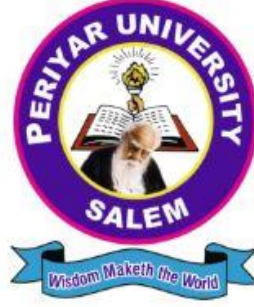


பெரியார் பல்கலைக்கழகம்

PERIYAR UNIVERSITY

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



DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

[CHOICE BASED CREDIT SYSTEM (CBCS)]



OBE REGULATIONS AND SYLLABUS

(Effective 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
P05	Entrepreneurial and Innovation Mindset: Identify opportunities, generate innovative solutions, and develop entrepreneurial ventures aligned with market needs
P06	Ethical and Social Responsibility: Apply ethical principles, corporate governance norms, and socially responsible practices in business decision making
P07	Global and Environmental Awareness: Understand global business dynamics, sustainability challenges, and the environmental impact of managerial decisions
P08	Lifelong Learning and Research Aptitude: Demonstrate intellectual curiosity, research skills, and a commitment to continuous professional development and knowledge creation

PROGRAMME SPECIFIC OUTCOMES (PSOs)

(PSOs are specific to the MBA — General Management programme and complement the POs)

PSO	Programme Specific Outcome
PS01	Demonstrate integrated understanding of general management functions — planning, organizing, leading, and controlling — and apply them effectively across diverse organizational contexts
PS02	Apply financial, marketing, human resource, and operations management principles to design and evaluate functional strategies for organizational performance improvement
P03	Utilize research methodology, quantitative techniques, and business analytics tools to support evidence-based managerial decision making
PS04	Develop and present comprehensive business plans, strategic analyses, and project reports that reflect entrepreneurial thinking and professional standards
PS05	Demonstrate awareness of legal, ethical, environmental, and global dimensions of business and integrate these perspectives into responsible management practice

PSO-PO MAPPING

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

	P01	P02	P03	P04	P05	P06	P07	P08
PSO1	H	M	M	H	M	M	L	M
PSO2	H	H	M	M	M	M	M	M
PSO3	M	H	M	M	L	M	M	H
PSO4	M	M	H	H	H	M	M	M
PSO5	M	M	M	M	M	H	H	M

GRADUATE ATTRIBUTES

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

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

GA	Graduate Attribute	Description
GA7	Global and Cross-Cultural Competence	Understand international business dynamics, 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
.	<i>Rigorous curriculum & academic excellence</i>	<i>Values, ethics, scientific temper & environment</i>	<i>Academia-industry partnership</i>	<i>Centre of excellence in education & research</i>	<i>Extension, outreach & social upliftment</i>
PEO1 — <i>Functional expertise & business knowledge</i>	H	M	M	H	L
PEO2 — <i>Analytical & decision-making competencies</i>	H	M	M	H	L
PEO3 — <i>Leadership & adaptability in global contexts</i>	H	M	H	M	M
PEO4 — <i>Entrepreneurial orientation & venture creation</i>	M	M	H	M	M

PEO/M	M1	M2	M3	M4	M5
PEO5 — <i>Ethical standards, social responsibility & sustainability</i>	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
	<i>Domain Knowledge</i>	<i>Analytical & Problem-Solving</i>	<i>Communication & Interpersonal</i>	<i>Leadership & Teamwork</i>	<i>Entrepreneurial & Innovation</i>	<i>Ethical & Social Responsibility</i>	<i>Global & Environmental Awareness</i>	<i>Lifelong Learning & Research</i>
PEO1 — <i>Functional expertise & business knowledge</i>	H	H	M	M	M	M	M	M
PEO2 — <i>Analytical & decision-making competencies</i>	H	H	M	M	M	M	M	H
PEO3 — <i>Leadership & adaptability in global contexts</i>	M	M	H	H	M	M	H	M
PEO4 — <i>Entrepreneurial orientation & venture creation</i>	M	M	M	H	H	M	M	M
PEO5 — <i>Ethical standards, social responsibility & sustainability</i>	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
	<i>Curriculum & academic excellence</i>	<i>Values, ethics & environment</i>	<i>Academia-industry partnership</i>	<i>Excellence in education & research</i>	<i>Extension & social upliftment</i>
PSO1 — <i>General management functions</i>	H	M	M	H	L
PSO2 — <i>Functional strategy & performance</i>	H	M	H	H	L
PSO3 — <i>Research, analytics & decision making</i>	H	M	M	H	M
PSO4 — <i>Business plans, strategy & entrepreneurship</i>	M	M	H	M	M
PSO5 — <i>Legal, ethical, environmental & global dimensions</i>	M	H	M	M	H

SEMESTER-III											
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1C15	Information Systems for Business	Core	5	-	-	-	5	4	25	75	100
25UPMBA1EF1	Finance Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA1EF2	Finance Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA1EF3	Finance Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA1EH1	HRM Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA1EH2	HRM Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA1EH3	HRM Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA1N01	Entrepreneurship Development (Supportive Course)	NMEC (2)	3	-	-	-	3	3	25	75	100
25UPMBA1I01	Summer Internship ⁽³⁾	Internship	-	-	-	-	-	2	25	75	100
25UPMBA1P01	Project Work & Viva- Voce ⁽⁴⁾	Project Work	-	-	-	-	-	4	25	75	100
25UPMBA1S04	Soft Skills IV: 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											
25UPMBA1C16	Employability Skills	Core	6	-	-	-	6	4	25	75	100
25UPMBA1EM1	Marketing Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA1EM2	Marketing Elective2	E	5	-	-	-	5	4	25	75	100

25UPMBA1EM3	Marketing Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA1ES1	Systems Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA1ES2	Systems Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA1ES3	Systems Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA1EE1	Entrepreneurship Elective1	E	5	-	-	-	5	4	25	75	100
25UPMBA1EE2	Entrepreneurship Elective2	E	5	-	-	-	5	4	25	75	100
25UPMBA1EE3	Entrepreneurship Elective3	E	5	-	-	-	5	4	25	75	100
25UPMBA1S05	Soft Skills – V: 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.

-	Subject Code	Specialization and Elective Courses
Finance		
1	25UPMBA1EF1	Investment Analysis
2	25UPMBA1EF2	Merchant Banking and Financial Services
3	25UPMBA1EF3	Insurance Management
Human Resources Management		
1	25UPMBA1EH1	Talent Management and Workforce Planning
2	25UPMBA1EH2	Performance Management
3	25UPMBA1EH3	Learning and Development
Marketing Management		
1	25UPMBA1EM1	Services Marketing
2	25UPMBA1EM2	Brand Management
3	25UPMBA1EM3	Retail Management
Systems Management		
1	25UPMBA1ES1	Database Management Systems and Cloud Computing
2	25UPMBA1ES2	Artificial Intelligence and Design Thinking in Business Decisions
3	25UPMBA1ES3	E-commerce and Digital Business Process
Entrepreneurship Development		
1	25UPMBA1EE1	Design Thinking
2	25UPMBA1EE2	Business Model Canvas
3	25UPMBA1EE3	Record Keeping and Documentation for Entrepreneurs

INTERNAL ASSESSMENT CRITERIA

Core / Specialization Elective (Theory) / Supportive Courses:

Criteria	Marks
Attendance / Class Participation	5 Marks
Internal Tests (CIA)	5 Marks (Best one out of two)
Assignment	5 Marks (Best one out of two)

Case Study / Seminar	5 Marks
Model Examination	5 Marks
TOTAL MARKS	25

Summer Internship and Project Work and Viva-voce:

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

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

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

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. Investment Analysis
3. Merchant Banking and Financial Services
4. Insurance Management
5. Talent Management and workforce planning
6. Performance Management
7. Learning and Development
8. Entrepreneurship Development (Supportive Course)
9. Soft Skills IV: Office Management Software

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1C15	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	K5

	strategies, and functional application software including market research, open access, and project management software	
C06	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
C01	H	L	L	M	M	M	H	M
C02	H	M	L	M	M	M	H	M
C03	H	H	M	M	H	M	H	M
C04	H	H	M	H	M	M	H	M
C05	H	M	M	M	M	H	H	M
C06	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
25UPMBA1EF1	Investment Analysis	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the concepts of investment, risk, return, investment process, financial market segments, types, and regulatory environment	K1
C02	Explain the structure and functioning of primary and secondary securities markets, stock exchanges, book building, and SEBI's regulatory role	K2
C03	Apply fundamental and technical analysis tools — economic, industry, and company analysis — to evaluate investment decisions	K3
C04	Analyze commodity markets, spot and derivatives trading, commodity exchanges, hedging strategies, and clearing and settlement processes	K4
C05	Evaluate alternate investment instruments including mutual funds, government bonds, real estate, forex, and cryptocurrency in terms of risk, return, and regulations	K5
C06	Design a comprehensive investment portfolio by integrating securities analysis, commodity market insights, and alternate investment strategies	K6

Unit I: Concepts of Investment

Concept of investment - importance - Investment vs. Speculation - Investment vs. Savings - Characteristics of investments - investment opportunities - investment

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

Unit II: Securities Market

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

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

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

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

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

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

Unit IV: Commodity Market

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

Unit V: Alternate Forms of Investment

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	M	L	L	L	M	M	M
C02	H	M	L	L	M	H	M	M
C03	H	H	L	M	H	M	M	M
C04	H	H	M	M	M	M	H	M
C05	H	H	M	M	M	M	H	H
C06	H	H	M	M	H	H	H	H
Avg	H	H	L	M	M	M	M	M

Course Designed by: Dr. P.Thirumoorthi

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

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the meaning, concepts, and functions of merchant banking including corporate counseling, portfolio management, and underwriting services	K1
C02	Explain the regulatory framework of merchant banking including SEBI regulations, registration procedures, general obligations, and code of conduct for merchant bankers	K2
C03	Apply knowledge of public issue management mechanisms, categories of securities issues, and the activities and role of the issue manager	K3
C04	Analyze the range of financial services including mergers and acquisitions advisory, stock broking, credit rating, and electronic financial services	K4
C05	Evaluate recent developments in financial services including consumer finance, hire purchase, leasing, mutual funds, bill financing, factoring, and forfaiting	K5
C06	Design integrated financial service strategies for organizations by synthesizing merchant banking functions, regulatory compliance, issue management, and emerging financial service trends	K6

Unit I: Merchant Banking Functions

Merchant banking - meaning - functions - Corporate counseling services - Project counseling services - Issue management and Underwriting services - Portfolio management services - Fixed deposit brokering services.

Unit II: Merchant Banking – Regulatory Framework

Merchant banking - regulatory framework: introduction - SEBI regulation - registration of Merchant bankers - general obligations and responsibilities - procedures for inspection - procedure for action in case of default - code of conduct for Merchant bankers - SEBI guidelines.

Unit III: Public Issue Management

Public issue management: meaning - definition - functions - mechanism - categories of securities issues - issue manager - role of issue manager - activities involved in public issue management.

Unit IV: Financial Services

An overview of Mergers and Acquisitions advisory services - Electronic Financial Services - Stock Broking Services - Credit Rating Services.

Unit V: Recent Developments in Financial Services

Recent developments in Financial services: introduction - Consumer finance - Hire purchase finance - Leasing and its types - Mutual funds and its types - Bill financing - Factoring and Forfaiting.

Text Book

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

Reference Books

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

CO-PO Mapping

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

CO	P01	P02	P03	P04	P05	P06	P07	P08
C06	H	H	M	M	H	H	H	H
Avg	H	H	L	M	M	M	M	M

Course Designed By: Dr. T. Sarathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1EF3	Insurance Management	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

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

Course Outcomes

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

C06	Design comprehensive insurance management strategies for organizations by integrating life insurance, group insurance, health insurance, and general insurance principles with risk assessment and transfer mechanisms	K6
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Unit I: Introduction to Insurance (Duration: 8 Hours)

Concept of Insurance - Basic Principles of Insurance - Economic Principles of Insurance - Legal Principles of Insurance - Financial Principles of Insurance. Concept of Risk - Kinds and Classification of Risks - Assessment - Transfer.

Unit II: Life Insurance (Duration: 10 Hours)

Types of Life Insurance - Classification - Plans of Life Insurance - Theory of Rating - Actuarial Principles - Mortality Tables - Physical and Moral Hazard - Representations - Warranties - Conditions.

Unit III: Group Insurance (Duration: 10 Hours)

Group Insurance - Nature of Group Insurance - Types of Group Insurance - Gratuity Liability Plans - Group Superannuation - Other Group Schemes - Experience Rating.

Unit IV: Health Insurance (Duration: 10 Hours)

Health Insurance - Economics of Health Care - Health Care Environment - Flexible Benefit Plans - Group Medical Expense Coverage and Benefits.

Unit V: General Insurance (Duration: 12 Hours)

Types of General Insurance - Fire, Marine, Motor, Engineering, Aviation, Agriculture - Scope - Special Classes of Insurance: Oil and Energy, Satellite Insurance and Special Contingency Covers, Industrial All Risks, Project Insurance and Advanced Loss of Profits. Computerization in the Insurance Industry - Operating and Controlling Units - Management Issues.

Text Book

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	M	L	L	L	M	M	M
C02	H	M	L	L	M	H	M	M
C03	H	H	L	M	H	M	M	M
C04	H	H	M	M	M	M	H	M
C05	H	H	M	M	M	M	H	H
C06	H	H	M	M	H	H	H	H
Avg	H	H	L	M	M	M	M	M

Course Designed by: Dr. P. Karthikeyan

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

Course Objectives

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

Course Outcomes

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

UNIT I: Foundations of talent management

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

UNIT II: Workforce planning and talent acquisition

Workforce planning concepts and objectives – forecasting demand and supply of

human resources – job analysis and competency-based role design – employer branding and talent attraction – recruitment sources and methods – selection techniques and assessment methods – onboarding and employee socialization – managing early attrition and employee integration.

UNIT III: Performance and potential management

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

UNIT IV: Talent development, engagement, and retention

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

UNIT V: Succession planning and emerging talent challenges

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

Text Books

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	L	M	M	L	M	M	M
C02	H	M	M	H	M	M	M	M
C03	H	M	M	H	M	H	M	M
C04	H	H	M	H	M	H	M	M
C05	H	H	M	H	M	H	M	H
C06	H	H	H	H	M	H	M	H
Avg	H	M	M	H	M	H	M	M

Course Designed by: Dr. R. Subramaniya Bharathy

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

Course Objectives

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

Course Outcomes

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

Unit I: Foundations of Performance Management

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

Unit II: Performance Planning and Goal Setting

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

Unit III: Performance Monitoring, Feedback, Coaching and Development

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

Unit IV: Performance Appraisal and Evaluation

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

Unit V: Performance Development, Rewards and Contemporary trends

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

Textbooks

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

Reference Books

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

CO-PO Mapping

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

C0	P01	P02	P03	P04	P05	P06	P07	P08
C03	H	M	M	H	M	H	M	M
C04	H	H	M	H	M	H	M	M
C05	H	H	M	H	M	H	M	H
C06	H	H	H	H	M	H	M	H
Avg	H	M	M	H	M	H	M	M

Course Designed by: Dr. D. Bhuvaneshwari

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

Course Objectives

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

Course Outcomes

CO No.	Course Outcome	Bloom's Level
CO1	Explain the concept and importance of Learning and Development in organizations.	K2
CO2	Understand the process of learning needs analysis and training program design.	K2
CO3	Apply suitable training and development methods in workplace contexts.	K3
CO4	Analyze contemporary practices and digital trends in Learning and Development.	K4
CO5	Evaluate the effectiveness of learning and development initiatives.	K5
CO6	Design simple learning and development interventions for organizational improvement.	K6

UNIT I: Introduction to learning and development

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

UNIT II: Learning needs analysis and program design

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

UNIT III: Training and development methods

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

UNIT IV: Digital and contemporary practices in learning

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

UNIT V: Evaluation of learning and development

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

Text Books

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

Reference Books

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

CO-PO Mapping

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

CO	P01	P02	P03	P04	P05	P06	P07	P08
C02	H	M	M	H	M	M	M	M
C03	H	M	M	H	M	H	M	M
C04	H	H	M	H	M	H	M	M
C05	H	H	M	H	M	H	M	H
C06	H	H	H	H	M	H	M	H
Avg	H	M	M	H	M	H	M	M

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1N01	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
C01	Recall the concepts of entrepreneur and entrepreneurship, characteristics of successful entrepreneurs, types, functions, and environmental factors affecting entrepreneurship	K1
C02	Explain entrepreneurial motivation, achievement motivation theory, objectives of EDPs, phases of EDP, and their evaluation in the Indian context	K2
C03	Apply the processes of project identification, selection, and screening along with innovation and creative processes to generate viable business ideas	K3
C04	Analyze various forms of business ownership, their suitability for different ventures, and growth strategies for small businesses	K4
C05	Evaluate the roles of institutional support organizations — DIC, NSIC, SIDO, SIDBI, SIPCOT, TIIC, EXIM Bank — and government incentives and subsidies available to entrepreneurs	K5
C06	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

CO	P01	P02	P03	P04	P05	P06	P07	P08
C02	H	M	M	M	H	M	M	M
C03	H	H	H	M	H	M	M	M
C04	H	H	M	M	H	H	M	M
C05	H	M	M	M	H	M	H	M
C06	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
25UPMBA1S04	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	P01	P02	P03	P04	P05	P06	P07	P08
C05	M	M	M	M	M	L	M	H
C06	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. Services Marketing
3. Brand Management
4. Retail Management
5. Database management systems and cloud computing
6. Artificial intelligence and design thinking in business decisions
7. E-commerce and digital business process
8. Design thinking
9. Business model canvas
10. Record keeping and documentation for entrepreneurs
11. Leadership and team building skills

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1C16	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
C01	H	L	L	M	H	M	M	M
C02	H	M	M	M	H	M	M	M
C03	H	H	H	M	H	M	M	M
C04	H	H	M	M	H	H	M	M
C05	H	M	M	M	H	M	H	M

CO	P01	P02	P03	P04	P05	P06	P07	P08
C06	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
25UPMBA1EM1	Services Marketing	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall basic concepts, characteristics, service sector classification, and the importance of services marketing in economic development	K1
C02	Explain the service marketing mix (7Ps), service delivery systems, service marketing triangle, and internal marketing practices	K2
C03	Apply services marketing strategies including pricing, distribution, and service recovery to different service sectors	K3
C04	Analyze service quality gaps using the SERVQUAL model, customer satisfaction issues, and service blueprinting techniques	K4
C05	Evaluate service marketing practices in banking, hospitality, healthcare, and professional services including technology-enabled services	K5
C06	Design innovative service solutions by integrating service delivery systems, quality improvement strategies, and emerging technologies in services marketing	K6

Unit I: Introduction to Services Marketing

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

Unit II: Service Product and Pricing Strategies

Service Product Decisions - Developing New Service Offerings - Pricing of Services: Objectives, Strategies and Challenges - Managing Demand and Capacity - Distribution of Services - Role of Technology in Service Delivery - Case Study on Pricing Strategies in Airline and Telecom Services.

Unit III: Service Marketing Triangle

Service Marketing Triangle - Service Delivery System - Managing Service Encounters - Service Employees and Customer Roles - Managing physical evidence - Service Recovery and Complaint Handling - Technology-Enabled Services.

Unit IV: Service Quality and Customer Satisfaction

Concept of Service Quality - Gap Model of Service Quality - Measuring Service Quality (SERVQUAL) - Customer Satisfaction and Loyalty - Service Blueprint - Managing Customer Expectations - Service Quality Improvement Strategies Case Study on Service Quality Assessment in Hospitality Sector.

Unit V: Applications of Services Marketing

Services marketing in banking and financial services - Hospitality and tourism services - Healthcare services - Professional services - Public utility and educational services - Emerging trends: e-services, self-service technologies and AI in services marketing - Case Study on Digital transformation in banking services.

Reference Textbooks

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

CO-PO Mapping

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

CO	P01	P02	P03	P04	P05	P06	P07	P08
C04	H	H	M	M	H	M	H	M
C05	M	H	H	M	H	M	H	H
C06	H	H	H	H	H	M	H	H
Avg	H	H	H	M	H	M	H	M

Course Designed By: Dr. S. Balamurugan

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1EM2	Brand Management	Elective	5	-	-	-	5	4	25	75	100

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the definition, importance, constituents of a brand, brand equity concept, brand equity models, and the strategic brand management process	K1
C02	Explain brand positioning strategies, sources of brand equity, points of parity and difference, and the role of social media and marketing programmes in brand building	K2
C03	Apply criteria for selecting brand elements, manage brand image and brand associations, and distinguish between functional, symbolic, and experiential brands	K3
C04	Analyze brand valuation methods, customer-based brand equity models, brand extension strategies, co-branding, brand licensing, and brand architecture decisions	K4
C05	Evaluate global brand management strategies including brand revitalization, rejuvenation, building brands across boundaries, and branding for industrial products, services, and retail	K5
C06	Create a comprehensive brand strategy integrating brand identity, positioning, architecture, valuation, and global brand management principles for Indian and international markets	K6

Unit I: Introduction

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

Unit II: Brand Positioning

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

Unit III: Brand Elements

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

Unit IV: Brand Valuation and Leveraging Brands

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

Unit V: Managing Brands Globally

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

Text Books

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

Reference Books

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

and strategic thinking (5th ed.). Kogan Page.

6. Keller, K. L. (2011). *Strategic brand management* (3rd ed.). Pearson.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
C01	H	L	M	L	M	M	M	M
C02	H	M	H	M	H	M	H	M
C03	H	H	H	M	H	M	H	M
C04	H	H	M	M	H	M	H	M
C05	M	H	H	M	H	M	H	H
C06	H	H	H	H	H	M	H	H
Avg	H	H	H	M	H	M	H	M

Course Designed By: Dr. T. Sarathy

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

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the definition, functions, types, and forms of retailing, retail trends in India, and socioeconomic and technological influences on retail management	K1
C02	Explain organized and unorganized retail formats, characteristics of each format, emerging trends, and the role of MNCs in organized retail formats	K2
C03	Apply retail operations concepts including store location decisions, atmospherics, store image, service quality, inventory management, merchandise management, supply chain management, and pricing	K3
C04	Analyze retail store management concepts including visual merchandise management, space management, retail inventory management, retail store brands, and e-retail trends	K4
C05	Evaluate retail marketing mix strategies including retail advertising, promotions, promotional mix communication effects, role of IT in retailing, and retail management information systems	K5

C06	Design a comprehensive retail marketing strategy integrating retail formats, store operations, merchandise management, store image building, promotional mix, and technology-enabled retail management	K6
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Unit I: Introduction to Retailing (Duration: 10 Hours)

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

Unit II: Retail Formats (Duration: 10 Hours)

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

Unit III: Retail Operations (Duration: 10 Hours)

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

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

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

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

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

Text Book

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	L	M	L	M	M	M	M
C02	H	M	H	M	H	M	H	M
C03	H	H	H	M	H	M	H	M
C04	H	H	M	M	H	M	H	M
C05	M	H	H	M	H	M	H	H
C06	H	H	H	H	H	M	H	H
Avg	H	H	H	M	H	M	H	M

Course Designed by: Dr. P. Karthikeyan

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

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the components, terminologies, data structures, and normalization steps (1NF, 2NF, 3NF) used in database management systems	K1
C02	Explain hierarchical, network, relational, and E-R data models and the guidelines for mapping conceptual data models to implementation designs	K2
C03	Apply database administration principles including authorization, encryption, concurrency control, resource locking, and database recovery procedures	K3
C04	Analyze the origins, essential characteristics, and components of cloud computing and compare cloud providers with traditional IT service providers	K4
C05	Evaluate cloud deployment models — public, private, community, and hybrid clouds — and assess their benefits, limitations, and regulatory considerations	K5
C06	Design an integrated database and cloud computing strategy for organizations by combining DBMS administration, data security, and appropriate cloud deployment models	K6

Unit I: Database Management System – Overview

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

Unit II: Data Model and Implementation

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

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

Unit III: Database Administration

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

Unit IV: Cloud Computing – Overview

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

Unit V: Cloud Insights and Deployment Models

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	M	L	L	M	M	M	M
C02	H	H	M	M	H	M	H	M
C03	M	H	M	M	H	M	H	M
C04	M	H	M	M	H	M	H	H
C05	M	H	M	M	H	M	H	H
C06	H	H	H	M	H	M	H	H
Avg	M	H	M	M	H	M	H	H

Course Designed By: Dr. P. Thirumoorthi

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

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	Recall the definitions, evolution, and core concepts of AI, machine learning, deep learning, generative AI, and their distinction from automation and digitalization	K1
C02	Explain levels of AI adoption, AI maturity models, AI factory components, AI ecosystem stakeholders, and barriers to AI adoption in business organizations	K2
C03	Apply AI tools and generative AI technologies to business domains including marketing, sales, operations, supply chain, HRM, and customer relationship management	K3
C04	Analyze design thinking concepts — empathy, ethnography, divergent and convergent thinking, prototyping, and assumption testing — in the context of business problem solving	K4
C05	Evaluate design thinking processes — Double Diamond, d.school 5-stage process — and tools including journey mapping, mind mapping, and rapid prototyping for business innovation	K5
C06	Create innovative business solutions by integrating AI strategic	K6

	deployment with design thinking processes applied to product development and organizational challenges	
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Unit I: Foundations of Artificial Intelligence in Business

Artificial Intelligence (AI), Machine Learning (ML), Deep Learning (DL) for Business Transformation - Evolution of AI in Business (From Rule-based Systems to Machine Learning & Generative AI) - Discriminative vs. Generative AI for business needs - AI as a General Purpose Technology - AI vs. Automation vs. Digitalization - AI-first Firms vs. Traditional Firms - AI-in-a-Vacuum vs. AI-for-Everything - AI in Business Value Creation (Efficiency, Personalization, Innovation, and Revenue Models)

Unit II: Strategic AI Deployment in Business

Levels of AI Adoption in Business: From Proof of Concept (PoC) to Production - AI Maturity Models - Incremental vs. Radical AI Innovations - AI as a Strategic Asset - Data as Fuel for AI and Decision-Making Paradigms - AI Factory (Components, Outputs) - AI Ecosystem (Stakeholders, Business Processes Amenable to AI, Scalability, Cost Structures, AI RoI Measurement) - Barriers to AI Adoption

Unit III: Application Areas of AI in Business Domains

AI in Marketing - AI in Sales - AI in Operations & Supply Chain Management - AI in Customer Relationship Management - AI in Human Resource Management - AI Startups - Generative AI in Business Functions - Generative AI Tools in Business Practice

Unit IV: Design Thinking Approach and Concepts

Definition of Design Thinking - Business uses of Design Thinking - Fundamental Concepts: Empathy - Ethnography - Divergent Thinking - Convergent Thinking - Visual Thinking - Assumption Testing - Prototyping - Time for Learning and Validation; Design Thinking Resources: People - Place - Materials - Organizational Fit

Unit V: Design Thinking Processes, Tools and Methods

Double Diamond Process - 5 Stage d.school Process - Design Thinking Tools and Methods - Visualization - Journey Mapping - Value Chain Analysis - Mind Mapping - Brainstorming - Concept Development - Assumption Testing - Rapid Prototyping - Customer Co-Creation - Learning Launch - Design Thinking Application: Design Thinking Applied to Product Development

Reference Books

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

4. Russell, S., & Norvig, P. (2020). *Artificial intelligence: A modern approach* (4th ed.). Pearson Education.
5. Siegel, E. (2016). *Predictive analytics: The power to predict who will click, buy, lie, or die* (revised ed.). Wiley.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
C01	H	M	L	L	M	M	M	M
C02	H	H	M	M	H	M	H	M
C03	M	H	M	M	H	M	H	M
C04	M	H	M	M	H	M	H	H
C05	M	H	M	M	H	M	H	H
C06	H	H	H	M	H	M	H	H
Avg	M	H	M	M	H	M	H	H

Course Designed By: Dr. P. Thirumoorthi

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

Course Objectives

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

Course Outcomes

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

Unit I: E-Commerce and Information Technology

Overview of developments in Information Technology - Digitalization and Business

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

Unit II: Types and Models of E-Commerce

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

Unit III: Consumer E-Commerce and Digital Transformation

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

Unit IV: Electronic Data Interchange and Digital Payment System

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

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

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

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

Reference Books

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

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

CO-PO Mapping

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

Course Designed By: Dr. P. Thirumoorthi

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

Course Objectives

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

Course Outcomes

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

UNIT I: Introduction to business models

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

UNIT II: Customer segments and value proposition

Customer segments and identification of target customers – types of customer segments – understanding customer needs and expectations – value proposition: concept and importance – designing value for customers – factors influencing value

proposition such as quality, price, convenience, and innovation – examples from successful organizations.

UNIT III: Channels and customer relationships

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

UNIT IV: Revenue streams and key resources

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

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

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

Text Books

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
CO1	H	M	M	M	H	M	M	M
CO2	H	H	M	M	H	M	M	M
CO3	M	H	H	M	H	M	M	M

CO	P01	P02	P03	P04	P05	P06	P07	P08
C04	H	H	M	M	H	H	M	M
C05	H	H	M	M	H	H	M	H
C06	H	H	H	H	H	H	M	H
Avg	H	H	M	M	H	M	M	M

Course Designed by: Dr. R. Subramaniya Bharathy

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

Course Objectives

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

Course Outcomes

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

UNIT I: Introduction to design thinking

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

UNIT II: Empathy and problem identification

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

UNIT III: Ideation and creative problem solving

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

UNIT IV: Prototyping and testing

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

UNIT V: Implementation and innovation management

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

Text Books

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

Reference Books

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

CO-PO Mapping

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

CO	P01	P02	P03	P04	P05	P06	P07	P08
Avg	H	H	M	M	H	M	M	M

Course Designed by: Dr. R. Subramaniya Bharathy

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

Course Objectives

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

Course Outcomes

CO	Course Outcome	Bloom's Level
C01	To introduce the importance of systematic record keeping in entrepreneurial ventures	K2
C02	To familiarize students with financial and operational records used in small businesses	K2
C03	To develop understanding of legal and statutory documentation requirements	K3
C04	To enable students to maintain business records using manual and digital tools	K4
C05	To help entrepreneurs use records for decision-making, compliance, and business growth	K5
C06	To introduce the importance of systematic record keeping in entrepreneurial ventures	K6

UNIT I: Record keeping and information systems in entrepreneurship

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

UNIT II: Financial records and basic accounting systems

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

UNIT III: Legal and statutory documentation for entrepreneurs

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

UNIT IV: Digital record keeping and business information management

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

UNIT V: Strategic use of records for business control and growth

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

Text Books

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

Reference Books

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

CO-PO Mapping

CO	P01	P02	P03	P04	P05	P06	P07	P08
C01	H	M	M	M	H	M	M	M
C02	H	H	M	M	H	M	M	M
C03	M	H	H	M	H	M	M	M
C04	H	H	M	M	H	H	M	M
C05	H	H	M	M	H	H	M	H
C06	H	H	H	H	H	H	M	H
Avg	H	H	M	M	H	M	M	M

Course Designed by: Dr. R. Subramaniya Bharathy

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
25UPMBA1S05	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
C01	Recall key leadership theories and models, leadership traits, and attributes of effective leaders	K1
C02	Explain leadership styles, leadership ethics, social responsibility, and cultural differences and diversity in leadership	K2
C03	Apply transactional and transformational leadership concepts, motivation and coaching skills, and influence tactics to team leadership situations	K3
C04	Analyze team development using Tuckman's stages, Belbin team roles, and Ginnett's team effectiveness leadership model	K4
C05	Evaluate team-building processes including managing meetings, coping with resistance, and addressing conflict and ego issues in teams	K5
C06	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

C0	P01	P02	P03	P04	P05	P06	P07	P08
C04	M	M	H	H	M	H	M	M
C05	M	M	H	H	M	M	M	M
C06	M	M	H	H	M	H	M	H
Avg	M	M	H	H	M	H	M	M

Course Designed by: Dr. P. Karthikeyan