பெரியார் பல்கலைக்கழகம்

PERIYAR UNIVERSITY

State University - NAAC 'A++' Grade - NIRF Rank 94

State Public University Rank 40 - SDG Institutions Rank Band: 11-50

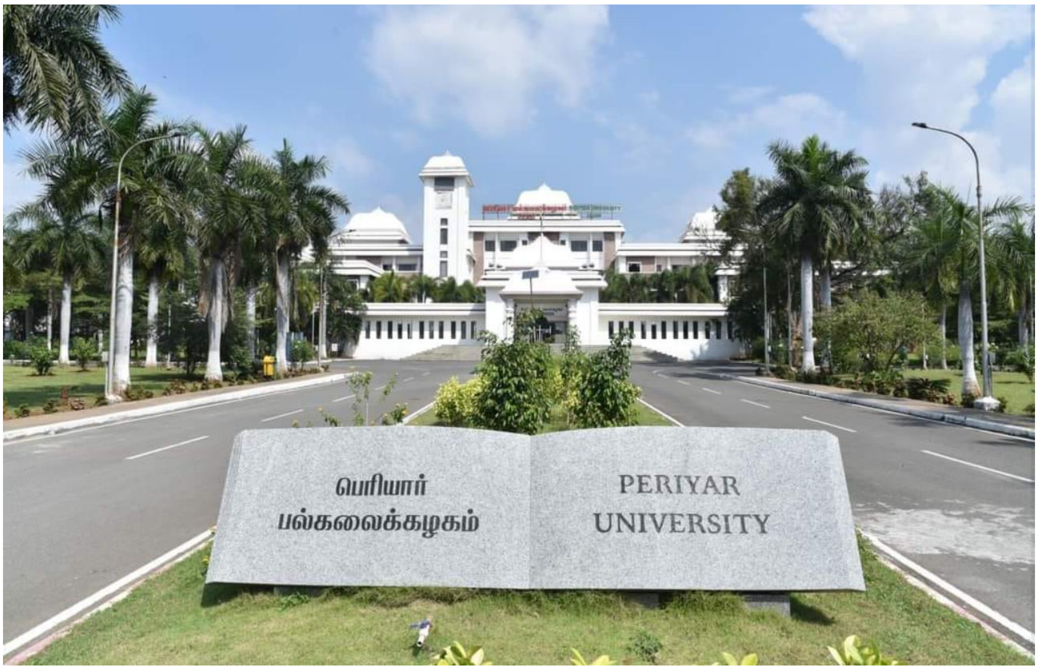
Salem - 636 011, Tamil Nadu, India.

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

[Export and Import Management]

[CHOICE BASED CREDIT SYSTEM (CBCS)]



OBE REGULATIONS AND SYLLABUS

(Effective for students admitted in 2025-2026; III & IV Semester)

PREAMBLE

Periyar University, Salem

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

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

Department of Management Studies

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

Learning Environment and Pedagogy

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

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

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

Infrastructure and Industry Interface

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

Research and Faculty Excellence

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

Placements and Career Development

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

Programme Structure

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

Eligibility for Admission

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

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

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

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

VISION

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

MISSION

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

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

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

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

PROGRAMME OUTCOMES (POs)

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

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

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

PROGRAMME SPECIFIC OUTCOMES (PSOs)

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

PSO	Programme Specific Outcome
PSO1	Demonstrate comprehensive knowledge of international trade frameworks, foreign trade policy, export-import regulations, and the institutional ecosystem governing global commerce
PSO2	Apply international financial management tools including foreign exchange risk management, trade finance instruments, export documentation, and INCO Terms to facilitate compliant cross-border trade transactions
PO3	Analyze global logistics systems, supply chain strategies, port management operations, and customs procedures to design efficient international trade logistics solutions
PSO4	Evaluate international legal frameworks, commercial contracts, dispute resolution mechanisms, and WTO/trade compliance requirements for ethical and effective management of international business operations
PSO5	Develop integrated international business strategies incorporating global HRM, cultural intelligence, export promotion schemes, and India's trade policy to enhance organizational competitiveness in global markets

PSO–PO MAPPING

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

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

GRADUATE ATTRIBUTES

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

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

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

MISSION–PEO MAPPING

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

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

PEO/M	M1	M2	M3	M4	M5
PEO5 — *Ethical standards, social responsibility & sustainability*	M	H	M	M	H

PEO–PO MAPPING

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

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

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

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

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

SEMESTER-III											
COURSE CODE	**COURSE TITLE**	**CATEGORY**	**L**	**T**	**P**	**O**	**Inst. Hours**	**Credits**	**Internal**	**External**	**Total Marks**
25UPMBA2C15	Information Systems for Business	Core	5	-	-	-	5	4	25	75	100
25UPMBA2EE1	Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA2EE2	Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA2EE3	Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA2N01	Entrepreneurship Development (Supportive Course)	NMEC(2)	3	-	-	-	3	3	25	75	100
25UPMBA2I01	Summer Internship(3)	Internship	-	-	-	-	-	2	25	75	100
25UPMBA2P01	Project Work & Viva- Voce (4)	Project Work	-	-	-	-	-	4	25	75	100
25UPMBA2S03	Soft Skills III: Office Management Software	Soft Skills	-	-	3	-	3	2	40	60	100
26UPGEN1V01	Value Added Course: Peace Education	Self-Study	1	-	-	-	1	2	25	75	100
	Total		24	-	3	-	27	29	240	660	900
	Cumulative Credits							89			
SEMESTER-IV											
25UPMBA2C16	Employability Skills	Core	6	-	-	-	6	4	25	75	100
25UPMBA2EE4	Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA2EE5	Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA2EE6	Elective3	E	5	-	-	-	5	4	25	75	100
25UP MBA2S04	Soft Skills – IV: Leadership and Team Building Skills	Soft Skills	-	-	3	-	3	2	40	60	100
	Total		21	-	3	-	24	18	140	360	500
	Cumulative Credits							107			

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

Note (1)
Swayam / MOOC Course: The department will verify the course completion and forward the documents to the university's Controller of Examinations for final processing and approval. The university will then incorporate the credits earned and marks scored through the SWAYAM course into the Second Semester Marks Statement.

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

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

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

Specialization

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

-	**Specialization and Elective Courses**
Subject Code	**Third Semester**
25UPMBA2EE1	Global Logistics and Supply Chain Management
25UPMBA2EE2	International Human Resource Management
25UPMBA2EE3	International Financial Management
	Fourth Semester
25UPMBA2EE4	International Legal framework
25UPMBA2EE5	Export promotion, procedure and documentation
25UPMBA2EE6	Port Management

INTERNAL ASSESSMENT CRITERIA

Core / Specialization Elective (Theory) / Supportive Courses:

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

Summer Internship and Project Work and Viva-voce:

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

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

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

No changes suggested in the End Semester Examination Question Paper Pattern for this batch.

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

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

Practical Courses

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

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

Third Semester

1. Information Systems for Business
2. Global Logistics and Supply Chain Management
3. International Human Resource Management
4. International Financial Management
5. Entrepreneurship Development (Supportive Course)
6. Soft Skills IV: Office Management Software

OURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA2C15	Information Systems for Business	Core	5	-	-	-	5	4	25	75	100

Course Objectives

1. To introduce students to the fundamentals of information systems, management structure and activities, information needs and sources, and system classification elements.
2. To enable students to understand transaction processing information systems including OAS, KWS, MIS, DSS, EIS, and intelligence information systems and their relevance to organizational decision making.
3. To equip students with knowledge of functional management information systems including production, marketing, accounting, financial, and human resource information systems.
4. To develop students' understanding of business application software, areas of application, development approaches, and the difference between ready-to-use and customer-oriented software.
5. To familiarize students with Enterprise Resource Planning (ERP) systems including ERP benefits, components, package selection, implementation, and functional application software tools.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the management structure and activities, information needs and sources, types of management decisions, and system classification elements — input, output, process, and feedback	K1
CO2	Explain Office Automation Systems (OAS), Knowledge Worker Systems (KWS), MIS, Decision Support Systems (DSS), Executive Information Systems (EIS), and intelligence information systems and their organizational relevance	K2
CO3	Apply functional information systems — production, marketing, accounting, financial, and human resource information systems — to support business operations	K3
CO4	Analyze business application software objectives, areas of application, development approaches, and the distinction between ready-to-use and customer-oriented software	K4
CO5	Evaluate ERP system components, selection criteria, implementation strategies, and functional application software including market	K5

	research, open access, and project management software	
CO6	Design an integrated information systems strategy for an organization by combining functional MIS, business application software, and ERP implementation to support managerial decision making	K6

Unit I: Introduction to Information Systems *(Duration: 6 Hours)*
The management, structure and activities -- Information needs and sources -- Types of management decisions and information needs. System classification: Elements of system, input, output, process and feedback.

Unit II: Transaction Processing Information System *(Duration: 12 Hours)*
Office Automation System (OAS) -- Knowledge Workers System (KWS) -- MIS -- Information system for managers -- Intelligence information system -- Decision Support System -- Executive Information Systems.

Unit III: Functional Management Information System *(Duration: 12 Hours)*
Production/Operations Information System -- Marketing Information Systems -- Accounting Information System -- Financial Information System -- Human Resource Information System.

Unit IV: Business Application Software *(Duration: 12 Hours)*
Objectives -- Importance -- Areas of Application -- Developing Business Application Software -- Difference Between Ready to Use and Customer-Oriented Software.

Unit V: Enterprise Resource Planning (ERP) System *(Duration: 8 Hours)*
Benefits of ERP -- ERP: how different from conventional packages -- Need for ERP -- ERP components -- Selection of ERP Package -- ERP implementation -- Functional Application Software -- Market Research Software -- Open Access Software -- Project Management Software -- Features and Uses of above Software.

Text Books

1. Laudon, K., Laudon, J., & Dass, R. (2010). *Management information systems: Managing the digital firm* (11th ed.). Pearson.
2. O'Brien, J. A., Marakas, G. M., & Behl, R. (2009). *Management information systems* (9th ed.). Tata McGraw-Hill Education.

Reference Books

1. Azam, M. (2012). *Management information system*. McGraw-Hill Education.
2. Murdick, R. G., Ross, J. E., & Claggett, J. R. (2011). *Information systems for modern management* (3rd ed.). PHI Learning.
3. Saunders, C. S., & Pearson, K. E. (2009). *Managing and using information systems* (3rd ed.). Wiley India Pvt. Ltd.
4. Stair, R., & Reynolds, G. (2012). *Information systems* (10th ed.). Cengage Learning.
5. Turban, E., Volonino, L., & Wood, G. R. (2015). *Information technology for management: Digital strategies for insight, action, and sustainable performance* (10th ed.). Wiley.

CO–PO Mapping

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

Course Designed by: Dr. P. Karthikeyan

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

Course Objectives

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

Course Outcomes

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

Unit I: Introduction to global logistics and supply chain management

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

logistics and marketing interface in international business.

Unit II: Global logistics planning and system design

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

Unit III: Global supply chain planning and operations

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

Unit IV: Global supply chain integration and technology

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

Unit V: Global supply chain performance and emerging issues

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

Text Books

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

Reference Books

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

CO–PO Mapping

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

Course Designed by: Dr. R. Subramaniya Bharathy

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

Course Objectives

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

Course Outcomes

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

Unit I: Foundations of International HRM

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

Unit II: Cross-Cultural Management

Concept of culture and cultural dimensions (Hofstede, Trompenaars, GLOBE); Culture and organizational behaviour; Managing cultural diversity in global organizations;

Cross-cultural communication and leadership; International teams and virtual collaboration; Managing conflicts in cross-cultural settings.

Unit III: International Staffing and Talent Management

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

Unit IV: International Performance Management and Compensation

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

Unit V: International Employee Relations, Ethics and Strategic IHRM

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

Text books:

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

Reference Books:

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

CO–PO Mapping

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

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

Course Designed by: Dr. D. Bhuvaneshwari

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

Course Objectives

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

Course Outcomes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Text books

1. Apte, P. G. (2009). *International Financial Management* (7th ed.). Tata McGraw-Hill, New Delhi. *(Units I, II, III, IV & V)*
2. Shapiro, Alan C. (1998). *Multinational Financial Management* (4th ed.). Prentice-Hall of India, New Delhi. *(Unit IV)*

Reference Books

1. Levi, Maurice D. (1996). *International Finance: The Markets and Financial Management of Multinational Business* (3rd ed.). McGraw-Hill.
2. Buckley, Adrian. (2003). *Multinational Finance* (5th ed.). Prentice-Hall.
3. Giddy, Ian. (1993). *Global Financial Markets* (5th ed.). South-Western College Publishers.

CO–PO Mapping

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

Course Designed by: Dr. G.Yoganandan

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

Course Objectives

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

Course Outcomes

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

Unit I: Introduction

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

Unit II: Entrepreneurial Motivation and EDP

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

Unit III: Project Identification and Innovation

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

Unit IV: Forms of Ownership

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

Unit V: Institutional Support and Institutional Finance to Entrepreneurs

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

Text Book

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

Reference Books

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

CO–PO Mapping

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

Course Designed By: Dr. T. Sarathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA2S03	Office Management Software	Soft Skills	-	-	3	-	3	2	40	60	100

Course Objectives

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

Course Outcomes

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

Unit I: Cloud Storage Management

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

Unit II: Business Letter Using Templates

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

Unit III: Spreadsheet for Office Management

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

Unit IV: Business Presentation and Interview Scheduling

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

Unit V: Business Research

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

Textbooks

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

Reference Books

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

CO–PO Mapping

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

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

Course Designed By: Dr. M. Suryakumar

Fourth Semester

1. Employability Skills
2. International Legal framework
3. Export promotion, procedure and documentation
4. Port Management
5. Leadership and team building skills

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA2C16	Employability Skills	Core	6	-	-	-	6	4	25	75	100

Course Objectives

1. To introduce students to the meaning, definition, and attributes of employability skills including hard skills, soft skills, vocational skills, and the distinction between employability and employment.
2. To enable students to understand embedded employability skills and dimensions of competency including task skills, task management, contingency management, and job/role environment skills.
3. To equip students with knowledge of the inter-relationships of employability skills including communication, teamwork, problem-solving, initiative, planning, self-management, learning, and technology.
4. To develop students' competence in resume writing, professional etiquettes, dress code, cleanliness, and etiquettes during the employment-seeking process.
5. To familiarize students with business presentation skills including written and oral presentations, team presentations, visual aids, electronic presentations, and effective delivery techniques.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall the meaning, definition, hard and soft skills, employability and vocational skills, and employability attributes	K1
CO2	Explain embedded employability skills, dimensions of competency including task skills, task management, contingency management, and job/role environment skills	K2
CO3	Apply inter-relationships of employability skills — communication, teamwork, problem-solving, initiative, planning, organizing, self-management, learning, and technology — in professional contexts	K3
CO4	Analyze resume writing techniques, features of good resumes, and professional etiquettes including dress code and employment-seeking behavior	K4
CO5	Evaluate written and oral presentation effectiveness, team presentation strategies, visual aids, electronic presentation tools, and delivery techniques	K5
CO6	Create comprehensive employability development plans integrating soft skills, problem-solving competencies, professional etiquette, resume preparation, and business presentation capabilities	K6

Unit I: Introduction to Employability Skills *(Duration: 6 Hours)*
Meaning -- Definition -- Hard skills and soft skills -- Employability skills and vocational skills -- Employability and employment -- Employability attributes.
Unit II: Unpacking Employability Skills *(Duration: 12 Hours)*
Embedded employability skills -- Dimensions of competency -- Task skills, Task Management skills -- Contingency Management skills -- Job/Role Environment skills.
Unit III: Inter-Relationships of Employability Skills *(Duration: 12 Hours)*
Communication -- Teamwork -- Problem-solving -- Initiative and Enterprise -- Planning and Organizing -- Self-management -- Learning -- Technology.
Unit IV: Resume Writing *(Duration: 12 Hours)*
Meaning -- Features of a good resume -- Model (Exercise). Etiquettes -- Dress, Cleanliness, Etiquettes to be followed inside the employment-seeking process.
Unit V: Business Presentation *(Duration: 8 Hours)*
Written and oral presentation -- Work -- Team presentation -- Delivering the business presentation, Visual aids -- Slides, Electronic presentation -- Hand-outs -- Delivering the presentation

Text Books

1. Lesikar, R. V., Flatley, M. E., & Rentz, K. (2005). *Basic business communication: Skills for empowering the internet generation*. Tata McGraw-Hill.
2. Ober, S. (2007). *Contemporary business communication* (5th ed.). Cengage Learning.

Reference Books

1. Chaita, M. V. (2016). *Developing graduate employability skills: Your pathway to employment*. Universal Publishers.
2. Fafinski, S., & Finch, E. (2014). *Employability skills for law students*. Oxford University Press.
3. Jethwaney, J. (2010). *Corporate communication: Principles and practice*. Oxford University Press.
4. Trought, F. (2017). *Brilliant employability skills: How to stand out from the crowd in the graduate job market*. Pearson Education Limited.
5. Williams, J. (2016). *The employability skills handbook: Developing essential skills for the modern workplace* (2nd ed.). Kogan Page.

CO–PO Mapping

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

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

Course Designed By: Dr. P. Karthikeyan

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

Course Objectives

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

Course Outcomes

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

Unit 1: Foundations of International Law

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

Unit 2: International Trade Law Framework

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

Unit 3: International Commercial Transactions and Intellectual Property Rights

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

Unit 4: Investment and Dispute Resolution

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

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

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

Textbooks

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

Reference Books

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

CO–PO Mapping

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

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

Course Designed By: Dr. D.Bhuvaneshawari

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

Course Objectives

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

Course Outcomes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Textbooks

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

Reference Books

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

CO–PO Mapping

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

Course Designed By: Dr.G.Yoganandan

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

Course Objectives

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

Course Outcomes

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

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

Unit I — Introduction to Ports and India's Port Sector *(10 Hours)*
Port — meaning, definition, functions, and significance in international trade; classification of ports — by ownership (public, private, landlord), by function (commercial, industrial, fishing, dry), by cargo type (bulk, container, multipurpose), and by geographic location; port hierarchy — gateway ports, feeder ports, transhipment hubs, and inland container depots (ICDs); global port development — historical evolution, impact of containerization revolution, and the emergence of mega-ports; major global ports — Singapore, Rotterdam, Shanghai, and Dubai — and their significance in world trade.
India's port sector — structure and significance; major ports versus non-major (minor) ports — definition, jurisdiction, and administrative differences; India's 13 major ports — JNPT (Nhava Sheva), Chennai, Vishakhapatnam, Kolkata (with Haldia), Paradip, Mundra (PPP), Kandla (Deendayal), Cochin, New Mangalore, Mormugao, Mumbai, Ennore (Kamarajar), and V.O. Chidambaranar; cargo traffic trends at Indian major ports; India's coastline, navigable waterways, and strategic location on international maritime routes; comparison of India's port performance with global benchmarks — turnaround time, berth productivity, and pre-berthing detention.
Unit II — Port Administration, Governance, and Policy *(10 Hours)*
Global port governance models — service port, tool port, landlord port, and fully privatized port; port ownership and administration models — public sector, private sector, and Public-Private Partnership (PPP); port authority — functions, powers, and organizational structure; international port regulatory bodies — International Maritime Organization (IMO), UNCTAD port management framework, and International Association of Ports and Harbours (IAPH); port policy objectives — efficiency, safety, environmental compliance, and hinterland integration; port competition — inter-port and intra-port competition dynamics.
India's port regulatory framework — Major Port Trusts Act 1963 and its replacement by the Major Ports Authority Act 2021 — key changes and implications; Port Trust structure — Board of Trustees, Chairman, and departmental heads; role of Ministry of Ports, Shipping and Waterways; Tariff Authority for Major Ports (TAMP) — functions, tariff determination, and reform; non-major ports — administered by respective State Maritime Boards; model concession agreement for PPP ports; port privatization in India — JNPT, Mundra, and Adani Ports as case illustrations; coastal regulation zone (CRZ) norms and environmental clearance for port projects.
Unit III — Port Operations and Cargo Handling *(10 Hours)*
Port operations — overview of port operational cycle; vessel arrival, berthing, and departure procedures; port approaches — pilotage, towage, and mooring operations; berths and terminals — types (general cargo, bulk, container, liquid bulk, Ro-Ro), berth allocation, and scheduling; cargo handling — general cargo, bulk cargo (dry and liquid), containerized cargo, and break-bulk cargo; cargo handling equipment — ship-

to-shore (STS) cranes, rubber-tyred gantry (RTG) cranes, reach stackers, forklifts, conveyor systems, and pipeline terminals; container operations — TEU measurement, container types, FCL and LCL handling, stuffing and destuffing; yard planning and stack management in container terminals.

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

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

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

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

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

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

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

Textbooks

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

Reference Books

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

CO–PO Mapping

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

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

Course Designed By: Dr.G.Yoganandan

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA2S04	Leadership and team building skills	Soft Skills	-	-	3	-	3	2	40	60	100

Course Objectives

1. To introduce students to leadership theories and models, attributes of effective leaders, and leadership traits relevant to organizational contexts.
2. To enable students to understand leadership styles, leadership ethics, social responsibility, and the impact of culture, diversity, and role models on leadership.
3. To develop students' leadership skills for forming, managing, and leading teams through motivation, coaching, influence tactics, and conflict resolution.
4. To familiarize students with teamwork concepts including effective team characteristics, types of teams, team development stages, and team role models.
5. To equip students with practical techniques for group development, managing meetings, overcoming resistance, and handling conflict and ego issues in teams.

Course Outcomes

CO	Course Outcome	Bloom's Level
CO1	Recall key leadership theories and models, leadership traits, and attributes of effective leaders	K1
CO2	Explain leadership styles, leadership ethics, social responsibility, and cultural differences and diversity in leadership	K2
CO3	Apply transactional and transformational leadership concepts, motivation and coaching skills, and influence tactics to team leadership situations	K3
CO4	Analyze team development using Tuckman's stages, Belbin team roles, and Ginnett's team effectiveness leadership model	K4
CO5	Evaluate team-building processes including managing meetings, coping with resistance, and addressing conflict and ego issues in teams	K5
CO6	Design a practical leadership and team-building plan integrating leadership models, communication practices, conflict resolution, and team role processes	K6

Unit I: Leadership Theories *(Duration: 6 Hours)*

Nature of leadership theories & models of leadership -- attributes of effective leaders -- traits of leadership -- interpersonal competence & leadership.

Unit II: Leadership Styles *(Duration: 12 Hours)*
Leadership qualities -- styles of leadership -- attitudes, role models & new leadership -- cultural differences and diversity in leadership -- leader behaviour leadership in different countries -- leadership ethics & social responsibility.
Unit III: Leadership Skills *(Duration: 12 Hours)*
Leadership skills -- Leadership & management -- transactional & transformational in leadership -- strength-based leadership in practice -- tasks & relationship approach in leadership -- influence tactics of leaders -- motivation and coaching skills -- establishing a constructive climate -- listening to group members -- communication and conflict resolution skills.
Unit IV: Team Work *(Duration: 12 Hours)*
Working in groups & teams -- characteristics of effective team -- types -- team development: Tuckman's team development stages -- Belbin team roles -- Ginnett -- team effectiveness leadership model.
Unit V: Exploring Team Roles & Processes *(Duration: 8 Hours)*
Mapping the stages of group development -- building and developing teams, overcoming resistance, coping and conflict and ego -- leading a team, managing meetings.

Text Book

1. Tripathy, D. K. (2014). *Team building and leadership with texts and cases*. Himalaya Publishing House.

Reference Books

1. Gonda, C. M. (2016). *Master of business etiquette: The ultimate guide to corporate etiquette and soft skills*. Embassy Books.
2. Mehra, S. K. (2012). *Business etiquette: A guide for the Indian professional*. HarperCollins.
3. Pachter, B. (2013). *The essentials of business etiquette: How to greet, eat, and tweet your way to success*. McGraw-Hill Education.
4. Bennis, W. (2009). *On becoming a leader* (Rev. ed.). Basic Books.
5. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.

CO–PO Mapping

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

Course Designed by: Dr. P. Karthikeyan