International marketing, HRM, and operations; Ethics and CSR in global business; WTO, GATT, TRIPS, TRIMS; E-commerce in IB; Emerging trends – ESG, digital trade, geopolitical risks.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Describe key concepts of international business, globalization, and regional economic integration

CO2: Apply international trade theories and analyze balance of payments, tariffs, and trade barriers.

CO3: Assess various modes of foreign market entry and formulate global business strategies for firms.

CO4: Interpret international monetary systems, foreign exchange markets, and methods to manage forex risk.

CO5: Examine cultural, legal, and ethical dimensions to solve problems in international business management.

Text Books

1. Charles W.L. Hill & G. Tomas M. Hult, *International Business: Competing in the Global Marketplace*, 14th Edition, McGraw-Hill, 2024.
2. Francis Cherunilam, *International Business: Text and Cases*, 6th Edition, PHI Learning, 2023.
3. K. Aswathappa, *International Business*, 7th Edition, McGraw-Hill Education, 2022.

Reference Books

1. John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan, *International Business: Environments and Operations*, 17th Edition, Pearson, 2023.
2. Rakesh Mohan Joshi, *International Business*, Oxford University Press, 2019.
3. Alan M. Rugman & Simon Collinson, *International Business*, 7th Edition, Pearson, 2019.
4. S. Shajahan, *International Business*, Macmillan Publishers India, 2021.

Website Links / E-Resources

1. WTO – World Trade Organization: https://www.wto.org – Trade data, publications, e-learning
2. UNCTAD – United Nations Conference on Trade and Development: https://unctad.org – World Investment Reports, statistics
3. International Monetary Fund: https://www.imf.org – Exchange rates, country reports
4. World Bank Open Data: https://data.worldbank.org – Global economic indicators
5. Export-Import Bank of India: https://www.eximbankindia.in – Indian trade finance resources
6. Investopedia – International Business Section: https://www.investopedia.com/international-investing-4427708
7. NPTEL Course**: International Business**: https://nptel.ac.in/courses/110/105/110105115/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	1	1	2	1	1
CO2	3	3	3	1	2	1	-	1
CO3	3	3	3	2	2	2	2	3
CO4	2	3	3	1	3	2	1	2
CO5	2	3	3	3	2	3	3	2

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	3	1	2	1	1.8
CO2	2	3	2	1	2	2.0
CO3	3	3	2	3	3	2.8
CO4	3	2	3	1	2	2.2
CO5	3	3	3	2	2	2.6
Average	2.6	2.8	2.2	1.8	2.0	2.28

NMEC -II MANAGERIAL SKILL DEVELOPMENT

Learning Objectives
The course is designed to:

1. To build self-confidence, refine personality, and improve emotional intelligence
2. To promote self-awareness and strengthen essential management skills like communication, teamwork, and facilitating positive change.
3. To analyze emotional intelligence skills.
4. To enhance critical and analytical abilities to analyze complex issues and recommend effective solutions.
5. To improve professional behavior and workplace etiquette**.**

UNIT – I

Self: Introduction to skills & personal skills, Importance of core competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and Self-learning styles, attitude towards change and applications of skills, Tools &Techniques of Skill Development

UNIT – II

Self Esteem: Meaning & Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.

UNIT – III

Building Emotional Competence: Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.

UNIT – IV

Thinking skills: The Mind/Brain/Behaviour, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking.

Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation

UNIT – V

Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing
Debates, presentations, role plays and group discussions on current topics. Audio and Video Recording of the above exercises to improve the non-verbal communication and professional etiquettes.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

C01 Identify the personal qualities that are needed to sustain in the world of work.
CO2: Explore more advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.
CO3: Acquire practical management skills that are of immediate use in management or leadership positions.
CO4: Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.

CO5: Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.

Text Books

1. Managerial Skill Articles
2. The Management Skills of SALL Managers - SiSAL Journal
3. Managerial Skills by Dr.K.Alex S.CHAND
4. Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP
5. Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press. PROF. SANJIV

References Books

1. Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication
2. McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.
3. Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.
4. P. Varshney , A. Dutta, Managerial Skill Development, Alfa Publications, 2012
5. EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan

Website Links / E-Resources

1. https://www.ipjugaad.com/syllabus/ggsip-university-bba-4th-semester-managerial- skill-development-syllabus/63
2. https://www.academia.edu/4358901/managerial_skill_development_pdf
3. https://www.academia.edu/4358901/managerial_skill_development_pdf
4. https://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf
5. https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201 /MBA-1-MSD(Managerial%20skill%20development).pdf

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	3	3	3	2	2	3
CO2	2	2	3	3	3	3	3	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3
CO5	2	2	3	3	3	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	2	2	2	3	3	3
Average	3	3	3	3	3	3

SEMESTER – III-
CORE – V MARKETING MANAGEMENT

Learning Objectives

The course is designed to:

1. Understand fundamental marketing concepts, philosophies, and the changing marketing environment.
2. Analyze consumer buying behavior and apply segmentation, targeting, and positioning strategies.
3. Develop product, branding, and pricing strategies aligned with customer value.
4. Evaluate distribution channels and integrated marketing communication tools.
5. Apply digital marketing, services marketing, and contemporary trends to solve real business problems.

UNIT I

Introduction to Marketing & Marketing Environment - Marketing: meaning, nature, scope, importance; Evolution of marketing – production, product, selling, marketing, societal, holistic; Marketing mix – 4Ps Marketing environment – micro & macro factors.

UNIT II

Consumer Behavior & Market Segmentation - Consumer behavior: factors influencing CB, buying decision process. Market segmentation: bases, requirements for effective segmentation; Targeting strategies; Positioning: concept, strategies, perceptual mapping; Differentiation and competitive advantage.

UNIT III

Product & Pricing Decisions - Product: classification, product line & mix decisions; New product development process; Product life cycle strategies; Branding, packaging, labeling; Pricing: objectives, factors, methods, strategies – skimming, penetration, psychological, promotional pricing strategies

UNIT – IV

Distribution & Promotion Decisions - Distribution channels: types, functions, channel levels, channel design & management; Retailing & wholesaling; communication mix – advertising, sales promotion, personal selling, public relations, direct marketing.

UNIT – V

Contemporary Issues in Marketing - Digital marketing: SEO, SEM, SMM, content, email, mobile, influencer marketing; E-commerce Rural marketing; Green & sustainable marketing; Social marketing; Ethics in marketing; Global marketing; Recent trends – AI in marketing, marketing automation.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Explain core marketing concepts and analyze the impact of micro & macro environment on marketing decisions.

CO2: Examine consumer behavior and design STP strategies for different market scenarios.

CO3: Develop product mix, branding, packaging, and pricing strategies to create customer value.

CO4: Assess channel management, retailing, wholesaling, and design IMC campaigns using promotion tools.

CO5: Formulate digital, services, rural, and sustainable marketing strategies for emerging business contexts.

Text Books

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev, *Marketing Management*, 16th Global Ed., Pearson, 2022.
2. Rajan Saxena, *Marketing Management*, 6th Ed., McGraw-Hill Education, 2023.
3. V.S. Ramaswamy & S. Namakumari, *Marketing Management: Indian Context Global Perspective*, 6th Ed., Sage Publications, 2021.

Reference Books

1. William D. Perreault Jr., Joseph P. Cannon & E. Jerome McCarthy, *Essentials of Marketing*, 17th Ed., McGraw-Hill, 2021.
2. Dhruv Grewal & Michael Levy, *Marketing*, 8th Ed., McGraw-Hill, 2022.
3. Rama Bijapurkar, *We Are Like That Only: Understanding the Logic of Consumer India*, Penguin, 2019.
4. Philip Kotler, Hermawan Kartajaya & Iwan Setiawan, *Marketing 5.0: Technology for Humanity*, Wiley, 2021.

Website Links / E-Resources

1. American Marketing Association: https://www.ama.org – Articles, toolkits, marketing dictionary
2. HubSpot Academy: https://academy.hubspot.com – Free courses on digital & inbound marketing
3. Google Digital Garage: https://learndigital.withgoogle.com – Fundamentals of digital marketing
4. MarketingProfs: https://www.marketingprofs.com – Case studies, research, templates
5. Nielsen Consumer Insights: https://www.nielsen.com/insights/ – Market research reports
6. NPTEL: Principles of Marketing Management: https://nptel.ac.in/courses/110/106/110106050/
7. HBR – Marketing Section: https://hbr.org/topic/marketing – Latest marketing strategy articles

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	1	1
CO2	3	3	2	2	2	1	2	2
CO3	3	3	2	2	2	2	2	3
CO4	3	3	2	3	2	2	3	2
CO5	2	3	3	3	3	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	2	2	2	1	2.0
CO2	3	3	2	2	2	2.4
CO3	3	3	2	3	3	2.8
CO4	3	3	2	3	2	2.4
CO5	2	3	2	3	2	2.4
Average	2.8	2.8	2.0	2.0	2.0	2.4

ELECTIVE – I RETAIL SUPPLY CHAIN MANAGEMENT

Learning Objectives

The course is designed to:

1. To give a basic understanding on Supply Chain Management.
2. To examine the operation of Supply Chain Management
3. To provide knowledge towards procurement of Supply Chain.
4. To understand the elements of Logistics Management.
5. To know the Global issues faced in Supply Chain Management.

UNIT – I

Supply Chain Management - Meaning, Definition, Need and Evolution - Traditional and Modern approaches to SCM - Key issues in SCM - Phases of SCM - SCM in Organizations.

UNIT – II

Operations Management in SCM: Type of Manufacturing Systems - Lean Manufacturing - Mass Customization – Outsourcing- Service Operations Management - Managing Supply and Demand.

UNIT – III

Procurement for Supply Chain: Type of Purchases - Inventory Models - Inventory Counting Systems - Universal Bar Code - Materials Requirement Planning - Just in Time and Vendor Management Inventory.

UNIT – IV

Logistics Management: Elements of Logistics Management - Supply Chain Integration Innovations in SCM - Retail Logistics - Distribution Management and Strategies - Transportation Management - Warehousing and Warehouse Management Systems - Packaging for Logistics - Third Party Logistics - GPS and GIS Technologies

UNIT –V

Global Issues in SCM: Forces behind Globalization - World Class SCM - World Class Demand Management (WCDM) - World Class Logistics Management (WCLM).

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Understand the fundamentals of Supply Chain Management.

CO2: Understand the Operations of Supply Chain.

CO3: Know the ways and methods of Procurement in Supply Chain.

CO4: Understand Logistics Management and Supply Chain Integration.

CO5: Analyze the issues in Supply Chain Management

Text Books

1. Rahul V. Altekar - Supply Chain Management - Concepts and Cases, Prentice Hall of India, 2012.
2. Michael H. Hugos, Chris Thomas- Supply Chain Management in the Retail Industry- Wiley- 2006
3. James Ayers-Handbook of Supply Chain Management- Taylor & Francis-2000
4. Kuldeepak Singh - A Handbook on Retail Supply Chain Management - notion press-2021
5. Barry Berman, Joel R. Evans -Retail Management: A Strategic Approach - Prentice Hall- 2001

Reference Books

1. David Simchi Levi, Philip Kaminsky and Edith Simchi Levi - Managing the Supply Chain-The Definitive Guide, Tata McGraw Hill, 2004.
2. David Burt, Donald Dobler and Stephen Starling - World Class Supply Management: The Key to Supply Chain Management, Tata McGraw Hill, Seventh Edition, 2006.
3. Christopher Ryan, High - Performance Interactive Marketing, Viva Books Ltd., 2003.
4. James B. Ayers, Mary Ann Odegaard - Retail Supply Chain Management- Taylor & Francis- 2017

Website Links / E-Resources

1. https://onlinecourses.swayam2.ac.in/imb20_mg29/preview
2. https://www.gartner.com/en/supply-chain/insights/retail-supply-chain-management
3. https://www.mckinsey.com/industries/retail/our-insights/supply-chain-of-the-future-key-principles-in-building-an-omnichannel-distribution-network
4. https://www.vinculumgroup.com/what-are-the-five-components-of-retail-supply-chain-management/
5. https://www.nchannel.com/blog/retail-supply-chain-management/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	2	3	3	2	3	2	3
CO5	3	3	3	3	2	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

ELECTIVE – I RETAIL MARKETING MANAGEMENT

Learning Objectives

The course is designed to:

1. Understand fundamental concepts of marketing management and retail formats, structures, and operations.
2. Analyze consumer buying behavior and factors influencing retail purchase decisions.
3. Apply marketing mix strategies and retail mix elements to real business scenarios.
4. Evaluate merchandising, store management, supply chain, and CRM practices in retail.
5. Develop integrated marketing communication and digital retail strategies for competitive advantage.

UNIT - I

Introduction to Marketing & Retailing - Retail: Meaning, Functions, Characteristics, Evolution of Retail in India. Types of Retailers: Store-based & Non-store, Organized vs. Unorganized Retail. Retail Formats: Supermarkets, Hypermarkets, Department Stores, Specialty Stores, Franchising, E-tailing

UNIT – II

I: Consumer Behavior & Market Segmentation - Consumer Behavior: Factors influencing – Cultural, Social, Personal, Psychological factors. Consumer Decision Making Process in Retail. Market Segmentation, Targeting & Positioning (STP) in Retail. Retail Customer Profile & Buying Patterns.

UNIT – III

Retail Marketing Mix & Merchandise Management – Marketing Mix: Product: Merchandise Mix, Private Labels, Category Management; Price: Pricing Strategies, Markdowns, Psychological Pricing; Place: Store Location, Site Selection, Trading Area Analysis; Promotion: Sales Promotion, Events, POP Displays; People, Process, Physical Evidence in Retail Service Mix

UNIT - IV

Store Operations & Retail Supply Chain - Store Layout & Design: Grid, Loop, Free-flow, Visual Merchandising Principles; Store Administration: Roles of Store Manager, Staffing, Scheduling; Supply Chain Management in Retail: Vendor Selection, Logistics, Warehousing; Technology in Retail: POS, RFID, ERP, Self-Checkout, AI in Retail.

UNIT - V

Digital Retail & Integrated Marketing Communication - E-Retailing, Digital Marketing: SEO, SEM, Social Media Marketing, Influencer Marketing for Retail; IMC: Advertising, Sales Promotion, Personal Selling, PR, Direct Marketing, Emerging Trends: Quick Commerce, D2C Brands, Sustainable Retailing, Experiential Retail

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Explain the concepts of marketing, retailing, and their evolution in the Indian and global context.

CO2: Identify and segment target markets and analyze consumer behavior in retail settings.

CO3: Design marketing mix and retail mix strategies for different retail formats.

CO4: Assess store operations, visual merchandising, inventory control, and retail supply chain management.

CO5: Formulate digital marketing, e-retailing, and IMC plans using modern tools and analytics..

Text Books

1. Levy, Weitz & Pandit – *Retailing Management*, McGraw Hill
2. Philip Kotler – *Marketing Management*, Pearson
3. Swapna Pradhan – *Retailing Management: Text & Cases*, McGraw Hill
4. Gibson Vedamani – *Retail Management*, Jaico Publishing

Reference Books

1. Retail Management: A Strategic Approach, Barry Berman, Joel R. Evans, Patrali Chatterjee, Pearson Publication.
2. Integrated Marketing Communication, George E. Belch, Michael A. Belch, McGraw Hill Publication.
3. Digital Marketing, Seema Gupta, , McGraw Hill Publication.
4. The New Rules of Retail. Robin Lewis, Michael Dart, St. Martin's Press

Website Links / E-Resources

1. Retailers Association of India (RAI) – https://rai.net.in
   Reports, retail trends, policy updates, events like Retail Leadership Summit
2. India Brand Equity Foundation – Retail Sector – https://www.ibef.org/industry/retail-india
   Market size, FDI data, growth drivers for Indian retail
3. Ministry of Consumer Affairs, GoI – https://consumeraffairs.nic.in
   Consumer Protection Act, Legal Metrology, e-commerce rules

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	2	1
CO2	3	3	1	2	2	1	2	2
CO3	3	2	2	3	3	2	3	2
CO4	2	3	1	2	3	2	1	2
CO5	3	3	3	3	3	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	2	2	2	2	2.0
CO2	2	3	3	1	3	2.4
CO3	3	3	2	2	3	2.6
CO4	3	2	3	2	2	2.4
CO5	2	3	3	2	3	2.6
Average	2.4	2.6	2.6	1.8	2.6	2.4

ALLIED - III E BUSINESS

Learning Objectives

The course is designed to:

1. To familiarize students with fundamental concepts, evolution, and models of e-business in the Indian and global context.
2. To impart knowledge of digital payment systems, website essentials, and e-business security mechanisms.
3. To develop understanding of e-marketing, e-CRM, and social media strategies for business growth.
4. To explain the role of e-SCM, e-procurement, ERP, and m-commerce in modern enterprises.
5. To create awareness of cyber laws, ethical issues, and emerging technologies shaping e-business.

UNIT I

Basics of E-Business - Introduction: E-Business, E-Commerce, Digital Business – Definitions & Differences. Evolution of E-Business in India. E-Business Models – B2B, B2C, C2C, C2B, B2G, G2C. Revenue Models in E-Business.

UNIT II

Website Development & E-Payment Systems - Essentials of E-Business Website – Domain, Hosting, Design, Content, Payment Gateway. Electronic Payment Systems: Credit/Debit Cards, Net Banking, E-Wallets, UPI, AEPS, Cryptocurrency. Payment Gateways Threats: Phishing, Hacking, Identity Theft. Security Measures: Encryption, Digital Signature.

UNIT III

E-Marketing & E-CRM - E-Marketing: Traditional vs Digital Marketing. 4Ps of Digital Marketing. Tools – SEO, SEM, SMM, Email Marketing, Content Marketing, Affiliate Marketing. Google Analytics basics. E-CRM: Concept, Benefits, Strategies. E-CRM Tools – Zoho, Salesforce basics. Online Consumer Behavior & Personalization. Online Reputation Management.

UNIT IV

E-SCM, ERP - E-Supply Chain Management: Concept, Process, Benefits. E-Procurement & E-Auction. Enterprise Resource Planning: Need, Modules, Benefits. Mobile Commerce: Features, Applications, Challenges. Mobile Apps in Business – Paytm, PhonePe, Meesho.

UNIT V

Cyber Laws, Ethics & Emerging Trends - IT Act 2000 & Amendments: Digital Signature, Cyber Crimes, Penalties. Data Protection & Privacy – GDPR, DPDP Act 2023 basics. Ethical Issues: Privacy, Net Neutrality, Digital Divide. Emerging Trends: AI in E-Business, Blockchain, Social Commerce.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Explain e-business concepts, infrastructure, and various business models with examples.

CO2: Identify suitable e-payment methods and apply security measures for safe online transactions.

CO3: Develop digital marketing and e-CRM plans using modern tools and analytics.

CO4: Analyze the applications of e-SCM, ERP, and mobile commerce in business operations.

CO5: Evaluate legal, ethical, and technological challenges in e-business and suggest solutions.

Text Books

1. P.T. Joseph, S.J., E-Commerce: An Indian Perspective, PHI Learning, 6th Edition, 2022.
2. Bharat Bhaskar, Electronic Commerce: Framework, Technologies and Applications, McGraw Hill, 5th Edition, 2021.
3. Ravi Kalakota & Andrew B. Whinston, Frontiers of Electronic Commerce, Pearson Education.

Reference Books

1. Dave Chaffey, Digital Business and E-Commerce Management, Pearson, 7th Edition, 2021.
2. K.C. Laudon & C.G. Traver, E-Commerce: Business, Technology, Society, Pearson, 17th Edition.
3. Dr. C.S. Rayudu, E-Commerce & E-Business, Himalaya Publishing House.
4. Kamlesh K. Bajaj & Debjani Nag, E-Commerce: The Cutting Edge of Business, McGraw Hill.

Website Links / E-Resources

1. MeitY – Digital India Initiatives: https://www.meity.gov.in/digital-india
2. NPCI – UPI & Digital Payments: https://www.npci.org.in/what-we-do/upi/product-overview
3. Google Digital Garage – Digital Marketing: https://learndigital.withgoogle.com/digitalgarage
4. HubSpot Academy – E-Commerce & CRM: https://academy.hubspot.com/
5. NPTEL – E-Business by IIT Kharagpur: https://nptel.ac.in/courses/110105083
6. ONDC Official Portal: https://ondc.org/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	1	1	2	-
CO2	2	3	2	3	1	2	1	2
CO3	3	3	3	3	3	2	2	3
CO4	3	3	2	3	2	1	2	2
CO5	2	2	3	2	2	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	1	1	1	1.8
CO2	3	1	2	3	2	2.2
CO3	3	3	3	1	3	2.6
CO4	3	2	3	2	2	2.4
CO5	2	2	2	3	3	2.4
Average	2.4	2.8	2.2	2.2	2.0	2.4

SEC -I CAMPUS TO CORPORATE – VIVA – VOCE

Learning Objectives

The course is designed to:

1. To develop critical reading and active listening skills required for corporate communication.
2. To build confidence in self-introduction, presentation skills, and use of verbal-vocal-visual components.
3. To inculcate corporate etiquette, grooming standards, and digital communication manners for workplace readiness.
4. To enable self-analysis, goal setting, and team building skills essential for professional growth.
5. To train students for Group Discussions and Interviews through practice and mock sessions.

UNIT - I

Reading & Listening - Reading – Meaning, Importance, Types of Reading. Critical Reading – Techniques, Skimming, Scanning, Intensive & Extensive Reading. Reading Methods. Practice: Reading Newspapers – *The Hindu, Economic Times, Business Line* – editorial analysis, vocabulary building. Listening – Meaning, Process, Importance. Principles of Good Listening. Barriers to Listening.

UNIT II

Presentation Skills & Self-Introduction - Presentation – Meaning, Importance in Corporate World. Components: Verbal – content, structure, language; Vocal – tone, pitch, pace, pause; Visual – body language, eye contact, gestures, posture. Presentation Aids – PPT, Charts, Videos, Handouts. 4Ps of Effective Presentation – Plan, Prepare, Practice, Perform. Self-Introduction – Structure, Elevator Pitch, Common Mistakes.

UNIT III

Corporate Etiquette & Digital Communication - Corporate Etiquette – Meaning & Importance. Dressing & Grooming Skills for Men & Women – Formal, Business Casual, Interview Dress Code. Workplace Etiquette – Punctuality, Body Language, Cubicle Manners. Business Etiquette – Handshake, Introductions, Business Card. Email Etiquette – Subject line, CC/BCC, Tone, Signature. Telephone & Mobile Etiquette. Meeting Etiquette – Agenda, Minutes, Role of Participants. Video Conferencing Etiquette – Zoom/Teams/Google Meet.

UNIT IV

Self-Management & Team Skills - Self-Analysis through SWOT – Strength, Weakness, Opportunities, Threats. Goal Setting – Meaning, Importance. SMART Goals – Specific, Measurable, Achievable, Relevant, Time-bound. Types of Goals – Short term, medium term, long term. Career Planning using SMART framework. Team Building & Team Work – Need, Stages of Team Development. Skills Needed – Collaboration, Conflict Resolution. Role of Team Leader vs Team Member.

UNIT V

Group Discussion & Interview Skills - Group Discussion – Meaning, Importance as Selection Process. Types of GD Topics – Factual, Abstract, Case-based, Controversial. Structure of GD – Initiation, Body, Conclusion. Outcome Expected in GD – Content, Communication, Group Dynamics. Preparation for GD – Current Affairs, Structure Points. Successful GD Techniques – Do‘s & Don‘ts. Interview – Meaning, Objectives, Types – HR, Technical, Stress, Panel, Telephonic, Video. Preparation – Resume, Company Research, STAR Method. Mock Interview

COURSE OUTCOMES [Cos]

After completion of this course, students will be able to:

CO1: Demonstrate effective reading and listening techniques and comprehend corporate communication.

CO2: Deliver structured presentations and self-introductions using verbal, vocal, and visual aids.

CO3: Exhibit professional etiquette in dressing, email, telephone, meetings, and video conferencing.

CO4: Apply SWOT analysis and SMART goal setting for career planning and work effectively in teams.

CO5: Participate successfully in Group Discussions and Interviews using standard techniques.

Text Books

1. Meenakshi Raman & Sangeeta Sharma, *Technical Communication: Principles and Practice*, Oxford University Press, 4th Edition, 2022.
2. R.C. Sharma & Krishna Mohan, *Business Correspondence and Report Writing*, Tata McGraw Hill, Latest Ed.
3. Sanjay Kumar & Pushp Lata, *Communication Skills*, Oxford University Press, 2nd Edition.

Reference Books

1. M. Ashraf Rizvi, *Effective Technical Communication*, McGraw Hill Education, 2nd Ed.
2. Barun K. Mitra, *Personality Development and Soft Skills*, Oxford University Press, 2017.
3. S.P. Dhanavel, *English and Soft Skills*, Orient Blackswan, 2019.
4. Priyadarshi Patnaik, *Group Discussion and Interview Skills*, Cambridge University Press.
5. Dale Carnegie, *How to Win Friends and Influence People*, Simon & Schuster.

Website Links / E-Resources

1. NPTEL – Developing Soft Skills and Personality by IIT Kanpur: https://nptel.ac.in/courses/109104107
2. TCS iON Career Edge – Free Soft Skills Course: https://learning.tcsionhub.in/courses/career-edge/
3. BBC Learning English – Business Communication: https://www.bbc.co.uk/learningenglish/english/features/business-english
4. Toastmasters International – Public Speaking Resources: https://www.toastmasters.org/resources/public-speaking-tips
5. Harvard Business Review – Etiquette & Communication Articles: https://hbr.org/topic/communication
6. Coursera – Business English Communication Skills: https://www.coursera.org/specializations/business-english

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	3	1	1	1	3
CO2	2	2	2	3	2	2	3	3
CO3	1	1	2	3	3	3	2	2
CO4	2	3	3	2	3	3	3	3
CO5	3	3	3	3	2	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	1	2	2	-	1.8
CO2	3	2	1	2	3	2.2
CO3	3	3	1	1	3	2.2
CO4	2	2	3	1	3	2.2
CO5	3	3	2	3	2	2.6
Average	2.8	2.2	2.4	1.8	2.2	2.2

SEMESTER – IV

CORE – VI FINANACIAL MANAGEMENT

Learning Objectives

The course is designed to:

1. To acquaint students with the fundamental concepts, functions, and objectives of financial management.
2. To develop understanding of time value of money, risk-return analysis, and valuation of securities.
3. To impart knowledge of capital budgeting techniques and cost of capital for investment decisions.
4. To explain theories of capital structure, leverage analysis, and dividend policies.
5. To familiarize students with working capital management, cash, receivables, and working capital management.

UNIT - I

Introduction to Financial Management and Time value of Money - Meaning, Nature, Scope, Significance & Evolution of Financial Management. Objectives of Financial management, Profit Maximization vs Wealth Maximization. Role of Finance Manager. Time value of money- Meaning, Methods of analysis- Compounding technique, Discounting or Present value technique.

UNIT - II

Capital Budgeting & Cost of Capital - Capital Budgeting: Features, objectives, Need and Importance, Process, Factors influencing capital budgeting decisions, Investment Evaluation of Capital budgeting –Payback period, ARR, NPV, IRR and PI. Risk Analysis in Capital Budgeting

Cost of Capital: Meaning, Significance. Computation of Specific Cost – Debt, Preference, Equity, Retained Earnings & Weighted Average Cost of Capital.

UNIT - III

Capital Structure, Leverage - Capital Structure: Meaning, Optimum Capital structure, Factors determining Capital Structure Theories of Capital Structure – Net Income Approach, Net Operating Income Approach, Traditional Approach , MM Approach. Leverages: Meaning, Types of leverages, Operating, Financial, Combined Leverages.

UNIT – IV

Dividend and dividend Policy: Dividend Meaning, Types of dividends. Dividend Policy - Meaning and definition, Nature of dividend policy, Objectives of dividend policy, Factors determining Dividend Policy, Dividend Theories – Walter's Model, Gordon's Model, Modigliani-Miller Hypothesis.

UNIT - V

Working Capital Management - Working Capital: Meaning, Concepts of working capital, Types of Working Capital, Significance of Working Capital, Factors Determining Working Capital. Estimation of Working Capital. Management of Current Assets: Inventories, Accounts Receivables and Cash.

COURSE OUTCOMES [Cos]

After completion of this course, students will be able to:

CO1: Explain the scope, functions, and objectives of financial management in modern business. **CO2:** Apply time value of money concepts and calculate risk, return, and value of bonds/shares.

CO3: Evaluate investment proposals using capital budgeting methods and compute cost of capital.

CO4: Analyze the impact of leverage and recommend optimum capital structure and dividend policy.

CO5: Estimate working capital requirements and manage cash, receivables, and inventory efficiently.

Text Books

1. I.M. Pandey, Financial Management, Vikas Publishing House, 12th Edition, 2023.
2. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill, 11th Edition, 2022.
3. M.Y. Khan & P.K. Jain, Financial Management: Text, Problems and Cases, McGraw Hill, 9th Edition.

Reference Books

1. James C. Van Horne & Sanjay Dhamija, Financial Management and Policy, Pearson, 13th Edition.
2. R.P. Rustagi, Fundamentals of Financial Management, Taxmann Publications, 16th Edition, 2023.
3. Eugene F. Brigham & Michael C. Ehrhardt, Financial Management: Theory & Practice, Cengage, 16th Ed.
4. S.N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand & Sons.

Website Links / E-Resources

1. NSE India – Financial Education: https://www.nseindia.com/invest/financial-literacy
2. SEBI Investor Education: https://investor.sebi.gov.in/
3. RBI – Financial Education: https://www.rbi.org.in/financialeducation/
4. Corporate Finance Institute – FM Resources: https://corporatefinanceinstitute.com/
5. NPTEL – Financial Management by IIT Kharagpur: https://nptel.ac.in/courses/110105121
6. Money Control – Tools & Calculators: https://www.moneycontrol.com/personal-finance/tools/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	1	2	1	2	-
CO2	3	3	2	3	2	1	1	2
CO3	3	3	2	3	3	2	2	2
CO4	3	3	3	2	2	2	2	3
CO5	3	3	2	3	2	2	2	2

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	2	1	2	-	1.8
CO2	3	3	3	1	2	2.0
CO3	3	3	3	2	2	2.6
CO4	3	3	2	3	3	2.8
CO5	3	2	3	2	3	2.6
Average	3	2.6	2.4	2.0	2.0	2.36

- **This paper should be handled and valued by the faculty of Business Administration only**

CORE – VII PRODUCTION AND MATERIALS MANAGEMENT

Learning Objectives

The course is designed to:

1. To introduce concepts, evolution, and functions of production management and types of production systems.
2. To explain principles of plant layout, Six Sigma, TQM, and maintenance strategies for quality output.
3. To develop understanding of work measurement, time study, and statistical quality control techniques.
4. To impart knowledge of integrated materials management, inventory control models, and warehouse planning.
5. To familiarize students with purchase management, vendor rating, e-procurement, and Industry 4.0 trends.

Unit I

Production Management: evolution, scope, and functions. Production Systems: Characteristics and types. Production Planning and Control – Elements, Objectives, Stages, Requirements, Measurement of Effectiveness. Plant Location: factors influencing location, models for site selection. Production design & Process planning.

Unit II

Layout of manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layouts – Service Facilities. Six Sigma, Total Quality Management (TQM) and Predictive Maintenance.

Unit - III

Work Measurement: Methods Study, Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Quality Control: Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts.

Unit IV

Integrated materials management- Evolution, importance, Inventory Control- Function - Importance- Replacement of Stock - Buffer Stock Concept, JIT, Zero Inventory Concept, MRP- Basis tools – ABC – VED – FSN - HML and XYZ Analysis - Inventory Control through - EOQ – EBQ - Warehouse Planning – Warehousing and Materials Handling.

Unit V

Purchase Management; objectives and Functions - Procedure - Principles – import substitution -Vendor rating and Management. E-Procurement & Reverse Auctions. Modern Trends: Industry 4.0 & 5.0, Digital Twins in Production, Globalization of supply chains, industrial clusters, and "green" locations.

COURSE OUTCOMES (COs)

After completion of this course, students will be able to:

CO1: Describe production systems, PPC functions, and factors affecting plant location & process design.

CO2: Design suitable plant layouts and apply TQM, Six Sigma, and predictive maintenance concepts.

CO3: Compute standard time using work measurement techniques and construct control charts for SQC.

CO4: Apply inventory control tools like EOQ, ABC, VED, MRP, JIT to minimize material costs.

CO5: Evaluate vendor selection, purchase procedures, and impact of Industry 4.0 on production & SCM.

Text Books

1. K. Aswathappa & K. Shridhara Bhat, *Production and Operations Management*, Himalaya Publishing House, 4th Edition, 2022.
2. P. Gopalakrishnan & M. Sundaresan, *Materials Management: An Integrated Approach*, PHI Learning, 4th Edition, 2021.
3. S.N. Chary, *Production and Operations Management*, McGraw Hill Education, 6th Edition, 2019.

Reference Books

1. Elwood S. Buffa & Rakesh K. Sarin, *Modern Production/Operations Management*, Wiley, 8th Edition.
2. R. Panneerselvam, *Production and Operations Management*, PHI Learning, 3rd Edition, 2018.
3. J.R. Tony Arnold, Stephen N. Chapman, *Introduction to Materials Management*, Pearson, 8th Edition, 2021.
4. Martin K. Starr, *Production and Operations Management*, Cengage Learning.
5. D.D. Sharma, *Total Quality Management: Principles and Practice*, Sultan Chand & Sons.

Website Links / E-Resources

1. National Productivity Council – NPC: https://www.npcindia.gov.in/
2. APICS – Association for Supply Chain Management: https://www.ascm.org/
3. NPTEL – Production and Operations Management by IIT Roorkee: https://nptel.ac.in/courses/110107141

4. MIT OpenCourseWare – Operations Management: https://ocw.mit.edu/courses/15-760a-operations-management-spring-2004/
5. Indian Institute of Materials Management – IIMM: https://www.iimm.org/
6. Make in India – Manufacturing Sector: https://www.makeinindia.com/sector/manufacturing

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	2	1	2	2
CO2	3	3	2	2	2	3	3	2
CO3	2	3	1	3	1	2	2	3
CO4	3	3	2	3	3	2	2	2
CO5	3	2	3	3	3	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	1	1	2	2	1.8
CO2	3	1	3	2	2	2.2
CO3	2	1	3	2	1	1.8
CO4	2	3	1	3	2	2.2
CO5	2	3	1	2	2	2.0
Average	2.4	1.8	1.8	2.2	1.8	2.0

ALLIED – IV BUSINESS TAXATION

Learning Objectives

The course is designed to:

1. To provide basic knowledge of Indian taxation system, principles, and direct tax structure.
2. To impart understanding of Income Tax Act provisions relating to computation of income
3. To familiarize students with deductions, exemptions, and computation of total income & tax liability of individuals.
4. To explain the structure, levy, and compliance framework of Goods and Services Tax (GST).
5. To develop awareness of tax planning and ethical issues in taxation.

UNIT - I

Introduction to Taxation & Basic Concepts - Objectives of Taxation – Canons of Taxation – Tax System in India – Basis of charge - Residential Status - scope of income – incidence of tax - exempted income u/s. 10.

UNIT - II

Computation of Income – Heads of Income - Income from Salaries: Meaning, Allowances, Perquisites, Provident Funds, Deductions u/s 16. Income from House Property: Basis of Charge, Annual Value, Deductions u/s 24 - Profits & Gains of Business or Profession: Basis of Charge, Allowable & Disallowed Expenses.

UNIT - III

Capital Gains: Meaning, Types, Exemptions u/s 54- Income from Other Sources: Basis, Specific Incomes, Deductions. Clubbing of Income & Set-off and Carry Forward of Losses. Deductions from Gross Total Income, assessment of Individual under Old vs New Tax Regime.

UNIT - IV

Goods and Services Tax (GST) - GST: Concept, Need, Features, Benefits. Structure – CGST, SGST, IGST, UTGST. GST Council. Levy & Collection of GST, Supply – Meaning, Time, Place, Value. Input Tax Credit.

UNIT – V

Tax Planning, Administration & Compliance - Tax Planning, Tax Avoidance, Tax Evasion – Concept & Differences. Tax Planning for Individuals – Savings, Investments, Salary Restructuring. TDS – Provisions for Salary, Rent, Professional Fees. Advance Tax – Liability & Instalments

COURSE OUTCOMES (COs)

On successful completion, students will be able to:

CO1: Explain the basic concepts, canons of taxation, and residential status under Income Tax Act 1961.

CO2: Compute income under the heads Salaries, House Property, Business/Profession, Capital Gains, and Other Sources.

CO3: Apply deductions u/s 80C to 80U and compute total income & tax liability of an individual assessee.

CO4: Describe the framework of GST, levy, input tax credit, and basic GST compliance requirements.

CO5: Demonstrate tax planning measures and procedure for TDS, advance tax,

Text Books

1. Dr. Vinod K. Singhania & Dr. Kapil Singhania, *Students' Guide to Income Tax including GST*, Taxmann Publications, Latest Edition for Current A.Y.
2. Dr. H.C. Mehrotra & Dr. S.P. Goyal, *Income Tax Law & Practice with GST*, Sahitya Bhawan Publications, Latest Edition.
3. T.N. Manoharan & G.R. Hari, *Direct Taxation with GST*, Snow White Publications, Latest Edition.

Reference Books

1. Dr. Girish Ahuja & Dr. Ravi Gupta, *Simplified Approach to Income Tax & GST*, Wolters Kluwer, Latest Edition.
2. V.S. Datey, *Indirect Taxes Law and Practice including GST*, Taxmann.
3. Dr. B.B. Lal, *Income Tax & Central Sales Tax Law and Practice*, Konark Publishers.
4. ICAI – *Study Material for Foundation/Intermediate – Taxation*, ICAI Publications.

Website Links / E-Resources

1. Income Tax Department, Govt. of India: https://www.incometax.gov.in/
2. Central Board of Indirect Taxes & Customs – GST: https://www.cbic.gov.in/ & https://www.gst.gov.in/
3. Taxmann – Tax & Corporate Law Updates: https://www.taxmann.com/
4. Clear Tax – Tax Filing & GST Guides: https://cleartax.in/
5. NPTEL – Taxation for Managers by IIT Kharagpur: https://nptel.ac.in/courses/110105144
6. ICAI – Students Learning Portal: https://www.icai.org/post/students

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	1	1	2	1	2
CO2	3	3	3	2	2	2	2	2
CO3	3	3	3	3	2	2	2	3
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	2	1	2	2	1.8
CO2	3	3	1	2	2	2.2
CO3	3	2	1	3	2	2.2
CO4	2	3	3	2	2	2.4
CO5	3	2	3	3	3	2.8
Average	2.6	2.4	1.8	2.4	2.2	2.38

ELECTIVE – II RETAIL OPERATIONS, SYSTEMS AND INVENTORY

Learning Objectives
The course is designed to:

1. Introduce students to the retail business environment
2. Develop in student 's basic functional skills and knowledge in a variety of retail store scenarios
3. To provide basic knowledge on selection of store layouts
4. To understand and analyze in evaluation of retail operations
5. To Build Analytical skills in deepening inventory knowledge.

UNIT - I
Choosing a Store Location: Importance of location to a retailer – Trading Area Analysis Regional Analysis‖ – Characteristics of the trading areas.

UNIT – II
Site selection: Actual site analysis and selection – Choice of a general location – characteristics of the available site – Retail store layout – the circulation plan – space mix and effective retail space management – Floor space management.

UNIT – III
Operations Management: Operating a retail business – operations Blueprint – store maintenance, Energy management and renovations – Inventory management – store security – Insurance – Credit management – Computerization – Outsourcing – Crisis Management.

UNIT – IV
Evaluating a retail operation: Store operating parameters – Using the strategic resource model in retailing – designing a performance programme.

UNIT –V
Retail Inventory: Inventory Planning – Return on inventory investments and stock turnover – Inventory Management – Physical and perpetual inventory systems – retail method of inventory valuation.

COURSE OUTCOMES [Cos]

On successful completion, students will be able to:
CO1: To provide knowledge to students in concise and understandable format so that students could learn and apply these concepts in their career for the growth.

CO2: To develop transferrable skills among the students for managing retail operation efficiently so that they could be ready to join the retail industry.

CO3: To provide brief insight about floor operation, product display, product handling, inventory management and retail sales
CO4: The ability to perform service-related skills in providing basic customer service, problem-solving and communicating effectively

CO5 Knowing various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc.

Text Books

1. Barry Berman and Joel R Evans – Retail Management – A strategic Approach, Prentice Hall of India, Tenth edition, 2006
2. James R Ogden and Denise T Ogden – Integrated Retail Management, Biztantra, 2005.
3. Dr. Harjit Singh- Retail Management Global Perspective: Text and Cases, S.Chand Publications, 2009
4. Dr.Dipa Mitra- A Handbook of Retail Management: principles & practices, Archers & Elevators Publishing House- Archers & Elevators Publishing House, 2020.

Reference Books

1. Gibson G Vedamani – Retail Management – Functional Principles and Practice, Jaico Publishing House, Second edition. 2004.
2. Swapna Pradhan – Retailing Management: Text and Cases – Tata McGraw Hill Publishing Company Ltd., 2004.
3. Angie, Tang and Sarah Lim- Retail Operations- Pearson Publications, 2008
4. John Fernie, Suzanne Fernie, Christopher Moore- Principles of Retailing, Routledge,2015
5. Gibson G. Vedamani- Retail Management (4th Edition)- Jaico Publishing House- 2006

Website Links / E-Resources

1. https://onlinecourses.swayam2.ac.in/imb20_mg29/preview
2. https://katanamrp.com/blog/retail-inventory-management/
3. https://www.forbes.com/advisor/business/retail-inventory-management/
4. https://www.veeqo.com/inventory-management
5. https://safetyculture.com/topics/retail-inventory-management/

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	3	3	2	3	2	2	3
CO5	3	3	3	3	3	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

ELECTIVE – II CHANNEL MANAGEMENT

Learning Objectives
The course is designed to:

1. To introduce the role and importance of Channel management in business world.
2. To develop marketing skills and career at global level by understanding their channels strategy
3. To understand the channel methods of marketing and channel members and its impact in international organization
4. To apply and develop retail channels and handle the conflicts efficiently
5. To provide knowledge on global channel management for business competitiveness

UNIT – I

Marketing channels-structure, functions and relationships-meaning, need, importance and functions of marketing channels-emergence of marketing channel structure-primary and specialized participants-channel structure.

UNIT – II

Channel strategy and design-enterprise positioning-corporate strategy-customer, competitive and internal environmental analysis-channel objectives-product impact on marketing channel design-transaction cost analysis-analytical tools for evaluating alternative structures-evaluation of channel members-channel strategy-multiple channels.

UNIT – III

Channel development and marketing: Negotiations in marketing-negotiation strategy channel negotiation process-leadership-vertical marketing system-conflict-types and resolution-macro prospective of channel performance-measuring final performance-measuring customer satisfaction.

UNIT – IV

Issues in retail channel management: Channel dynamics-impact of information age information systems and channel management-channel change and management-strategic issues in international retailing-need for distribution innovation.

UNIT – V

Channel institutions-retailing-non-store retailing-wholesaling-international distribution channels-channels of distribution for services. Retail organizations- independent retailers-chain retailers-leased departments-franchises integrated and consumer co-operatives.

Course Outcomes [CO]

On successful completion of the course, students will be able to:

CO1: Understand various channel management concepts and the functions at various levels of business

CO2: Identify and understand the various types of channels and their participants and functions

CO3: Interpret how a good channel structure and coordination is needed for effective business

CO4: Understand the various types of channels strategy and how to apply in retail business decision making process

CO5: Estimate and promote efficient and optimal utilization of resources through proper channels

Text Books

1. Donald J Powerson-Strategic Marketing Channels Management, McGraw Hill, 2002
2. Meenal Dhotre - Channel Management And Retail Marketing- Himalaya Publishing House- 2010
3. Patrick Forsyth- Channel Management-Wiley Publisher- 2002.
4. Sandro Castaldo, Monica Grosso, Katia Premazzi- Retail and Channel Marketing- Edward Elgar- 2013
5. Russell W. McCalley- Marketing Channel Management- Praeger publisher-1996

Reference Books

1. Stren, El. Ansary, Cough man and Anderson-Marketing Channels, Prentice Hall of India Sixth Edition, 2003.
2. Barry Berman and Joel R Evans-Retail Management-A strategic approach, prentice Hall of India, Tenth Edition, 2006.
3. Christopher Ryan, High Performance Interactive marketing, Viva Books Ltd 2003.
4. Channel Management- Juta Legal and Academic Publications- 2017
5. Julian Dent- Distribution Channels Understanding and Managing Channels to Market-Kogan Page-2008

Website Links / E-Resources

1. https://onlinecourses.nptel.ac.in/noc20_mg13/preview
2. https://www.marketing91.com/channel-management/
3. https://www.syncoria.com/blog/channel-management/
4. https://www.zinfi.com/blog/what-is-channel-management
5. https://www.mckinsey.com/capabilities/growth-marketing-and-sales/how-we-help-clients/sales-and-channel-management

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	3	2	3	3	2	3	2
CO5	2	3	3	3	3	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)
Level of Correlation between PSO's and CO's

	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO 1	3	3	3	3	3	3.0
CO 2	3	3	3	3	3	3.0
CO 3	3	3	3	3	3	3.0
CO 4	3	3	3	3	3	3.0
CO 5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

SEC – II BUSINESS PRACTICES VIVA - VOCE

Learning Objectives

The course is designed to:

1. Prepare key commercial documents used in trade, including invoice, vouchers, challans, debit/credit notes, and share-related forms.
2. Execute banking operations like cheque handling, DD preparation, account opening, and entries in passbook, bills of exchange, and promissory notes.
3. Fill applications related to cooperative societies, various loan types including jewel loan, and understand release/repayment procedures.
4. Draft agenda and minutes for general body and board meetings, maintain bin cards/inventories, and complete LIC policy/premium forms.
5. Perform online financial transactions: ATM, Net Banking, RTGS/NEFT, UPI, bill payments, bookings, and e-commerce purchases with security awareness.

UNIT – I

Preparation of invoice, receipts, vouchers, delivery challan, entry pass, gate pass-debit and credit notes. Preparation of Application for shares and allotment - letter of shares Allotment - transfer forms

UNIT – II

Drawing, endorsing and crossing of cheques- filling up of pay in slips demand draft application and preparation of demand drafts. Making entries in the passbook and filling up of account opening forms for SB account, current account, FDR's and Demat. Drawing and endorsing of bills of exchange and promissory notes.

UNIT – II

Filling up of application forms for admission in cooperative societies. Filling up of loan application forms and deposit challan. Filling up of Jewel loan application form, Procedure for releasing of jewellery in jewel loans and repayment.

UNIT – IV

Preparation of agenda and minutes of meetings-both general body and board of directors.(students are asked to write agenda and minutes of their own and should not use printed format. Using Bin card and inventories.

Filling up of an application form for L1C policy, filling up of the premium form- filling up the challan for remittance of premium

UNIT – V

Online transactions process step to be prepared – ATM, Net Banking (RTGS & NIFT), All scan pay, Online bill payment (E.B, Gas Bill, etc.) Online bookings and cancellation (Air ticket, railway, etc.) Purchase of products in online.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Prepare and authenticate basic commercial documents and share capital documents as per business practice.

CO2: Handle banking instruments and complete documentation for SB, Current, FDR, and Demat accounts accurately.

CO3: Fill application forms for cooperative societies, loans, and jewel loans, and explain the procedural workflow.

CO4: Write agenda and minutes for company meetings, maintain inventory records using bin cards, and process insurance documentation.

CO5: Execute secure online transactions and demonstrate end-to-end process for digital payments, bookings, and purchases.

Text Books

1. Tulsian, P.C. & Tulsian, Bharat – *Business Practices & Procedures*, S. Chand & Co., Latest Edition
2. Kumar, Nirmal – *Banking Theory and Practice*, Himalaya Publishing House, 2023
3. Gupta, R.L. & Radhaswamy, M. – *Practical Approach to Secretarial Practice*, Sultan Chand & Sons

Reference Books

1. Gordon, E. & Natarajan, K. – *Banking Theory, Law and Practice*, Himalaya Publishing House
2. Varshney, P.N. – *Banking Law and Practice*, Sultan Chand & Sons
3. Institute of Company Secretaries of India – *Secretarial Practice Manual*, ICSI Publications
4. Reddy, P.N. & Appannaiah, H.R. – *Business Practices*, Himalaya Publishing House
5. RBI – *Master Circulars on Customer Service & Digital Payments*, RBI Website

Website Links / E-Resources

1. Reserve Bank of India – Digital Payments – https://www.rbi.org.in/
2. National Payments Corporation of India (NPCI) – https://www.npci.org.in/ – UPI, IMPS, RuPay info
3. IRCTC Official Portal – https://www.irctc.co.in/ – Booking demo
4. TNEB Online Payment – https://www.tnebltd.gov.in/
5. LIC India – Customer Portal – https://licindia.in/ – Proposal forms
6. Swayam – Banking & Financial Services MOOC – https://swayam.gov.in/
7. Ministry of Corporate Affairs – https://www.mca.gov.in/ – Share transfer forms

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	2	1	2	2
CO2	3	3	3	3	2	2	2	3
CO3	2	3	3	2	1	2	2	-
CO4	3	2	3	2	3	1	2	2
CO5	2	3	2	3	2	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO mapping with program specific outcomes (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	1	2	3	2.4
CO2	3	3	2	2	3	2.6
CO3	3	3	1	3	2	2.4
CO4	3	2	1	3	2	2.2
CO5	2	2	3	1	3	2.2
Average	2.8	2.6	1.8	2.2	2.6	2.216

SEMESTER – V

CORE – VIII HUMAN RESOURCE MANAGEMENT

Learning Objectives

The course is designed to:

1. Understand the fundamentals, evolution, and strategic role of HRM in a VUCA business environment.
2. Explain HR planning, job analysis, and apply methods of job evaluation, recruitment, and selection.
3. Design learning & development interventions using ADDIE model and manage performance through appraisal systems.
4. Analyze compensation structures, welfare measures, HR audit, and the role of HRIS in enhancing employee experience.
5. Evaluate contemporary HRM trends including Green HRM, Global HRM, PCMM, Human Capital Formation, and HR Analytics.

UNIT – I

HRM: Definition, Nature, scope, Importance and Functions of HRM, Roles & Responsibilities of HR Manager Managerial, specialist roles. HR Governance, Policies, and Procedures, Evolution, personnel management Vs HRM. Strategic Human Resource Management (SHRM) scope and functions - HRM in the VUCA world.

UNIT – II

HRP: concept and process of HRP - Job Evaluation – traditional Vs modern methods - Job analysis - Job description, Job specification. Recruitment, sources of recruitment, Selection Process, Various types of Interviews, Test, induction and placement.

UNIT – III

Talent Development and Performance Excellence: Learning and Development, Learning Methods, Learning Need Assessment, learning Life Cycle: The ADDIE Model, TNA. Career development, career development cycle. Performance Management – Meaning, scope, Process - Performance appraisal methods - Monitoring and review.

UNIT – IV

Employee experience – Importance - Employee Compensation structure in India context - incentives-Prerequisites, Fringe benefits - welfare and social security measures - HR Audit, Nature, Scope, Benefits and Approaches - Human Resource Information System.

UNIT – V

Recent trends in HRM: Green HRM, Virtual HRM Practices, Global HRM, People Capability Maturity Model (PCMM) - Process - human capital formation, pillars of HCF. HR Analytics, Pillars of HR analytics.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Describe the nature, scope, and strategic importance of HRM and distinguish between personnel management and SHRM.

CO2: Conduct job analysis and execute the talent acquisition process from HRP to induction and placement.

CO3: Apply learning need analysis and ADDIE model for training, and implement performance management systems**.**

CO4: Evaluate compensation, benefits, welfare practices, and use HRIS and HR Audit for organizational effectiveness.

CO5: Assess recent HRM trends and apply concepts of HR Analytics, PCMM, and Green HRM to real business scenarios

Text Books

1. Aswathappa, K., Human Resource Management: Text and Cases, Tata McGraw Hill. (Excellent for Indian context and Unit 4).
2. Dessler, Gary & Varkkey, Biju., Human Resource Management, Pearson Education. (Global standard for Units 1, 2, and 3).
3. K. Prasad, Strategic Human Resource Management, Sultan Chand & Sons. (Deep dive into SHRM and Unit 1).

Reference Books

1. Armstrong, Michael., Armstrong's Handbook of Human Resource Management Practice, Kogan Page. (Best for Unit 3: Learning & Development).

2. Curtis, Bill, et al., The People Capability Maturity Model: Guidelines for Improving the Workforce, Addison-Wesley. (Essential for Unit 5).
3. Bhattacharyya, D. K., HR Analytics: Understanding Theories and Applications, Sage Publications. (Targeted for Unit 5).

Website Links / E-Resources

1. SHRM (Society for Human Resource Management): www.shrm.org – For global trends and policy templates.
2. People Matters: www.peoplematters.in – Focuses on the Indian HR landscape and digital transformation.
3. NPTEL (Management Studies): www.nptel.ac.in – Video lectures on HRM by IIT faculty.

Mapping with program outcome

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	2	2
CO2	3	3	3	3	2	1	2	2
CO3	3	3	3	1	3	1	2	2
CO4	3	3	2	3	2	1	1	3
CO5	2	3	2	3	2	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	1	1	1	3	1.6
CO2	3	2	2	2	2	2.2
CO3	3	1	3	2	2	2.2
CO4	2	3	1	3	2	2.2
CO5	2	2	2	3	3	2.4
Average	2.4	2.2	1.8	2.2	2.4	2.12

CORE – IX OPERATIONS RESEARCH

Learning Objectives

The course is designed to:

1. Introduction to Operations Research definition and concept Essential features of LPP.
2. Formulation of Transportation problem and finding an initial basic feasible solution.
3. Expressing Assignment problem, Hungarian method- Minimization and Maximization case and Sequencing Problem.
4. Analyses Network models and constructing network- critical path, various floats.
5. Analyses Game Theory and Decision Theory

UNIT – I

Linear Programming problem -Concept and scope of OR, general mathematical model of LPP, steps of L.P model formulation, Graphical method of the solution of LPP- simple problems.

UNIT – II

Transportation problem- Basic definitions, formulation of transportation problem as LPP, finding an initial basic feasible solution- North -west corner rule, row minima method, column minima method, least cost entry method-Vogel's approximation method to find the optimal solution.

UNIT – III

Assignment problem-Hungarian method- Minimization and Maximization case, unbalanced assignment problem. Sequencing Problem-Processing n jobs on 2 machines.

UNIT – IV

Network models-PERT and CPM — difference between PERT and CPM- constructing network- critical path, various floats, three-time estimates for PERT

UNIT – V

Game Theory- Maximin- Minmax criterion, Saddle point, Dominance property, Graphical method for solving 2xn and mx2 game. Decision Theory –decision trees.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Analyze Linear Programming

CO2: Analyze Transportation problem

CO3: Analyze Assignment problem

CO4: Analyze Network models

CO5: Analyze Game Theory and Decision Theory

Text Books

1. Sharma, J.K. – *Operations Research: Theory and Applications*, Macmillan Publishers India, 7th Edition, 2022
2. Taha, Hamdy A. – *Operations Research: An Introduction*, Pearson Education, 10th Global Edition, 2022

   .
3. Gupta, P.K. & Hira, D.S. – *Operations Research*, S. Chand & Company Ltd., Revised Edition 2023
4. Vohra, N.D. – *Quantitative Techniques in Management*, McGraw Hill Education, 5th Edition

Reference Books

1. Hillier, Frederick S. & Lieberman, Gerald J. – *Introduction to Operations Research*, McGraw Hll, 11th Edition, 2021
2. Kanti Swarup, Gupta, P.K. & Man Mohan – *Operations Research*, Sultan Chand & Sons, 19th Edition
3. Winston, Wayne L. – *Operations Research: Applications and Algorithms*, Cengage Learning, 4th Edition
4. Ravindran, A., Phillips, D.T. & Solberg, J.J. – *Operations Research: Principles and Practice*, Wiley India, 2nd Edition
5. Kapoor, V.K. – *Operations Research: Problems & Solutions*, Sultan Chand & Sons

Website Links / E-Resources

1. Free Learning Portals

1. NPTEL – Operations Research by Prof. G. Srinivasan, IIT Madras
   https://nptel.ac.in/courses/110106062
2. Swayam – Quantitative Techniques for Management
   https://swayam.gov.in/
3. MIT Open Course Ware – Introduction to Operations Research
   https://ocw.mit.edu/courses/15-053-optimization-methods-in-management-science-spring-2013/

2. Software & Tools

1. Excel Solver Tutorial – Microsoft Support
   https://support.microsoft.com/en-us/office/define-and-solve-a-problem-by-using-solver-5d1a388f-079d-43ac-a7eb-f63e45925040
   LINDO Systems – LINGO Free Demo
   https://www.lindo.com/2
2. PHPSimplex Online Tool
   http://www.phpsimplex.com/en/

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	3	2	3
CO2	3	3	2	2	3	3	2	3
CO3	3	3	2	2	3	3	2	3
CO4	3	3	2	2	2	3	2	3
CO5	3	3	2	2	2	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

This paper should be handled and valued by the faculty of Business Administration only

CORE – X LEGAL ASPECTS IN BUSINESS

Learning Objectives

The course is designed to:

1. Understand essentials of a valid contract, types of contracts, and remedies for breach under Indian Contr act Act 1872 with recent amendments.
2. Apply Sale of Goods Act 1930 provisions to commercial transactions including caveat emptor, transfer of property, and rights of unpaid seller.
3. Explain incorporation, management, and winding up of companies under Companies Act 2013, including MoA, AoA, directors‘duties, and meetings.
4. Analyze consumer rights under Consumer Protection Act 2019, RTI Act 2005, and Digital Personal Data Protection Act 2023 for compliance.
5. Evaluate cyber law framework under IT Act 2000/2008, IT Rules 2021 & 2026 amendments, and legal issues in e-commerce, AI, and deepfakes.

UNIT - I

Law of contract - Contract- Essentials of contract - Void, Voidable and illegal contracts – Express and Implied, Executable and Executory, absolute and contingent. Offer; Legal Rules - lapse of offer, Acceptance; rules for acceptance. Consideration - undue influence – misrepresentation - Legality of object - unlawful and illegal agreement – void, wagering agreement. Quasi contract - discharge of contract - Breach of contract – Remedies for breach. Recent amendments in contract act.

UNIT - II

Law of Sale of Goods Act 1930: Formation of contract of sale- Agreement to sell and Hire purchase agreements - Sale and bailment - Rules of caveat emptor - Exceptions - Transfer of property – Rights and duties of buyer and seller - Goods sent on approval FOC, CIF, FOB contract of sale by non-owners - Right of lien Termination of lien Right of re-sale Right of stoppage in transit.

UNIT - III

Indian Companies Act 1956; Kinds of Companies – Features, Incorporation of Companies - Memorandum of Association and Articles of Association, Certificate of Incorporation, Prospectus. Appointment of Directors - Duties – Kinds of Meeting – Agenda - Resolutions -Winding up Company.

UNIT - IV

Consumer Protection Act 2019; Consumer right - Central Consumer Protection Authority (CCPA), Product Liability and unfair contract - Redressal Hierarchy -, Right to Information Act, 2005; RTI Request Process, Appeal Mechanism. Digital Personal Data Protection Act (DPDP).

UNIT - V

Cyber laws & Information Technology Act 2000 & 2008, The Foundation E-Commerce Focus - IT Amendment Act, 2008: The Expansion of Cyber security Focus - Recent 2026 Context: AI and Deep fakes. IT Rules, 2021 & 2026 Amendments of Digital Media.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Identify essentials of valid contract and distinguish between void, voidable, and illegal agreements to assess enforceability of business deals.
CO2: Interpret rules of Sale of Goods Act 1930 to resolve disputes between buyer-seller and apply concepts of FOB, CIF, lien, and stoppage in transit.
CO3: Describe process of company incorporation, key documents, and corporate governance requirements including directors' duties and resolution types.
CO4: Utilize provisions of Consumer Protection Act 2019, RTI Act, and DPDP Act to safeguard consumer/stakeholder rights and ensure data compliance.
CO5: Examine cyber law provisions, IT Rules 2026 amendments, and AI/Deepfake regulations to mitigate legal risks in digital business operations.

Text Books

1. Kapoor, N.D. – *Elements of Mercantile Law*, Sultan Chand & Sons, 39th Edition, 2023
2. Gulshan, S.S. & Kapoor, G.K. – *Business Law*, New Age International, 2023
3. Kuchhal, M.C. & Kuchhal, Vivek – *Business Law*, Vikas Publishing, 8th Edition
4. Taxmann – *Companies Act 2013 with Rules*, Latest Edition 2026

Reference Books

1. Avtar Singh – *Law of Contract & Specific Relief*, Eastern Book Company, 13th Edition
2. Bare Act – *Indian Contract Act 1872, Sale of Goods Act 1930, Companies Act 2013, IT Act 2000* – Universal/LexisNexis
3. Tulsian, P.C. – *Business Law*, McGraw Hill Education
4. Sharma, J.P. – *Cyber Laws*, Ane Books Pvt. Ltd.
5. Ramaswamy, B.S. – *Consumer Protection Act: Law & Practice*, LexisNexis, 2023

Website Links / E-Resources

1. Ministry of Corporate Affairs – https://www.mca.gov.in/ – Acts, Rules, Forms, SPICe+
2. India Code – Digital Repository of Laws – https://www.indiacode.nic.in/ – All Bare Acts Updated
3. Consumer Affairs Dept. – https://consumeraffairs.nic.in/ – CPA 2019, E-Daakhil Portal
4. MEITY – Cyber Laws Division – https://www.meity.gov.in/ – IT Act, IT Rules 2021 & 2026 Amendments
5. National Consumer Disputes Redressal Commission – https://ncdrc.nic.in/ – Judgments
6. RTI Online Portal – https://rtionline.gov.in/ – File RTI, Track Status
7. Indian Kanoon – https://indiankanoon.org/ – Case Laws Search Engine
8. PRS Legislative Research – https://prsindia.org/ – DPDP Act 2023 Summary, AI Bill Updates

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	3	1	2	2
CO2	3	3	2	2	3	1	2	1
CO3	3	2	3	3	2	1	3	2
CO4	3	3	2	3	3	2	3	-
CO5	3	3	2	3	3	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

ELECTIVE -III MERCHANDISING MANAGEMENT

Learning Objectives

The course is designed to:

1. To understand general concepts of merchandising
2. To learn how to receive, present and maintain merchandise.
3. To understand and apply merchandise pricing strategies.
4. To understand the process of pricing and methods of evaluating merchandise performance
5. To gain insights on visual merchandising

UNIT – I

Merchandising — meaning — concept — factors affecting merchandising function — merchandise manager functions — merchandise mix — components of merchandise management — merchandise strategies

UNIT – II

Merchandise Planning — steps involved — merchandise control — assortment planning — merchandising stages

UNIT – III

Merchandise buying — types — sources of supply — identifying and contracting - evaluating sources- branding strategies — category management

UNIT – IV

Merchandise performance — retail pricing — merchandise allocation — analysing merchandise performance — methods.

UNIT – V

Visual Merchandising — types of display — display planning — methods of display — Exterior and interior display — space management — planning lay out

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: To understand the basic concepts of merchandise management

CO2: To be able to develop a merchandise plan

CO3: To understand merchandise flow in the shop floor

CO4: To evaluate the process of pricing, price changes and planogram

CO5: To analyses the impact of visual merchandising

Text Books

1. John Donnellan - Merchandise Buying and Management- Bloomsbury Academic- 2013

2. SJames Topps, Glenn Taylor - Managing the Retail Supply Chain- Kogan Page- 2018
3. Merchandise Buying and Management- John Donnellan- Fairchild Books and Visuals- 2013
4. Retail Management- An Effective Management Strategy for Retail Store Managers- Nest fame Creations Pvt. Ltd.- 2019
5. Berman- Retail Management: A Strategic Approach- Pearson Education- 2007

Reference Books

1. Chetan Bajaj and Ranjith — Retail Management — Oxford University Press, Second Edition, 2005
2. Gillespie Hecht and Lebowitz — Retail Business Management, McGraw Hill Book Company, Third Edition, 2002
3. James Rogden, Denise T.Ogden - Integrated Retail Management, Wiley Pvt Ltd, 2005
4. Gibson G Vedamani — Retail Management — Functional Principles and Practice, Jaico Publishing House, Second Edition, 2004

Website Links / E-Resources

1. https://onlinecourses.swayam2.ac.in/imb19_mg02/preview
2. https://www.tutorialspoint.com/retail_management/merchandise_management.htm
3. https://indiafreenotes.com/merchandise-management-concept-types-of-merchandise-principles-of-merchandising/
4. https://ca.indeed.com/career-advice/career-development/merchandising-management
5. https://www.wallstreetmojo.com/merchandising/

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	.	2	3
CO2	3	3	2	2	3	3	2	3
CO3	3	2	2	2	3	2	2	3
CO4	3	2	2	2	3	3	2	3
CO5	3	3	2	2	2	3	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

ELECTIVE -III FRANCHISE OPERATIONS |MANAGEMENT

Learning Objectives
The course is designed to:

1. Determine critical success factors for managing a franchise
2. Leverage emerging trends in the franchise industry
3. Gain insight and analytical skills required to succeed in franchising
4. To prepare and study business plans for franchising
5. To understand the legal aspects in franchising

UNIT – I

Building Blocks of Franchising – What is franchising – Economic Impact –The Franchise Business Concept: When to Use Franchising -Types of franchising – A Global Perspective– Strategic Franchise Structures –The Economic Impact of Franchising – International Franchise Overview

UNIT – II

Managing Franchise Business – Threshold Business Issues – The Feasibility of Franchising- Steps involved in preparing for franchising – Advantages and Disadvantages to Franchisor & Franchisee – Elements of a Successful System – Marketing & Promotion – Trade name sharing

UNIT – III

Choosing Franchisees: What is the Right Profile? – Source of Revenue –Trends in franchising – Multiple unit franchising – Key Franchising Policies - Recruiting, Selecting, and Managing Franchisees – Understanding Chain Organizations – HR in Franchise Businesses – The Terminology of Franchising

UNIT – IV

Criteria to evaluate a franchise by a franchisor – Franchise Disclose Agreement – Benefits of Brand name – The Future of Franchising – The Franchise Business Plan & Market Process – Running a Franchise – Marketing & Managing a Franchise – Franchisee Support – Protecting & Financing a Franchise -- Franchisor Business Plan

UNIT – V

Legal and Taxation Aspects – Infrastructure/Services Provided – Profit Pie to Share – Multi-Level Franchising – Company Owned Stores -- Multi-Concept Franchises – Market Development/Encroachment – The Financial Position – Finance Sources and Assistance -- Starting the Operation – Operations Manual and Contract

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Define the concept and pros &cons of franchisee option

CO2: Identify legal formalities & process of franchisee

CO3 Develop relationship between Franchisor & franchisee, Resolve the conflict between franchisor & franchisee.

CO4: Develop Franchisee marketing plan

CO5: Analyze the way to enter into International Market entry strategies

Text Books

1. Norman, (2006). Franchising. USA: Kaplan Publishing
2. Manish V. Sidhpuria - Retail Franchising- McGraw-Hill Education (India) Pvt Limited- 2009
3. Vincent Gabriel · - Success In Franchising- 2013
4. Mark Siebert- The Franchisee Handbook- Entrepreneur Press-2019
5. Rick Grossman- Franchise Bible- Entrepreneur Press- 2017

Reference Books

1. Bisio,R. (2011). The Educated Franchisee . Bascom Hill Publishing
2. Fairbourne, J. Gibson, S.W., Micro Franchising: Creating wealth at the bottom of the
3. Pyramid. Edward Elgar Publishing
4. Michael H. Seid, Joyce Mazero- Franchise Management For Dummies- Wiley Publisher- 2017
5. Carl Reader - The Franchising Handbook: How to Choose, Start and Run a Successful Franchise (Teach Yourself) -2016

Website Links / E-Resources

1. https://onlinecourses.swayam2.ac.in/imb20_mg29/preview
2. https://dynamics.folio3.com/blog/franchise-management-software/
3. https://www.udemy.com/course/franchise-management/
4. https://na.eventscloud.com/ehome/82030/170296/
5. https://meetbrandwide.com/blog/2022/08/16/what-is-franchise-management/

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	2	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	3	2	3	3	2	3	2
CO5	3	3	3	3	3	2	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

SEC- III AI FOR MANAGERIAL DECISION MAKING - VIVA -VOCE

Learning Objectives

The course is designed to:

1. To introduce the concepts, foundations, and managerial relevance of Artificial Intelligence (AI) in organizational decision-making.
2. To familiarize students with AI technologies, tools, analytics platforms, and business applications across functional domains.
3. To develop the ability to apply AI-enabled techniques and data-driven approaches for managerial problem-solving.
4. To provide insights into emerging AI trends, intelligent systems, automation, and digital transformation in business.
5. To examine the ethical, legal, social, and managerial implications of AI adoption in organizations.

UNIT - I

Introduction to Artificial Intelligence - Concept and evolution of Artificial Intelligence – importance of AI in business and management – types of AI: narrow AI and general AI – AI versus human intelligence – components of AI systems – machine learning, deep learning, and natural language processing basics – role of AI in organizational decision-making – opportunities and challenges of AI adoption.

UNIT - II

Data-Driven Decision Making and Ai Tools - Concept of data-driven management – role of data in managerial decisions – introduction to AI tools and platforms – business analytics and predictive analytics – AI-based decision support systems – data visualization and reporting tools – AI applications in forecasting and trend analysis – basics of chatbot and virtual assistant technologies – introduction to generative AI tools in business.

UNIT - III

AI Applications In Business Functions - AI applications in marketing, finance, HR, operations, and customer service – AI in recruitment and employee performance analysis – recommendation systems and personalized marketing – fraud detection and risk management – AI in supply chain and inventory management – automation and robotic process automation (RPA) – case studies on AI implementation in organizations.

UNIT - IV

Emerging Trends in AI and Business - Cloud AI and intelligent systems – Internet of Things (IoT) and AI integration – AI in smart organizations – AI for strategic decision-making – use of AI in business communication and productivity – generative AI for content creation and reporting – AI-driven innovation and digital transformation – future trends in AI and management.

UNIT – V

Ethical, Legal, And Managerial Issues in AI - Ethical issues in AI – bias and fairness in AI systems – privacy and data security concerns – transparency and accountability in AI decisions – legal and regulatory aspects of AI – impact of AI on employment and workplace culture – responsible use of AI in organizations – AI governance and policy basics – future scope and careers in AI-enabled business management.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Define, explain, and describe the concepts, components, and managerial significance of Artificial Intelligence and data-driven decision-making.

CO2: Apply AI tools, analytics techniques, and decision-support systems to solve managerial and business-related problems.

CO3: Analyze business situations using AI-driven insights, predictive analytics, and intelligent systems for effective managerial decision-making.

CO4: Evaluate organizational AI practices and design AI-enabled strategies and innovative solutions for business transformation and strategic decision-making

CO5: Demonstrate practical competencies in AI applications through case studies, data analysis exercises, or project-based activities related to business functions.

Text Books

1. Russell, S., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th ed.). Pearson Education.
2. Marr, B. (2019). Artificial intelligence in practice: How 50 successful companies used AI and machine learning to transform business. Wiley India.
3. Kaushik, S. (2020). Artificial intelligence. Cengage Learning India.
4. Jaggia, S., Kelly, A., Lertwachara, K., Chen, H., & Ferrier, G. (2019). Business analytics: Communicating with numbers (2nd ed.). McGraw Hill Education.

Reference Books

1. Agrawal, A., Gans, J., & Goldfarb, A. (2019). Prediction machines: The simple economics of artificial intelligence. Harvard Business Review Press.
2. Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. Harvard Business Review Press.
3. Theobald, O. (2021). Machine learning for absolute beginners (3rd ed.). Independently Published.
4. Mitra, S., & Hayashi, Y. (2021). Artificial intelligence and machine learning for business. Springer.
5. Müller, V. C. (Ed.). (2020). Ethics of artificial intelligence and robotics. Oxford University Press.

Website Links / E-Resources

1. Google AI – https://ai.google/ – Research, tools, responsible AI practices
2. Microsoft Learn – AI for Business Leaders – https://learn.microsoft.com/en-us/training/paths/get-started-with-artificial-intelligence/
3. IBM – AI Academy – https://www.ibm.com/think/topics/artificial-intelligence – Case studies, watsonx
4. Elements of AI – University of Helsinki – https://www.elementsofai.com/ – Free intro course
5. NITI Aayog – National AI Portal India – https://indiaai.gov.in/ – Policies, use cases, DPDP Act 2023
6. OECD.AI Policy Observatory – https://oecd.ai/ – Global AI principles, ethics, regulations
7. Stanford HAI – Human-Centered AI – https://hai.stanford.edu/ – Research on AI impact
8. Kaggle Learn – Intro to AI & ML – https://www.kaggle.com/learn/intro-to-ai-ethics – Hands-on + ethics

9. NASSCOM – Responsible AI Hub – https://nasscom.in/knowledge-center – India AI industry reports 2026
10. OpenAI – Business Use Cases – https://openai.com/enterprise – Generative AI in enterprise

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	3	2	2	2
CO2	3	3	2	1	3	2	2	3
CO3	3	2	2	1	3	3	2	2
CO4	3	2	2	3	3	3	3	3
CO5	2	3	2	3	3	2	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	2	1	3	2	2.0
CO2	3	3	3	1	3	2.6
CO3	3	3	3	1	2	2.4
CO4	3	2	2	1	3	2.2
CO5	2	2	2	3	3	2.8
Average	2.6	2.4	2.2	2.2	2.6	2.4

- **This paper should be handled and valued by the faculty of Business Administration only**

SUMMER INTERNSHIP TRAINING *

Curricular note on Skill enhancing core paper with Internal evaluation for the award of 2 Credits

Aims: The purpose of this skill enhancing (Training) core paper is to bridge the theoretical fundamentals with that of actual practice and to inculcate a spirit of inquiry & research rigor to investigate the nuances that go into the working of industry at large. Apart from adapting as team-worker, students are expected to gather, filter the required information and report the dynamics of the chosen industry in a standardized format.

Process: Colleges may institute MoU/Collaborative initiative with firms in their locality to get the consent and to make the training more purposeful. Every student, individually or in a group not exceeding three, shall undergo a four-week [a minimum of twenty working days] training in any organization [size, type and location to be specified by the respective college] of his/her choice during the vacation between fourth and fifth semester. In case of insufficient vacation, college level adjustments can be made to facilitate the students on training.

Prior permission may be obtained from the organization in advance by the students concerned and information shall be passed onto the colleges thus enabling the training supervision by the concerned faculties authorized by the college. **Maximum of 5 students are allowed to undergo the internship training in a company**

Weekly postal or electronic reporting should be obtained to ensure coherent and comprehensive training during the training period. A final report [Institutional Training Record – ITR] containing the introduction of the industry, the profile of the company and a valid conclusion indicating the benefits of the training shall be given not exceeding 30 [A4] pages [in a spiral- bound form/pre-printed record designed for this purpose].

Reporting Proforma: The profile of the company may include the organization-chart, people involved in key-positions, year of establishment and growth pattern (for at least five years), the products dealt and market to which it caters to, sales turn-over, market share [for last three years], competitors ‘details, number of employees and their brief profile, share capital&

Share holding pattern, market capitalization (in case of listed public company), group companies, if any, awards & recognitions (if any received), litigations, if any involved and so on.

Outcome: Internal evaluation by the concerned training supervisor along with HOD shall be made during the beginning of fifth semester for award of two credits and report the same to the university.

SEMESTER – VI

CORE – XI ENTREPRENEURIAL DEVELOPMENT

Learning Objectives

The course is designed to:

1. Understand the concept of entrepreneur and entrepreneurship, traits, types, and role of entrepreneurs in economic development along with recent trends.
2. Apply techniques for generating innovative business ideas, creativity, product selection, capital budgeting, project profile preparation, and basics of patents & trademarks.
3. Develop business plans through feasibility study, market & technical analysis, cost-benefit analysis, project formulation, and assess business models & startup problems.
4. Evaluate government schemes for startups and women entrepreneurs – Startup India, MUDRA, ODOP, NEEDS, UYEGP, etc., and role of MSME, SIDO, EDI, MDI.
5. Identify causes of industrial sickness and examine preventive & remedial measures for rehabilitation of sick industries/businesses.

UNIT - I

Entrepreneur- Meaning & definition, Types of entrepreneurs, traits of Entrepreneurs, Role of Entrepreneurs in Economic Development. Entrepreneurship- Meaning & definition, Factors affecting entrepreneurship, Difference between entrepreneur and entrepreneurship. Recent development in entrepreneurship.

UNIT - II

Generating innovative ideas of business- Brainstorming, focus group, survey, customer advisory boards. Creativity and selection of Products. Capital budgeting, Project profile preparation, matching entrepreneur with the project. Introduction of Patent and Trademarks.

UNIT - III

Business Plan Development- Feasibility study and evaluation of projects -Market analysis, technical analysis, cost-benefit analysis, Project formulation, assessment of business models-Dealing with basic and initial problems of setting up of enterprises.

UNIT - IV

Awareness of various government schemes for start-up business- Start-up India, Stand-up India, Atma Nirbhar Bharat mission, make in India_ Program, ASPIRE, MUDRA, ODOP, DEAP. Role of Women Entrepreneurs in Economic development. -Schemes for Women entrepreneurs- NEEDS, UYEGP, Annapurna scheme, Dena shakti scheme, Mudra loan for women, Shree Shakti scheme, Tamil Nadu Women Entrepreneurs Empowerment Scheme (TWEES). Role of MSME, SSI, SIDO, EDI and MDI.

UNIT - V

Problems and remedies of sick industries, Causes of Industrial sickness, Preventive and remedial measures of Sick industries. Preventive and rehabilitation of business.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Distinguish between entrepreneur and entrepreneurship, explain entrepreneurial traits, and assess their contribution to economic development in India.

CO2: Generate and screen innovative business ideas using brainstorming, focus groups, and surveys, and prepare project profiles with capital budgeting basics.

CO3: Conduct feasibility studies and develop a business plan incorporating market, technical, and cost-benefit analysis to address startup challenges.

CO4: Utilize knowledge of Startup India, MUDRA, ODOP, DEAP, and women-specific schemes to formulate proposals and leverage MSME/EDI support.

CO5: Diagnose causes of industrial sickness and recommend preventive & rehabilitation strategies for sustainable enterprise management.

Text Books

1. Khanka, S.S. – *Entrepreneurial Development*, S. Chand & Co., Revised Edition, 2023
2. Gupta, C.B. & Srinivasan, N.P. – *Entrepreneurial Development*, Sultan Chand & Sons, 2022
3. Desai, Vasant – *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Latest Edition

Reference Books

1. Holt, David H. – *Entrepreneurship: New Venture Creation*, Pearson Education
2. Hisrich, Robert D., Peters, Michael P. & Shepherd, Dean A. – *Entrepreneurship*, McGraw Hill, 11th Edition
3. Charantimath, Poornima M. – *Entrepreneurship Development and Small Business Enterprises*, Pearson, 4th Edition
4. Taneja, Satish & Gupta, S.L. – *Entrepreneurship Development*, Galgotia Publishing

5. Government of India – *MSME Annual Report & Scheme Guidelines*, Ministry of MSME – Latest

Website Links / E-Resources

1. Startup India Portal – https://www.startupindia.gov.in/ – Registration, schemes, learning resources
2. MUDRA – Micro Units Development & Refinance Agency – https://www.mudra.org.in/
3. Ministry of MSME – https://msme.gov.in/ – Schemes, Udyam Registration, ASPIRE, ODOP
4. NITI Aayog – Atal Innovation Mission – https://aim.gov.in/ – Incubators, Tinkering Labs
5. NSIC – National Small Industries Corporation – https://www.nsic.co.in/ – Marketing & credit support
6. EDI India – Entrepreneurship Development Institute – https://www.ediindia.org/ – Training programs
7. SIDBI – Small Industries Development Bank – https://www.sidbi.in/ – Refinance, rehabilitation schemes
8. IP India – Patents & Trademarks – https://ipindia.gov.in/ – IPR filing for startups
9. Wadhwani Foundation – NEN – https://www.wfglobal.org/ – Free entrepreneurship courses
10. Udyamimitra – https://www.udyamimitra.in/ – Loan application portal for MSMEs

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	3	2	2	2
CO2	3	3	2	1	3	2	2	3
CO3	3	2	2	1	3	3	2	2
CO4	3	2	2	3	3	3	3	3
CO5	2	2	2	3	3	2	1	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	2	1	1	2	2	1.8
CO2	3	3	2	2	1	2.2
CO3	2	3	2	3	2	2.4
CO4	3	2	3	2	1	2.2
CO5	2	2	2	2	1	1.8
Average	2.4	2.2	2.0	2.2	1.7	2.8

CORE – XII RESEARCH METHODOLOGY

Learning Objectives

The course is designed to:

1. To familiarize the students to the basic concepts of Research and operationalize research problem
2. To provide insights on research design and scaling
3. To throw light on data collection and presentation
4. To elucidate on Hypothesis Testing and other statistical Test
5. To summarize and present research results with focus on ethics and plagiarism

UNIT – I

Introduction to Business Research – Research in business – Research process – Research need – Formulating the problem – Research design – Sampling – Pilot testing.

UNIT – II

Research Design – Exploratory, Descriptive and Causal research – Formulation of hypothesis and types – Measurement and characteristics of sound measurement tools – Scaling methods – Sampling characteristics, process and techniques.

UNIT – III

Sources and Collection of Data – Primary and secondary sources – Survey, observation and experimentation – Data collection methods and evaluation – Questionnaires and schedules.

UNIT – IV

Data Analysis and Preparation – Data entry – Data coding – Editing – Classification – Tabulation and cross tabulation – Presentation of data.

UNIT – V

Research Report Writing – Presentation of results – Written research report – Research ethics – Plagiarism.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Understand the concepts and principles of Research

CO2: Comprehend and decide the usage of design and formulate hypothesis

CO3: Analyze data collection sources and tools

CO4: Summarize and establish solutions through data analysis

CO5: Compare and justify the process of writing and organizing a research report.

Text Books

1. Kothari, C.R. & Garg, Gaurav –
   Research Methodology: Methods and Techniques, New Age International, 5th Edition, 2023
2. Cooper, Donald R., Schindler, Pamela S. & Sharma, J.K. –
   Business Research Methods, McGraw Hill, 13th Edition, 2022
3. Krishnaswamy, K.N., Sivakumar, A.I. & Mathirajan, M. –
   Management Research Methodology, Pearson Education, 2021

Reference Books

1. Zikmund, William G., Babin, Barry J., Carr, Jon C. & Griffin, Mitch –
   Business Research Methods, Cengage Learning, 10th Edition
2. Malhotra, Naresh K. & Dash, Satyabhusan –
   Marketing Research: An Applied Orientation, Pearson, 7th Edition
3. Sekaran, Uma & Bougie, Roger – *Research Methods for Business*, Wiley, 8th Edition
4. Leedy, Paul D. & Ormrod, Jeanne E. – *Practical Research: Planning and Design*, Pearson, 12th Edition
5. Anderson, David R., Sweeney, Dennis J. & Williams, Thomas A. –
   Statistics for Business and Economics, Cengage

Website Links / E-Resources

1. Swayam – NPTEL Research Methodology – https://nptel.ac.in/courses/110107113 –
   IIT Kharagpur free course
2. Shodhganga – INFLIBNET – https://shodhganga.inflibnet.ac.in/ – Repository of Indian theses
3. Google Scholar – https://scholar.google.com/ – Literature review & secondary data
4. ResearchGate – https://www.researchgate.net/ – Papers, datasets, Q&A
5. SurveyMonkey Learn – https://www.surveymonkey.com/mp/survey-guidelines/ – Questionnaire design
6. APA Style – https://apastyle.apa.org/ – Referencing & plagiarism guidelines
7. UGC – Plagiarism Policy 2023 – https://www.ugc.gov.in/ – Regulations on academic integrity
8. Qualtrics XM – Research Hub – https://www.qualtrics.com/research-core/ –
   Sampling & analysis tutorials
9. SPSS Tutorials – IBM – https://www.ibm.com/spss/tutorials – Data coding & tabulation basics
10. e-PG Pathshala – Business Research – https://epgp.inflibnet.ac.in/ – MHRD e-content

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	2	2	3	3	3
CO 2	3	3	2	2	3	3	3	3
CO 3	3	3	2	2	2	3	3	3
CO 4	3	3	2	2	2	3	3	3
CO 5	3	3	3	3	3	3	3	2

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	Average
CO 1	3	3	3	3	3	3.0
CO 2	3	3	3	3	3	3.0
CO 3	3	3	2	3	3	2.8
CO 4	3	3	3	3	3	3.0
CO 5	3	3	3	3	3	3.0
Average	3.0	3.0	2.8	3.0	3.0	2.9

CORE -XIII STRATEGIC MANAGEMENT

Learning Objectives
The course is designed to:

1. Understand meaning, nature, and process of strategic management, levels of strategy, and elements of strategic intent – vision, mission, goals, objectives, policies.
2. Analyze external and internal business environment using PESTEL, ETOP, Value Chain, SAP, OCP, SWOT, and Porter‘s Five Forces Model.
3. Evaluate strategic alternatives at corporate and business levels including Stability, Expansion, Retrenchment, Combination, Generic Strategies, Ansoff Matrix, M&A, Alliances, and portfolio models – BCG, GE, Hofer.
4. Examine strategic implementation through short-term objectives, structure, leadership, culture, McKinsey 7-S, and strategic control & evaluation.
5. Apply corporate appraisal techniques, Balanced Scorecard, big data, and integrate business ethics, CSR, and corporate sustainability in strategy.

Unit I

Strategic Management; Meaning and Nature, Overview of Strategic Management Process, Levels of Strategy in an organisation - Corporate, Business and functional, Strategic Intent; Vision, Mission, Goals, objectives, policies and procedures, rules and regulations. Importance and Limitations of Strategic Management.

UNIT - II

Strategic Environmental Analysis: Scanning Components of External Environment – Appraisal through PESTEL. Environmental Threat and Opportunity Profile (ETOP), Value chain Analysis, Strategic Advantage Profile, Organization Capability Profile, SWOT Analysis, Porter's Five Forces Model of Competition.

UNIT - III

Strategic alternatives at corporate level: Corporate Level Strategies (Stability, Expansion, Retrenchment, Combination) Business Level Strategies (Cost Leadership, Differentiation, Focus) Ansoff's Product - Market Matrix Mergers, Acquisitions, and Strategic Alliances - Strategic choice models - BCG, GE Nine Cell Matrix , Hofer‘s matrix - Strategic alternatives at business level: Generic competitive strategies

UNIT - IV

Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control. Strategic Control and Evaluation

UNIT - V

Corporate Appraisal; Process, methods and techniques used. Corporate appraisal; Quantitative, qualitative and historical - Balanced Scorecard approach – factors rating, Use of Big data for balanced score card. Business Ethics, Corporate Social Responsibility; Importance and Concept of Corporate Sustainability.

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Define strategic management and differentiate corporate, business, and functional strategies while formulating vision, mission, and objectives.

CO2: Conduct strategic environmental analysis using PESTEL, ETOP, Value Chain, and Porter‘s Five Forces to identify opportunities and threats.

CO3: Select appropriate corporate and business level strategies using Ansoff Matrix, BCG, GE Nine Cell, and Generic Competitive Strategies.

CO4: Design strategic implementation plans covering structure, leadership, culture, McKinsey 7-S, and establish strategic control mechanisms.

CO5: Perform corporate appraisal using quantitative/qualitative methods, Balanced Scorecard, and evaluate role of ethics, CSR, and sustainability in strategy.

Text Books

1. Azhar Kazmi & Adela Kazmi – *Strategic Management*, McGraw Hill Education, 5th Edition, 2023
2. Pearce, John A., Robinson, Richard B. & Mital, Amita – *Strategic Management: Formulation, Implementation and Control*, McGraw Hill, 15th Edition
3. Hitt, Michael A., Ireland, R. Duane & Hoskisson, Robert E. – *Strategic Management: Concepts and Cases*, Cengage, 13th Edition

Reference Books

1. David, Fred R. & David, Forest R. – Strategic Management: A Competitive Advantage Approach, Pearson, 18th Edition
2. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Bamford, Charles E. – Strategic Management and Business Policy, Pearson, 15th Edition
3. Thompson, Arthur A., Peteraf, Margaret A., Gamble, John E. & Strickland, A.J. – Crafting & Executing Strategy, McGraw Hill, 23rd Edition
4. Porter, Michael E. – Competitive Strategy: Techniques for Analysing Industries and Competitors, Free Press
5. Kaplan, Robert S. & Norton, David P. – The Balanced Scorecard: Translating Strategy into Action, Harvard Business Review Press

Website Links / E-Resources

1. Harvard Business Review – Strategy – https://hbr.org/topic/strategy – Case studies, articles
2. McKinsey & Company – Strategy Insights – https://www.mckinsey.com/capabilities/strategy-and-corporate-finance – 7-S, reports
3. BCG – Henderson Institute – https://www.bcg.com/ – BCG Matrix, strategy research
4. Strategic Management Society – https://www.strategicmanagement.net/ – Journals, conferences
5. MindTools – Strategy Tools – https://www.mindtools.com/ – SWOT, PESTEL, Porter templates
6. NPTEL – Strategic Management by IIT Kharagpur – https://nptel.ac.in/courses/110105145
7. CorporateRegister.com – https://www.corporateregister.com/ – CSR & sustainability reports

8. Global Reporting Initiative – https://www.globalreporting.org/ – ESG & sustainability standards
9. Kaplan & Norton BSC – https://balancedscorecard.org/ – BSC resources
10. India ESG Portal – https://esgindia.in/ – Indian CSR & sustainability data

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	2	1	1	2
CO2	3	3	2	1	2	3	2	2
CO3	3	3	2	1	2	2	3	3
CO4	3	2	2	2	3	1	2	3
CO5	2	3	2	3	2	2	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	1	1	1	2	1.8
CO2	3	2	1	2	2	2.0
CO3	2	3	2	1	2	2.0
CO4	1	2	3	2	2	2.0
CO5	2	2	2	2	3	2.2
Average	2.2	2.0	1.8	1.6	2.2	2.0

CORE -XIV BUSINESS ENVIRONMENT

Learning Objectives

The course is designed to:

1. To impart knowledge on the concept of business environment & its significance
2. To know the political environmental factors and its impact on business.
3. To know the Economic environmental factors and its impact on business
4. To throw light on importance of the types of Social Organization.
5. To create awareness of industrial-technological advancements.

UNIT – I

The concept of Business Environment: its nature and significance A brief overview of political, cultural, legal, economic, and social environments and their impact on business and strategic decisions

UNIT – II

Political Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention

UNIT – III

Economic Environment: Business Cycles (Inflation, Deflation), Macroeconomic Parameters Like GDP, Growth Rate, Population, Urbanization, National Income, and Per Capita Income, and Their Impact on Business Decisions Five-year planning; Impact on Business Decisions Five-year planning; establishment of NITI Aayog (National Institution for Transforming India); 1991 New Economic Policy; business liberalization, privatization, and globalization

UNIT – IV

Social environment; cultural heritage; social attitudes; castes and communities Joint family systems; linguistic and religious groups; types of social organization

UNIT –V

Technology environment – Industry 4.0-Meaning-Features- basic Applications and Uses- Block chain, AI, AR, Cloud, IOT, IIOT, Big Data and Analytics

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: To understand the concepts of Business Environment.

CO2: To apply knowledge in the business and strategic decisions.

CO3: To analyze the importance of business in various social groups.

CO4: To evaluate the types of economic environment and its impact on business.

CO5: To construct and assess the environment for real-time business

Text Books

1. Sankaran.S (Reprint 2016) Business Environment, Margham Publishing House, hid Revised Edition
2. Gupta C B (Reprint 2018) ,Business Environment, Sultan Chand & Sons. Eleventh Revised Edition
3. K.Ashwathappa, (Reprint 2016) Essentials of Business Environment, Himalaya Publishing House, 6th Edition, India
4. Joshi Rosy Kapoor Sangam, Business Environment, Kalyani Publishers, Ludhiana

Reference Books

1. Business Environment: A Test/Reference Book with Case Studies Ebook : Prakash , N R Mohan
2. Business Environment Ruchi Goyal Publisher: Neelkanth Publishers Pvt. Ltd.2019
3. Business Environment, Fourth Edition, By Pearson
4. Business Environment Indian And Global Perspective 3Rd Edition by AHMED, FAISAL ALAM, M. ABSAR, PHI Learning

Website Links / E-Resources

1. https://www.toppr.com/guides/commercial-knowledge/business-environment/macro-political-legal-social-environment/
2. https://www.healthknowledge.org.uk/public-health-textbook/organisation-management/5b-understanding-ofs/assessing-impact-external-influences
3. https://pestleanalysis.com/political-factors-affecting-business/
4. https://www.taxmann.com/bookstore/bookshop/bookfiles/businessandcommercialknowledgechapter2.pdf

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	2	3	3	2	2	3
CO 2	3	3	2	3	3	2	2	3
CO 3	3	3	2	3	3	2	2	3
CO 4	3	3	2	3	3	2	2	3
CO 5	3	3	2	3	3	2	2	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	Average
CO 1	3	3	3	3	3	3.0
CO 2	3	3	2	3	3	2.8
CO 3	3	3	3	3	3	3.0
CO 4	2	3	3	3	3	2.8
CO 5	3	3	3	3	3	3.0
Average	2.8	3.0	2.8	3	3.0	2.83

CORE – XV PROJECT WORK VIVA - VOCE

Students will be assigned a project in the beginning of the final year. The project work shall be submitted to the college 20 days before the end of the final year and the college has to certify the same and submit to the university 15 days prior to the commencement of the University examination.

The project shall be evaluated externally. The external examiner shall be forming the panel of examiners suggested by the board of studies from to time.

Learning Objectives

The course is designed to:

1. To Give Idea about Research Project
2. To identify the research problem
3. To review Literature
4. To give knowledge on Data Collection and Analysis
5. To Learn Project Preparation

Course Outcomes [Cos]

Upon successful completion, students will be able to:

CO1: Gain knowledge about Research Project

CO2: Increase knowledge on research problem

CO3: Improve practice in review of literature

CO4: Gain knowledge on Data Collection and Analysis

CO5: Be Proficient in Project Preparation

PROJECT DESCRIPTION

GUIDELINES

1. Project report is to bridge theory and practice.
2. The project work should be neatly presented in not less than 50 pages and not more than 120 pages
3. Paper Size should be A4
4. 1.5 spacing should be used for typing the general text. The general text shall be justified and typed in the Font style - Font: Times New Roman / Font Size: 12 for text)
5. Subheading shall be typed in the Font style (Font: Times New Roman / Font Size: 14 for headings). The report should be professional.
6. The candidate should submit periodical report of the project to the supervisor.
7. Two reviews will be conducted before the Viva Voce
8. Each candidate should submit hardcopy (3 copies) and a soft copy to the Department. After the Evaluation of the project report one hard copy will be returned to the candidate.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	20Marks
	Review I	
	Review II	
External Evaluation	Project Report – Viva Voce	80 Marks
	Total	100 Marks

Method of Assessment	
Review I	Problem Identification and Review of Literature
Review II	Rough Draft
Final	Project Report – Viva Voce

Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	3	3	3
CO2	3	3	2	2	2	3	3	3
CO3	3	3	2	2	2	3	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	2	3	3	3

Correlation: 3 = High, 2 = Moderate, 1 = Low

CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	Average
CO1	3	3	3	3	3	3.0
CO2	3	3	3	3	3	3.0
CO3	3	3	3	3	3	3.0
CO4	3	3	3	3	3	3.0
CO5	3	3	3	3	3	3.0
Average	3.0	3.0	3.0	3.0	3.0	3.0

PROJECT WORK VIVA-VOCE

Specimen–I

TITLE

A project report submitted to the Periyar University in partial fulfillment of the requirements for the award of the degree of

BACHELOR OF BUSINESS ADMINISTRATION

By

Name of the student

Reg. No………………..

Under the guidance of

Name of the guide

Department, College Name and place

Month and year of submission

Specimen – II

CERTIFICATE

This is to certify that the project entitled, ―TITLE‖, is a Bonafide work carried out by …………………Reg. No. ....under my supervision and guidance during the academic year.............. in partial fulfillment of the requirements for the award of the degree of BACHELOROF BUSINESS ADMINISTRATION and the work is an original one and has not formed basis for the award of any degree, diploma, associate ship, fellowship of any other similar title.

GUIDE SIGNATURE **HOD SIGNATURE**

Project work evaluation viva – voce examination conducted on ………….

INTERNAL EXAMINER **EXTERNAL EXAMINER**

DECLARATION

I hereby declare that this project work entitled —TITLE‖ submitted to the PERIYAR UNIVERSITY, SALEM in partial fulfillment of the requirements for the award of BACHELOR OF BUSINESS ADMINISTRATION is an original one and has not been submitted earlier either to this university or to any other institution for the award of any degree / diploma.

Date: **Candidate signature**

Place:

SKILL BASED COURSES FOR NAAN MUDHALVAN FAILED STUDENTS'

SEMESTER - II

SBEC – FUNDAMENTALS OF INSURANCE

Learning Objectives:

1. To understand the risk in insurance
2. To understand the management techniques for avoidance of risk.
3. To understand the concept of Forward and Futures Contract, Options and Swaps.
4. To understand the basics of insurance.

COURSE OUTCOMES:

1. To analyze the sources of risk in Insurance policies.
2. To apply the management techniques for avoidance of risk.
3. Use Forward Contract and Futures Contract to hedge the unsystematic Risk.
4. Gain insight knowledge on types of insurance to be needed in an hour for an individual.
5. To evaluate the factors of business risk and contractual provisions.

UNIT – I

Insurance – Meaning – Definition – Nature – Functions. The Insurance Act 1938. Insurance Regulatory and Development Authority Act 1999.

UNIT – II

Life Insurance – Meaning – Definition- Characteristics – Advantages – Types – Assignment – Nomination – Surrender Value – Loans – Claims – Double insurance.

UNIT – III

Fire insurance – functions – features – principles – kinds of fire policies.

UNIT – IV

Marine insurance – meaning – definition – types – kinds of marine losses – settlement of claim in marine insurance.

UNIT – V

Motor insurance – types – Rural insurance schemes – Health insurance in India

Text Books

1. Dr A.Moorthy —Principles and Practice of Insurance‖. Margham publications

REFERENCE BOOKS

1. Sharma R.S., Insurance: Principles and Practices (1960 Vora, Bombay)
2. Arifkhan M, Theory and Practice of Insurance (1976) Education Book House.
3. Srinivasan M.N., Principles of Insurance Law (1977) Ramanuja Publishers, Bangalore.
4. Dr. B.Varadharajan, Insurance: Vols. I and II (1979) Tamil Nadu Text Book Society IV - SBEC
5. Dr. R.Haridas, Life Insurance in India, New Century Publication, New Delhi.

SEMESTER - III
SBEC –ADVERTISING

Course Objectives:

1. Explain the role, objectives, and evolution of advertising in the marketing mix.
2. Learn the process of setting advertising objectives, budgeting, media planning, and message strategy.
3. Analyze copywriting, layout, appeals, and execution styles for different media.
4. Compare traditional, digital, and emerging media channels for reach, cost, and effectiveness.
5. Interpret ASCI code, consumer protection laws, and ethical issues in advertising.

Course Outcome:

1. Define advertising concepts and distinguish advertising from other promotion mix elements like publicity and sales promotion. To make the students to measure media effectiveness.
2. Design an advertising strategy including objective setting, budgeting, and target audience profiling.
3. Create basic advertising copy and evaluate creative appeals used across print, broadcast, and digital media.
4. Select appropriate media vehicles and prepare a simple media plan with scheduling and cost estimation.
5. Examine regulatory bodies, ethical issues, and social criticism of advertising in the Indian context.

UNIT - I

Advertising: Meaning – Importance – Objectives –Functions –Role of Advertising -Types of Advertising –Steps in developing an advertisement

Unit - II

Media – Forms of Media – Indoor Advertising – Outdoor Advertising – -Types - Internet advertising – Film Advertising – Media Planning -Developing and Implementing media strategies.

Unit - III

Advertising Layout Design of Layout –Functions. Advertising Campaign: Steps in Campaign Planning-Advertising techniques-concept – types.

UNIT - IV

Advertising Copy – Definition -Objectives – Essentials – Types – Elements of Copy Writing – Headlines - Body Copy – Illustration – Catch Phrases and Slogans –Identification Marks

UNIT - V

Advertising Agencies: Advertising Budget – types - Advertising Appeals — concept- types of appeal - Advertising Organization - Functions - Social Effects of Advertising.

Text Books

1. Advertising Management by Rajeev Batra, John G. Myers & David A. Aaker, Pearson Education
2. Advertising and Promotion: An IMC Perspective by George E. Belch & Michael A. Belch, Tata McGraw Hill
3. Foundations of Advertising Theory and Practice by Chunawalla & Sethia, Himalaya Publishing House

Reference Books

1. Advertising Management by Jethwaney & Jain, Oxford University Press
2. Ogilvy on Advertising by David Ogilvy, Vintage Books - for creative insights
3. Kotler on Marketing by Philip Kotler - Chapter on IMC and Advertising
4. The Advertising Association of India Journal - for current case studies
5. ASCI Code Book - Advertising Standards Council of India, latest edition

SEMESTER - IV
SBEC - LIFE SKILL EDUCATION

Learning Objectives

1. Enable students to identify personal strengths, values, and emotional patterns for better self-management.
2. Develop effective communication, empathy, teamwork, and relationship skills needed in business settings.
3. Cultivate critical thinking, creativity, problem-solving, and ethical decision-making abilities.
4. Teach stress management, time management, and resilience to handle academic and workplace pressures.
5. Impart leadership, adaptability, digital etiquette, and basic employability skills for BBA graduates.

Course Outcome

1. Demonstrate self-awareness through personal SWOT and set SMART goals for academic & career growth.
2. Use critical and creative thinking tools to analyze problems and propose feasible solutions.
3. Exhibit interpersonal skills including active listening, empathy, and conflict resolution in team tasks.
4. Practice emotional regulation and stress-coping techniques to maintain personal well-being.
5. Display leadership traits, time management, and professional etiquette in simulated business situations.

UNIT - I

Definition and Importance of Life Skills, Livelihood Skills, Survival Skills and Life Skills. Life Skills Education, Life Skills Approach, Life Skills Based Education.

UNIT - II

Self-awareness: Definition, types of self. Self-concept, body image, self-esteem. Techniques used for self-awareness: Johari window, SWOT analysis. Empathy, sympathy & Altruism.

UNIT - III

Interpersonal relationship: Definition, factors affecting relationship. Listening: Definition & Tips for Effective listening. Thinking: Nature, Elements of thought. Types of thinking, concept formation, reasoning. Critical thinking: Definition, nature & stages.

UNIT - IV

Goal setting. Coping with stress: Definition, stressors, source of stress. Coping skills.

UNIT – V

Coping with emotions: Definition, Characteristics and types. Coping strategies.

Text Books

1. Life Skills Education and Development by Dr. T.V. Rao, IIM Ahmedabad Case Centre Publication
2. Soft Skills for Managers by Dr. K. Alex, S. Chand Publishing
3. Jeevan Kaushal: Life Skills - UGC Curriculum Manual, 2019

Reference Books

1. Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves, Talent Smart
2. The Power of Habit by Charles Duhigg, Random House
3. Personality Development by Elizabeth B. Hurlock, McGraw Hill Education
4. Atomic Habits by James Clear, Avery – for goal setting and habit formation
5. Crucial Conversations by Patterson, Grenny, McMillan, McGraw Hill – for communication

SEMESTER - V

SBEC - MONEY AND BANKING AND GLOBAL BUSINESS

Learning Objectives

1. Explain the evolution, functions, and significance of money, and the role of central banking.
2. Describe structure of Indian banking, RBI functions, commercial banking, and emerging fintech.
3. Assess how RBI uses policy tools to control inflation, liquidity, and economic growth.
4. Understand theories of international trade, balance of payments, and forex market fundamentals.
5. Analyze WTO, IMF, World Bank, trade blocs, and risks in international business.

Course Outcome

1. Explain the nature and functions of money, monetary standards, and the process of credit creation by banks.
2. Describe the structure of Indian banking system, RBI's role, and modern banking services like digital banking & UPI.
3. Interpret monetary policy tools, money market instruments, and their impact on business and economy.
4. Apply international trade theories and analyze components of Balance of Payments and foreign exchange rates.
5. Assess the role of global institutions and evaluate opportunities & challenges in international business.

UNIT - I

Banking – Evolution – meaning and definition of banking – classification of banks – unit and branch banking functions of commercial banks – role of commercial banks in economic development – functions of central bank in economic development – functions of central bank (with reference to RBI) – credit creation and credit control.

UNIT - II

Recent Trends in Indian Banking – Types of financing – repayment methods – bank NET – Automatic Teller Machines – (ATM) – phone banking – credit cards – E-banking – reforms in banking sector.

UNIT – III

Inflation & Deflation – Inflation – types of inflation – cost push and demand-pull inflation – control of inflation – deflation – stagflation – control of deflation – phases of trade cycle.

UNIT- IV

Money market – London – New York & Indian money market – capital market – functions of capital market – difference between money and capital market – monetary policy.

UNIT-V

Exchange – Determination of exchange rate – devaluation of money – exchange control – flow of foreign capital – euro currency- GATT & WTO.

Text Books

1. Money, Banking and International Trade by M.L. Jhingan, Vrinda Publications
2. Indian Financial System by M.Y. Khan, Tata McGraw Hill
3. International Business by Charles W.L. Hill & G. Tomas M. Hult, McGraw Hill Education

Reference Books

1. Money, Banking and Public Finance by T.N. Hajela, Ane Books Pvt. Ltd.
2. The Economics of Money, Banking and Financial Markets by Frederic S. Mishkin, Pearson
3. International Economics by Dominick Salvatore, Wiley India
4. RBI Annual Report & Monetary Policy Statements - for current data
5. Indian Economy by Ramesh Singh - Chapters on banking and external sector

SEMESTER - VI
SBEC - EXPORT AND IMPORT DOCUMENTATION

Learning Objectives

1. Explain the need, scope, and institutional framework governing exports and imports in India.
2. Identify, prepare, and interpret key commercial, regulatory, and financial documents used in foreign trade.
3. Describe step-by-step export and import procedures from registration to shipment and payment realization.
4. Interpret DGFT, Customs, RBI, and GST regulations applicable to EXIM transactions.
5. Assess payment terms, INCOTERMS, export finance options, and risk management in international trade.

Course Outcome

6. Outline the export-import policy framework and registration process for starting EXIM business in India.
7. Prepare and examine core export-import documents including commercial invoice, packing list, BoL, and customs documents.
8. Execute the procedural sequence for export and import transactions under current DGFT and Customs rules.
9. Select appropriate INCOTERMS, payment methods, and export finance schemes for different trade situations.
10. Evaluate risks in international trade and suggest documentation safeguards and insurance solutions.

UNIT – I

Documentation Framework – EXIM Documentation – Instruments and methods of Financing Exports – Credit and Collections.

UNIT – II

Foreign Exchange Regulations and Formalities – Pre – Shipment; Inspection and Procedures – Role of Clearing and Forwarding Agents.

UNIT – III

Custom Clearance of Export and Import Cargo – Regulatory Documents – Bill of Lading – Export License – Bill of Exchange.

UNIT – IV

Processing of an Export Order, World Shipping, Structure, Liners and Tramps – Containerization.

UNIT – V

Import Documentation – Import Procedure, guidelines, key documents used in Importing – Import Licensing and other incentives.

Text Books

1. Export Import Management by Justin Paul & Rajiv Aserkar, Oxford University Press
2. Foreign Trade Policy and Procedures by M.I. Mahajan, Snow White Publications
3. Export Management by T.A.S. Balagopal, Himalaya Publishing House

Reference Books

1. International Trade and Export Management by Francis Cherunilam, Himalaya Publishing House
2. How to Export by Nabhi Publications - updated edition
3. Handbook of Procedures & FTP - DGFT, Government of India, latest edition
4. Customs Law Manual by R.K. Jain, Centax Publications
5. INCOTERMS 2020 by International Chamber of Commerce (ICC)

QUESTION PAPER PATTERN

QUESTION PAPER

PATTERN FOR THEORY

SUBJECTS

(Including skill based and non-major elective papers)

Time:3 Hours. Max. Marks: 75

PART – A (15 x 1 = 15 Marks)

Answer All the Questions

(Three questions from each unit)

Objective type questions

PART – B (2x 5 =10Marks)

Answer any two questions out of five questions

(One question from each unit)

PART – C (5 x 10 = 50 Marks)

Answer all the questions

(One question from each unit with internal choice)

Either or pattern