



**BHARATHIAR SCHOOL OF MANAGEMENT AND
ENTREPRENEUR DEVELOPMENT,
BHARATHIAR UNIVERSITY,
COIMBATORE – 641 046.**



**MASTER OF BUSINESS ADMINISTRATION
(M.B.A.)**

SYLLABUS 2026

**(For University Department during the academic
year 2026-27 & onwards)**

**BHARATHIAR SCHOOL OF MANAGEMENT AND
ENTREPRENEUR DEVELOPMENT (BSMED)
BHARATHIAR UNIVERSITY:: COIMBATORE 641 046**

MISSION :

“Aims to position aspiring managers as value creators in the corporate world. The School further acts as a catalyst in nurturing the students into effective leaders, innovators, and socially responsible ethical managers and entrepreneurs”.

VISION :

“Managerial Excellence through Social Justice, Innovation, Skill Development and Entrepreneurial Leadership”.

**BHARATHIAR SCHOOL OF MANAGEMENT AND
ENTREPRENEUR DEVELOPMENT (BSMED)
BHARATHIAR UNIVERSITY :: COIMBATORE 641 046**

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

PROGRAMME OBJECTIVES:

- To achieve academic excellence in management education through innovative teaching and learning processes.
- To prepare the students to be professionally competent to face the challenge in Business and Industry.
- To imbibe managerial and entrepreneurial qualities, ethical characters among the students.
- To motivate and encourage the students to become business leaders.

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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

PROGRAM EDUCATIONAL OBJECTIVES (PEOs) ARE:

The M.B.A. programme describe the accomplishments that graduate are expected to attain in 2 years of their post-graduation studies.

Program Educational Objectives (PEOs)	
The M.B.A. program describe accomplishments that graduates are expected to attain with five to seven years after graduation.	
PE01	To acquire strong domain knowledge in each of the course and selected specialization to apply in the industries and Business
PE02	To acquire application knowledge for handling the future business situations effectively
PE03	To develop professional and human values and ethics among the students to make themselves as business entrepreneurial and social leader

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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

PROGRAM SPECIFIC OUTCOMES (PSOs)

Program specific Outcomes (PSOs)	
After the successful completion of M.B.A. Program, the student are expected to	
PSO1	Have developed knowledge and skill in key functional areas namely Finance, Marketing, Human Resource, Systems, Production & Entrepreneurship
PSO2	Have equipped in current conceptual models and trends in domestic & international business administration
PSO3	Have understood the differences in business practices around the globe.
PSO4	Have developed understanding of the impact of these differences and applying them from a domestic perspective.
PSO5	Have developed verbal and written communication to adapt to evolving virtual organisations.
PSO6	Have developed effective work culture and team spirit.
PSO7	Have developed understanding of the diverse and dynamic business environment
PSO8	Have developed analytical decision making techniques
PSO9	Have ability to analyse and evaluate ethical problems of business
PSO10	Have acquired Industry 4.0 perspective in every programme

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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Program Outcomes

Program Outcomes (POs)	
On successful completion of the M.B.A. Program	
PO1	DISCIPLINARY KNOWLEDGE
PO2	COMMUNICATION SKILLS
PO3	CRITICAL THINKING
PO4	PROBLEM SOLVING
PO5	RESEARCH-RELATED SKILLS
PO6	REFLECTIVE THINKING
PO7	INFORMATION/DIGITAL LITERACY
PO8	SELF-DIRECTED LEARNING
PO9	MORAL AND ETHICAL AWARENESS/REASONING
PO10	LIFELONG LEARNING

M.B.A. REGULATIONS (FULL-TIME) 2026-2027

The Programme: M.B.A. Programme will consist of Fourteen Core subjects, Six Elective subjects, One Practical, One Entrepreneurship Minor Project, One Project work, One SWAYAM course, Two Value Added Courses and Two Job Oriented courses (one in each academic year). Minimum strength for each elective course will be 20% of the total strength of the students and their performance in the relevant core subject.

Duration: Full Time M.B.A. Programme consists of four semesters in two Academic years.

Eligibility for admission: As per TANCET regulations.

Attendance: Course (Subject) wise attendance will be insisted. Minimum 75% of attendance in each course is made compulsory. Shortage of attendance up to 10% may be condoned by the competent authority.

Course Continuation: Students who have secured the required attendance as stated in para 4, will be permitted to proceed to the succeeding semester. Those who fail to secure the required attendance shall seek readmission into the same semester during the following year.

Course completion: Full Time students shall complete the programme within a period not exceeding 5 years from the date of admission.

Process of Examination and Assessment under CBCS Blended with OBE

1. The course of study in M.B.A. programmes shall be based on the pattern of CBCS with continuous internal assessment (CIA) and comprehensive external examination (CEE) for each of the core / elective / ancillary / language / practical papers.
- 2 The odd semester classes shall commence in June / July and those of even semester in December. CEE shall be held as the end semester University Examinations The examinations of the odd semester shall be scheduled in November / December and that of the even semester in April / May.
3. Each candidate in a M.B.A. programme shall earn a minimum of 90 credits, which include credits for core / elective / supportive / practical / project papers.
- 4 There shall be a provision for earning additional credits by the candidates who opt for non-scholastic courses, viz., online SWAYAM/MOOC, value added and certificate courses each having at least 2 credits.
- 5 The non-scholastic courses shall not be considered for computing the CGPA (Cumulative Grade Point Average).

Components for Internal Assessment and Distribution of Marks for Continuous Internal Assessment (CIA) and Comprehensive External Examination (CEE)

- 1 Tests, assignments and seminars shall be the components for continuous internal assessment. A maximum of 50 percent marks in the case of the total 50 / 100 / 200 marks shall be allotted under continuous internal assessment in each theory paper offered by the Department. [Refer Clause 2]
- 2 The distribution of marks for CIA and CEE theory (core / elective) subjects is as given under:

Paper	Maximum Marks	Marks for		Components for CIA		
		CIA	CEE	Internal Tests	Assignments	Others *
Theory (For Supportive Papers)	50	12	38	09	03	-
Theory (Core / Elective)	100	25	75	15	05	05

***Components for ‘Others’ may include the following:**

Class participation, Case Studies Presentation, Field Work, Field Survey, Group Discussion, Term Paper, Workshop / Conference participation, Presentation of Papers in conferences, Quiz, Report / Content Writing, Seminars, etc.

3. The distribution of marks for CIA and CEE for practical (core / elective) subjects is as given under:

Paper	Maximum Marks	Marks for		Components for CIA		
		CIA	CEE	Tests	Observation Note	Record Note
Practical (Core / Elective)	100	40	60	30	05	05

4. The Distribution of Marks for CIA and CEE for project / dissertation is as given under:

Paper	Maximum Marks	Marks for		
		CIA	CEE	
			Evaluation	Viva-voce
Project	100	25	50	25
Entrepreneurship Minor Project	50	50	--	--

Modalities for Implementing Internal Assessment Scheme

There is no passing minimum for Internal Assessment component (CIA). The passing minimum requirement (CEE) for the University Examination is 50% (i.e. 38 out of 75 marks). The overall passing minimum should be 50% (i.e. 50 out of 100 marks) including the Internal Assessment.

Improvement of Internal Assessment performance: *The student may be permitted to improve the internal assessment performance in any subject by getting “readmission” into the course after completing the programme in such subject(s) as per University regulations.*

Award of Degree

1. A candidate who secures a minimum of 7.5 out of 10 CGPA (Cumulative Grade Point Average) and above in aggregate comprising both continuous internal assessment and end semester University examination shall be deemed to have passed the examination in **FIRST CLASS WITH DISTINCTION**, provided the candidate has passed all the examinations prescribed for the course in the first appearance.
2. A candidate who secures a minimum of 6.0 out of 10 CGPA and above comprising both continuous internal assessment and end semester University examination in aggregate shall be deemed to have passed the examination in **FIRST CLASS**.
3. A candidate who clears all the papers prescribed for the course in the **FIRST APPEARANCE** shall be eligible for Ranking/Distinction.
4. **Practical Examination:** Conduct of practical examinations and evaluation shall be done jointly by the course teacher who handled the practical course and one faculty within the department.
5. **Entrepreneurship Minor Project:** Between Second and Third Semesters, during the summer holidays, the students have to complete Two-week project on “**Entrepreneurship Minor Project**”. The project shall be carried out in an MSME’s for a minimum period of two weeks to enable students to understand the fundamental aspects and practical nuances of starting and managing a business. A report consisting of mission, vision, policies, procedure, strategies, market analysis, financial analysis, human resource management, etc., will be covered. The presentation will be made by the student during the third semester. 50 Marks with two credits will be consider and it is purely internal assessment by the faculty.

Bonafide certificate for the Entrepreneurship Minor Project shall initially be issued for a period of two weeks. In cases where a student intends to continue the project beyond two weeks, a recommendation from the respective project supervisor shall be obtained, based on which the bonafide certificate may be reissued for the extended duration.

6. **Project Work:** The final year M.B.A. Students will undergo a research-based project work attached with any corporate organizations for the period of Last Semester completing the regular course work in the IV semester as stipulated in the syllabus. On completion of the project work, the student has to submit a project report and make a presentation before the department faculty and undergo viva-voce examinations. During the period of preparation of the project report, they should also attend the classes for the IV semester M.B.A. course work. Students should adhere to the project work guideline. Project Work in Semester IV shall be undertaken for a duration of 12 weeks, commencing from 1st January and concluding on 31st March.

Pattern of Question Paper for Comprehensive External Examination (CEE)

1. Practical Subjects

The pattern of question paper may not be common for all the disciplines. Various patterns exist for science laboratory courses. A maximum of 50 marks out of 100 marks shall be allotted for each of the practical papers in the end semester examination. The respective Boards of Study shall decide on the pattern of question paper as per their requirements.

2. Pattern of Question Paper - (for core – theory and elective subjects)

A maximum of 38 out of 75 marks shall be allotted for each of the core, and elective papers. The question paper for each of the core and elective papers shall consist of three sections. While Section A shall contain 10 objective type questions, Section B and Section C shall contain questions of descriptive nature. In Section A, there shall be two questions each with four multiple choices from each of the five units. In Sections B, Answer any five questions out of eight Question and C, (either/or type) from each of the five units. Section D will have question for Case study.

Maximum of 75 Marks in Comprehensive External Examination

The question paper for each paper shall consist of four sections. In Section A, there shall be two questions each with four multiple choices from each of the five units. In Sections B Answer any five questions out of eight Question from each of the five units and C, with internal choice (either/or type) from each of the five units. Section D will have question for Case study.

External question paper pattern for quantitative subjects shall follow either of the following distributions:

Problem: Theory	No. of questions		Total
	Problem	Theory	
40:60	8	14	22
60:40	14	8	22

The composition of the question paper for a maximum of 75 marks

Time: Three Hours

Max. Marks: 75

Section A – (10 x 1 = 10)

Answer All the questions

Each question carries ONE mark

Q. No.1. – Q. No. 10 - Objective questions with four multiple choices

Section B – (5 x 5 = 25)

Answer any five questions out of eight Question

Each question carries FIVE marks

Q. No. 11 – Q. No. 18

Section C – (3 x 10 = 30)

Answer all the questions

Each question carries TEN marks

Q. No. 19 – Q. No. 21

(either (a) or (b) type)

Section D – (1 x 10 = 10)**Compulsory**

Q. No. 22. – CASE STUDY

Pattern of Question Paper – (for practical subjects)

The maximum marks for each of the practical papers shall be 60. A candidate shall attend all the four questions, each of which shall carry 15 Marks. The composition of the question paper shall be as given below:

Time: Three hours

Max. Marks: 60

Answer All the questions (4 x 15 = 60)

Each question carries fifteen mark

Q. No. 1 – Q. No. 4

Pattern of Question Paper for Comprehensive External Examination – (FOR SUPPORTIVE SUBJECT)

The question paper for each of the supportive papers shall consist of three sections. While section A shall contain 5 objective type questions, Section B and Section C shall contain questions of descriptive nature. Internal choice (either / or type) shall be given in Section B and Section C. In Section A, there shall be one question each with four multiple choices from each of the five units. In Section B, there shall be one question with internal choice (either / or type) from each of the five units and in Section C, there shall be three questions with internal choice (either /or type from all the five units. The composition of the question paper shall be as follows:

Composition of the question paper for a maximum of 38marks

Time: Two hours

Max. Marks: 38

Section A – (5 x 1 = 5)

Answer All the questions

Each question carries one mark

Q. No. 1 – Q. No. 5 – Objective questions with four multiple choices

Section B – (5x 3 = 15)

Answer All the questions

Each question carries three marks

Q. No. 6 – Q. No. 10 - Questions with internal choices (either (a) or (b) type)

Section C – (3 x 6 = 18)

Answer All the questions

Each question carries six marks

Q. No. 11 – Q. No. 13 - Questions with internal choices (either (a) or (b) type)

QUESTION PAPER PATTERN

Time: 3 Hours

Maximum: 75 Marks

SECTION– A: (10 x 1 = 10) Answer all Questions

Q No.1 – Q. No. 10 – Objective questions with four multiple choices

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

SECTION– B: (5 x 5 = 25) answer any FIVE questions out of EIGHT

- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.

SECTION– C: (3x 10 = 30) Answer either (a) or (b)

19. (a) Or (b)
20. (a) Or (b)
21. (a) Or (b)

SECTION– D: (1 x 10 = 10) Compulsory

22. CASE STUDY

Note: Minimum Two Questions from each Units

SCHEME OF EXAMINATIONS : CBCS Pattern

Course Code	Course Title	Ins.hrs/ week	Examinations				Credits
			Dur. Hrs	CIA	Marks	Total	
	SEMESTER – I						
26MBA11A	1.1 Management Principles and Practice - 4.0	4	3	25	75	100	4
26MBA12B	1.2 Organizational Behaviour	4	3	25	75	100	4
26MBA13C	1.3 Managerial Economics	4	3	25	75	100	4
26MBA14D	1.4 Financial Statement Analysis	4	3	25	75	100	4
26MBA15E	1.5 Quantitative Methods for Management	4	3	25	75	100	4
26MBA16F	1.6 Entrepreneurship and Innovation Management	4	3	25	75	100	4
26MBA17J	JOB ORIENTED CERTIFICATE COURSE 1 Corporate Communication					50	2
	SEMESTER –II						
26MBA21A	2.1. Operations Management	4	3	25	75	100	4
26MBA22B	2.2. Marketing Management	4	3	25	75	100	4
26MBA23C	2.3. Financial Management	4	3	25	75	100	4
26MBA24D	2.4. Human Resource Management	4	3	25	75	100	4
26MBA25E	2.5. Quantitative Techniques	4	3	25	75	100	4
26MBA26F	2.6. Research Methods for Management	4	3	25	75	100	4
26MBA27G	2.7. Strategic Management : Indian & Global Context	4	3	25	75	100	4
26MBA28V	VALUE-ADDED COURSE 1 Basics of Indian Companies Act 2013					50	2
Entrepreneurship Minor Project: Between Second and Third Semesters, during the summer holidays, the students have to complete Two-week project on “Entrepreneurship Minor Project”. The project shall be carried out in an MSME’s for a minimum period of two weeks to enable students to understand the fundamental aspects and practical nuances of starting and managing a business.							
	SEMESTER – III						
26MBA31A	3.1. International Business Environment & Business Ethics	4	3	25	75	100	4
26MBA32B	3.2 Business Analytics & Information System (PRACTICAL)	4	3	40	60	100	4
	3.3. Elective 1	4	3	25	75	100	4
	3.4. Elective 2	4	3	25	75	100	4
	3.5. Elective 3	4	3	25	75	100	4
	3.6. Elective 4	4	3	25	75	100	4
	3.7. Elective 5	4	3	25	75	100	4
	3.8. Elective 6	4	3	25	75	100	4
	3.9 Entrepreneurship Minor Project			50		50	2
26MBA33J	JOB ORIENTED CERTIFICATE COURSE 2 Job Skills Training					50	2
26MBA33C	Health & Wellness			50		50	1
	SEMESTER – IV						
26MBA41A	4.1. Project Work	3	3	25	75	100	12
26MBA42V	VALUE-ADDED COURSE 2 Business, Intelligence for through Internet of Things (IoT)					50	2
**	4 weeks SWAYAM Course						2
	TOTAL	-	-	-	-		109

**** It is mandatory for a student to qualify in at least one 4 weeks **SWAYAM** course, during the course period, to gain 2 credits in the final semester. The 2 credits, thus earned on production of course completion certificate (to be submitted by the end of III semester), will be added to the final semester marks, failing which the course is not deemed to be completed.**

ELECTIVES FOR III SEMESTER

(Students can choose any six of the following):

A. MARKETING

1. Integrated Marketing Communication
2. Consumer Behaviour
3. Retail Management
4. Customer Relationship Management
5. Services Marketing
6. Brand Management
7. Social Media Marketing
8. Customer Experience Management
9. Technology Empowered Marketing
10. Rural Marketing

B. HUMAN RESOURCE

1. Performance Management System
2. Managing Interpersonal Effectiveness
3. Stress Management and Emotional Intelligence
4. Organizational Development
5. Industrial Relations and Labour Laws (Legislations)
6. Human Resource Analytics

C. FINANCE

1. Fintech and Financial Services
2. Equity Research & Portfolio Management
3. Insurance & Risk Management
4. International Financial Management
5. Cost Management
6. Financial Derivatives and Risk Management
7. Fundamentals of Insurance and Insurance & Related Law
8. Risk Management & Insurance in Supply Chain Logistics
9. Marine Hull and Liabilities
10. Property Insurance, Including Machinery Breakdown & Business Interruption

D. SYSTEM

1. Advanced Data Analysis Using R
2. Artificial Intelligence for Business
3. E-Business and Digital Commerce

E. PRODUCTION

1. Advanced Production Management
2. Integrated Materials Management
3. Total Quality Management
4. Logistics and Supply Chain Management

F. GENERAL

1. Intellectual Property Rights
2. Innovation and Venture Development
3. Disaster Management
4. Event Management

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4	Financial Statement Analysis	Core	27
5	Quantitative Methods for Management	Core	29
6	Entrepreneurship and Innovation Management	Core	31
7	Operations Management	Core	33
8	Marketing Management	Core	35
9	Financial Management	Core	37
10	Human Resource Management	Core	39
11	Quantitative Techniques	Core	41
12	Research Methods for Management	Core	43
13	Strategic Management : Indian & Global Context	Core	45
14	International Business Environment & Business Ethics	Core	47
15	Business Analytics & Information System (PRACTICAL)	Core	49
16	Health & Wellness		51
17	Project Work	Core	
18	Integrated Marketing Communication	III Semester Elective	57
19	Consumer Behaviour	III Semester Elective	59
20	Retail Management	III Semester Elective	61
21	Customer Relationship Management	III Semester Elective	63
22	Services Marketing	III Semester Elective	65
23	Brand Management	III Semester Elective	67
24	Social Media Marketing	III Semester Elective	69
25	Customer Experience Management	III Semester Elective	71
26	Technology Empowered Marketing	III Semester Elective	73
27	Rural Marketing	III Semester Elective	75
28	Performance Management System	III Semester Elective	77
29	Managing Interpersonal Effectiveness	III Semester Elective	79
30	Stress Management and Emotional Intelligence	III Semester Elective	81
31	Organizational Development	III Semester Elective	83
32	Industrial Relations and Labour Laws (Legislations)	III Semester Elective	85
33	Human Resource Analytics	III Semester Elective	87

34	Fintech and Financial Services	III Semester Elective	89
35	Equity Research & Portfolio Management	III Semester Elective	91
36	Insurance & Risk Management	III Semester Elective	93
37	International Financial Management	III Semester Elective	95
38	Cost Management	III Semester Elective	97
39	Financial Derivatives and Risk Management	III Semester Elective	99
40	Fundamentals of Insurance and Insurance & Related Law	III Semester Elective	101
41	Risk Management & Insurance in Supply Chain Logistics	III Semester Elective	103
42	Marine Hull and Liabilities	III Semester Elective	105
43	Property Insurance, Including Machinery Breakdown & Business Interruption	III Semester Elective	107
44	Advanced Data Analysis Using R	III Semester Elective	110
45	Artificial Intelligence for Business	III Semester Elective	112
46	E-Business and Digital Commerce	III Semester Elective	114
47	Advanced Production Management	III Semester Elective	116
48	Integrated Materials Management	III Semester Elective	118
49	Total Quality Management	III Semester Elective	120
50	Logistics and Supply Chain Management	III Semester Elective	122
51	Intellectual Property Rights	III Semester Elective	124
52	Innovation and Venture Development	III Semester Elective	126
53	Disaster Management	III Semester Elective	128
54	Event Management	III Semester Elective	130
55	Basics of Indian Companies Act 2013	Value-added course 1	134
56	Business, Intelligence for through Internet of Things (IoT)	Value-added course 2	136
57	Corporate Communication	JOC 1	138
58	Job Skills Training	JOC 2	140
59	Supportive papers		142

Course code	26MBA11A	Management Principles and Practice – 4.0	L	T	P	C
Core			3	1	-	4
Pre-requisite		Fundamental understanding of Industry and its environment	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1.Understand the basic concepts and theories of management						
2.Impart knowledge about planning and organizing skills						
3. Organizations develop and maintain competitive advantages						
4. Different functional areas of business support the Vision and Mission of the organization						
5. Understand the applications and tools of industry 4.0 in selected industries and understand the changing job need in 2030.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:				BTKL(K1-K5)		
1	Important Management principles into management practices			K1,		
2	Managers manage business in global context with different strategies			K2		
3.	Determine the most effective ways of controlling, and decision making			K3		
4.	Understand needs of industry 4.0			K4		
5.	Knowledge of future job trends			K5		
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Management Concepts and Theories				08 hours	
Management : Science , Theory and Practice- the Evolution of Management Thought and the patterns of management Analysis- Management and Society ; the External Environment, Social Responsibility and Ethics – Global and comparative management – the Basis of Global Management – Role and Significance of Indian Ethos in Management Practices, Ethics v/s Ethos, Indian Management v/s Western Management, Leadership Styles from Indian Epics, Corporate Karma.						
Unit :2	Planning and Organizing				07 hours	
The nature and purpose of Planning- objectives – strategies, policies and planning premises – Decision Making- Global Planning. The nature of organizing and entrepreneuring- organizational structure; Departmentation – Line/Staff Authority and Decentralization – Effective organizing and organisational culture – Global Organizing.						
Unit :3	Staffing, Co-ordination , Controlling and Leading				07 hours	
Human Resource Management and Selection – Performance Appraisal – Methods – Training Methods						
Co-ordination functions in Organisation – Human factors and Motivation – Leadership – Committees and group Decision Making – Communication –Global leading - The system and process of controlling- controlling Techniques and information Technology – Productivity and Operations Management – Overall control and toward.						
Unit :4	Innovation and Design Thinking				07 hours	
Introduction to Innovation: - Types of Innovations - Strategic Advantages - Digital Disruption and Technology Evolution - Innovation Adoption, Diffusion Model - New Product/Service Development - Design Thinking - Tools -Empathise -Define – Ideate – Prototype – Test - Alternatives - Design Thinking for Sustainability - TRIZ						
Unit :5	Applications and Tools of Industry 4.0 – Jobs 2030				07 hours	

Applications of IOT – Selected industries – Impact of Industry 4.0 on society: Impact on Business, Government, People. Linkage of Industry 4.0 – Education 4.0 – Tools for education – artificial intelligent jobs in 2030.

Unit :6	04 hours
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Guest Lecture, Case studies, assignments and Seminar

Total Lecture hours	40 hours
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Text Books (s)

- | | |
|----|--|
| 1 | Koontz, Weirich&Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw – Hill, New Delhi 2004. |
| 2 | P.Kaliraj, T.Devi, Higher Education for industry 4.0 and Transformation to Education 5.0,2020. |
| 3. | Pressman, A. Design Thinking, Routledge |

Reference Books

- | | |
|----|--|
| 1 | V.S.P.Rao and V.Hari Krishna “Strategic Management –Text and cases”, Excel Books, 2003 |
| 2 | Tripathi & Reddy PRINCIPLES OF MANAGEMENT , Tata McGraw – Hill New Delhi 2008 |
| 3 | HenizeWeirich, Harold Koontz, “Management: A global perspective:, Tata McGraw Hill 11th Edition New Dehlhi 2004. |
| 4. | L.M.Prasad “Principles and Practice of Management” Sultan Chand & Sons company ltd. |

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)

- | | |
|---|---|
| 1 | https://onlinecourses.nptel.ac.in/noc20 mg58/preview |
|---|---|

Course Designed By : Dr. Rupa Gunaseelan, Professor / Dr.M. Nisa, Assistant Professor

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	M	M	M
CO2	S	S	M	S	S	M	M	S	M	S
CO3	S	S	M	S	M	M	M	L	M	S
CO4	S	S	M	S	M	S	M	L	L	M
CO5	S	M	S	M	S	S	S	L	L	L

* S – Strong; M – Medium; L - Low

Course Code : 26MBA12B		ORGANIZATIONAL BEHAVIOUR		L	T	P	C
CORE				3	1	-	4
Pre-requisite		Understanding on Human Behaviour		Syllabus Version		2026	
Course Objectives:							
The Main Objectives of this course are to:							
1.To provide a basic knowledge of main ideas and concepts related to organizational behavior							
2.To provide ideas on key theories relating to individual behavior							
3.To develop an understanding on the key concepts and theories related to group behavior.							
4.To identify the reasons for conflict and to resolve the conflict							
5.To maintain the organizational environment favorable for the work.							
Expected Course Outcomes:							
On the successful completion of the course, student will be able to:						BTKL (K1-K6)	
1	Analyze the foundations and designs of organizational structures and assess the impact it may have on organizational behaviors.					K2, K4	
2	Identify the theories and principles, examine challenges of organizational behavior, and determine when and where the theories and skills are applied					K3, K5	
3	Examine the differences and similarities between leadership, power, and management.					K2,K3, K4	
4	To develop skills in diagnosis and problem solving by applying the learned material to given situations;					K2, K6	
5	Analyze management issues as related to organizational behavior and responsible for ensuring your employees are motivated and productive, thus shaping the employees behavior to get the results.					K2,K3, K4	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):							
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;							
Unit:1		What is Organizational Behavior?				7 hours	
Organizational Behavior and Management: The concept, Meaning, and Importance of management – what managers do? - Managerial roles and functions - Disciplines that contribute to OB – Challenges and opportunities of OB							
Unit:2		Foundations of Individual Behavior				9 hours	
Individual Behavior and Performance: Personality and Individual Differences – Personality - types, Factors influencing personality – Theories - Personality Differences - Individual Differences and Diversity. Values – Sources							
Unit:3		Attitudes, Perception				7 hours	
Attitudes –Linking attitudes and behavior – types of job attitudes							
Perception: The Perception Process, Factors influencing perception - Common Perceptual Distortions- Attribution – Learning by Reinforcement - theories.							
Motivation: Types of motivation theories - Effects on work behavior.							
Unit:4		Group Dynamics				7 hours	
Group Dynamics and Teamwork: What Teams do? - Types – Team effectiveness - Stages of Team							

development, Team cohesiveness - Decision Making in Groups. Team Building, Improving Team Processes, and Teams in the High Performance Workplace – communication networks. Leadership: Meaning – types of leadership style. Power and Politics: Power and Influence, Sources of Power - Organizational Politics		
Unit:5	Organizational Structure and Design:	7 hours
Organizational culture - Understanding Organizational Cultures, Managing Organizational Culture, Organizational Development and Change: Characteristics – objectives –. Organizational effectiveness –Work Stress – Human Machine interfaces and human concerns.		
Unit 6 :Guest Lecture, Case studies, assignments and Seminar		3 hours
	Total Lecture hours	40 hours
Text Books (s)		
1	John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12 th Edition), 2012	
2	Umasekaran, “Organizational Behaviour”, Tata McGraw Hill, 2008	
3	Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.	
Reference Books		
1	John W. Newstrom, “Organizational Behaviour: Human Behavior at Work” Tata McGraw Hill (14 th Edition)	
2	UdaiPareek, “Understanding Organizational Behavior”, Tata McGraw Hill (3 rd Edition), 2011	
3	Williams, Tripathy (2016), MGMT - Principles of Management, Cengage Learning	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://onlinecourses.swayam2.ac.in/cec20_mg03/preview	
2	https://www.mooc-list.com/course/organizational-behavior-managing-people-coursera	
Course Designed By : Dr.Rupa Gunaseelan, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	S	S	M	S	M	M	S	S
CO2	M	L	M	S	S	S	M	L	S	M
CO3	S	L	S	S	S	S	M	L	S	L
CO4	L	L	M	S	L	S	M	L	M	S
CO5	L	M	S	M	M	S	S	M	M	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA13B	MANAGERIAL ECONOMICS	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Knowledge of economic environment and basic understanding on business and industry	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1. On successful completion of the course the students should have: 1. Understood the economic principles and policies on managerial decision making. 2. Learn demand, supply, cost and profit concepts and functions along with its applications. 3. To learn profit policies, planning and problem-solving techniques. 4. To learn inflation, deflation and balance of payment on national income						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL(K1-K6)	
1	Students will be able to remember the concepts of micro economics and also able to understand the various microeconomic principles to make effective economic decisions under conditions of risk and uncertainty				K1, K2	
2	The students would be able to understand the law of demand & supply & their elasticities , evaluate &analyze these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.				K2, K3, K4	
3	The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world.				K2, K3, K4	
4	The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic				K2, K4, K5	
5	The students would be able to analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.				K5, K2	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					K4	
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Scope of Managerial Economics					6 hours
Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand						
Unit :2	Supply, Production					6 hours
Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function. Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions						
UNIT :3	Market Structure, Pricing					6 hours
Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.						
Unit :4	Profit, Cost analysis					6 hours

Profit – Theories: Hawley’s Risk Theory, Knight’s Uncertainty Bearing Theory, Dyanamic Theory, Schumpeter’s Innovation Theory, Marginigal Productivity Theory, - Profit policies - Profit planning, BEP, Profit forecasting		
Unit :5	Macro Economics	6 hours
National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies		
Unit :6		10 hours
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	Managerial Economics, GEETIKA, McGraw-Hill Education	
2	Managerial Economics: Dr.S.Sankaran, Margham Publications, 2022	
3	Managerial Economics, H.L Ahuja, S.Chand.	
Reference Books		
1	Managerial Economics, D.N.Dwivedi, Vikas Publication.	
2	Managerial Economics- Theory and Applications, Dr.D.M.Mithani, Himalaya Publications.	
3	Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House.	
4	Vengedasalam, Deiga and KarunagaranMadhavan, Principles of economics, Oxford University Press.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://onlinecourses.nptel.ac.in/noc20_mg67/preview	
2	https://onlinecourses.swayam2.ac.in/imb19_mg16/preview	
Course Designed By : Dr. G. BARANI, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	S	S	M	S	S	S
CO2	S	M	S	S	S	S	M	S	S	S
CO3	S	M	S	S	S	S	M	S	M	S
CO4	S	M	S	S	S	S	M	S	S	S
CO5	S	M	S	S	S	S	M	S	M	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA14D	FINANCIAL STATEMENT ANALYSIS	L	T	P	C
Core/Elective/Supportive			3	1	-	4
Pre-requisite		Understanding on basics of financial aspects in business	Syllabus Version		2026	
Course Objectives:	The Objectives are to Understand postulates, principles and techniques of accounting and apply Financial and Accounting Information for Planning, Decision-making as well as the develop Competencies in Accounting Functions in different organizations.					
The Main Objectives of this course are to:						
1. Encourage you to think in a new and more creative way when analyzing or forecasting financial information.						
2. Bring in tools common to financial statement analysis and how to use them in practical applications.						
3. Understand how financial statement information can help solve business problems.						
4. Increase your ability to read and understand financial statements and related information.						
5. Practice communicating decisions/ideas both through oral and written communication.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
CO1	Understand the accounting concept and practice the preparation of final accounts of the firm				K1,K2	
CO2	Apply the various tools used in analysis of financial statement and how to use them in practical applications				K2,K3	
CO3	Understand how financial statement information can help solve business problems all the way through the cash and fund flow operations.				K4,K5	
CO4	Determine the relationship between costs and production volume to forecast profit accurately at various levels of operation				K4,K5,K6	
CO5	Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance;				K4,K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Preparation of Final Accounts				7--hours	
Financial Accounting: Definition-Concept and conventions- Contents of profit and loss account and Balance Sheet of companies – Depreciation: Concept and methods (theory) – Preparation of final accounts (simple problems)						
Unit :2	Analysis of Financial Statement				8--hours	
Financial Statement Analysis- Meaning – Objectives- Rearranging Financial Statements for Analysis – Techniques of Financial Statement Analysis : Comparative Statement Analysis, Common Size Statements, Trend Analysis – Ratio Analysis – Classification of Ratio – Problems on computation and interpretation of Accounting Ratios – Du Pont Analysis – Advantages – Disadvantages of Ratio Analysis .						
Unit :3	Fund Flow and Cash Flow Statement Analysis				7--hours	
Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement – Cash flow statement: computation of cash from operations – Preparation of cash flow statement- Distinction between Fund flow statements and cash flow statement- Advantages of Fund flow statement and Cash flow statement. (Problems in cash flow or Fund flow statement)						

Unit :4	Costing and Marginal Costing								8--hours	
Cost Accounting – Distinction of Financial Accounting and Cost Accounting – Cost Terminology: Cost, Cost centre, Cost unit – Elements of cost – Preparation of Cost Sheet – Marginal Costing: Concepts – Break Even Point Analysis, Contribution, PV Ratio, Margin of Safety – Problems on Applications of Break Even concept.										
Unit :5	Budgeting and Budgetary Control								8--hours	
Budget – Budgeting and budget control – Types of Budgets – Preparation of Flexible and fixed budgets, Master budget and Cash budget. Problems on Applications in Cash budget or Master budget or Sales budget.										
Unit :6						02 hours				
Guest Lecture, Case studies, assignments and Seminar										
Group Assignment/Seminar/Self –Study/Hands on Exercise/Case Study/Street Smart Excises										
Total Lecture hours								40 hours		
Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.										
Text Books (s)										
1	N. Ramachandran, Ram Kumar Kakan, “Financial Accounting for Management”, Tata McGraw Hill Publishing Company Ltd, 2011									
2	Marc Wouters, Ronald W. Hilton, Frank H. Selto, Michael W. Maher, “Cost Management: Strategies for Business Decisions” McGraw-Hill Higher Education, 2012									
3	S.N. Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, “A Textbook for Accounting for Management” Vikas Publishing House Pvt Ltd (3 rd Edition), 2012									
4	Gerald I. White, Ashwinpaul C. SondhiDov, “The Analysis and Use of Financial Statements” Wiley (3 rd Edition), 2003									
Reference Books										
1	MANAGEMENT ACCOUNTING by Gordan & Sundram , Himalaya Publication									
2	ACCOUNTING FOR MANAGEMENT, N.P Srinivasan and M.Sakthivelmurugan , S.Chand & company limited, New Delhi, 2004									
3	FINANCIAL AND MANAGEMENT ACCOUNTING, Reddy & Murthy , Margham publication									
4	ACCOUNTING AND FINANCIAL ANALYSIS , J C Varshney , Wisdom Publication									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	Cost Accounting, Varadaraj Bapat, IIT Bombay, https://onlinecourses.nptel.ac.in/noc20_mg53/preview# =									
2	Financial Accounting, Varadaraj Bapat, IIT Bombay, https://onlinecourses.nptel.ac.in/noc20_mg52/preview?									
3	Financial Accounting, Puran Singh, IIT Mandi, https://onlinecourses.nptel.ac.in/noc20_mg71/preview?									
4	Management Accounting, Anil K Sharma, IIT Roorkee, https://onlinecourses.nptel.ac.in/noc20_mg65/preview?									
Course Designed By : Dr.V.Ramanujam, Associate Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	L	L	M	L	S
CO2	M	L	S	M	L	L	L	L	L	M
CO3	L	S	M	M	L	L	L	M	L	L
CO4	M	L	M	M	L	L	L	M	L	M
CO5	S	L	M	M	L	L	L	S	L	M
* S – Strong; M – Medium; L – Low										

Course Code	26MBA15E	QUANTITATIVE METHODS FOR MANAGEMENT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Knowing about data, information and their importance in decisions	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To make the students to understand the mathematical and statistical concepts, tools and techniques.						
2. To train the students to do various quantitative analysis and making accurate and more suitable interpretations.						
3. To nurture, among the students, the quantitative and statistical thinking ability while making any decisions.						
4. To make the students to apply their statistical knowledge and skills for making optimum allocation of resources in personal and job life.						
5. To encourage students to create new software and apps in various fields of their jobs and their specializations.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	The students are able to comprehend, analyse, compare and handle quantitative data and draw interpretation and conclusion about the data.				K2, K3, K4	
2	The students will apply various statistical techniques such as correlation, regression, measures of dispersion, trend analysis in their respective field of operation.				K4	
3	The students will be able to take right decision applying scientific methods rather than heuristic or thumb rule.				K5,K6	
4	The students become employable in statistical and survey related jobs.				K2, K4, K7	
5	The students will be able to create new software and apps in various managerial functions				K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction and Basic Concepts				7-- hours	
Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem						
Unit :2	Uni Variate and Bi-Variate Data Analysis				8-- hours	
Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications						
Unit :3	Probability and Probability Distributions				-7- hours	
Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.						

Unit :4	Index Numbers and Time Series Analysis	8-- hours								
Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.										
Unit :5	Hypothesis Testing	8-- hours								
Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests - Introduction to Technology-Driven Data Analysis										
Expert Lectures, online seminars - webinars										
calcworkshop.com, https://inomics.com/advice/top-free-online-courses-in-statistics-and-data-analysis-402678 , https://www.classcentral.com/course/udacity-intro-to-statistics-361 , https://www.oreilly.com/ , https://www.math-only-math.com/ , http://www.truebasic.com/										
Unit :6		02 hours								
Guest Lecture, Case studies, assignments and Seminar										
	Total Lecture hours	40 hours								
Text Books (s)										
1	S P Gupta - Statistical Methods ,Sultan Chand & Sons, 2012.									
2	Business Statistics, J.K. Sharma, 5 th Edition, S. Chand, 2020									
3	Business Mathematics, D.C. Sandheti and V.K. Kapoor, Sultan Chand & Sons, latest edition									
Reference Books										
1	Statistics for Management, Richard I Levin and David S. Rubin, 9 th Impression 2009									
2	Statistics for Business and Economics – R P Hooda – Vikas Publishing, 5 th Edition, 2013.									
3	Business Statistics - A First Course, 6th Edition by David M. Levine, Timothy C. Krehbiel, Mark L Berenson, Amazon.									
4	Amir D. Aczel, Complete Business Statistics, 5 th edition, Irwin McGraw-Hill, 2002.									
5	Business Mathematics and Statistics, P.R. Vittal, Margham Publications, latest edition									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	Basic Statistics by University of Amsterdam, COURSERA, https://www.coursera.org/courses?query=statistics									
2	Khan Academy									
3	Introduction to Probability and Statistics, by Prof. G. Srinivasan, IIT Madras, SWAYAM MOOC.									
4	Business Statistics by Prof. Mukesh Kumar Barua, NPTEL									
Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.										
Course Designed By : Dr. N. Uma Devi, Associate Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	M	S	L	L	S	S
CO2	S	M	S	S	M	S	M	M	L	S
CO3	S	L	S	S	M	S	L	S	M	S
CO4	S	M	M	S	M	S	M	S	M	S
CO5	S	S	M	S	M	S	S	S	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA16F	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT	L	T	P	C
CORE			3	1		4
Pre-requisite		Basic knowledge on Enterprise and Management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To identify the principles of creating and defending an entrepreneurial business plan						
2. To identify the principles of viability of businesses, new business proposals, and opportunities within existing businesses						
3. To identify the principles of developing financial statements for business						
4. To identify and/or apply the principles of preparing a startup business plan emphasizing financing, marketing, and organizing						
5. To give the students the experience and knowledge about the strategies and challenges for the development through Innovation						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL(K1-K6)	
1	Apply the principles of entrepreneurial management and growth through strategic plans				K1,K2,K3	
2	Students will be able to define, identify and/or apply the principles of entrepreneurial and family business				K1,K2,K3	
3	Students will have the abilities and confidence to first, start and grow new business venture				K3,K4,K5	
4	Students should be able to choose the best financial project and to find the financial institution with minimum interest rate				K3,K4,K5	
5	To provide the students the opportunity to advance their critical thinking, problem solving, and communication skills business plan.				K3,K4,K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Entrepreneur				7 hours
Evolution of the Concept of Entrepreneur - Characteristics - Types – Functions – Traits and Mindset - Need for Entrepreneurs– Difference between Entrepreneur and Intrapreneur- Factors influencing Entrepreneurship Growth - India’s start up revolution–Trends- Imperatives- benefits; the players involved in the ecosystem - Rural, Social and Women entrepreneurs in India.						
Unit :2		Entrepreneurship and Entrepreneurship Development				7 hours
Entrepreneurship - Characteristics– Need - Process Involved in Entrepreneurship - Myths, Advantages and Disadvantages of Entrepreneurship –Entrepreneurial and Development of Competencies - Entrepreneurship Development Programmes (EDPs): Need – objectives - Phases of EDP - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations.						
Unit :3		Entrepreneurial Creativity				9 hours
Meaning of Creativity - Components - Types - Advantages - Creativity Process - Creative Personality Creative Tools and Techniques - Enablers of Creativity - Impediments to Creativity - Entrepreneurial Creativity - Time Pressure and Creativity - Characteristics of Creative Groups - Components of Entrepreneurial Creativity - Steps for Increasing Entrepreneurial Creativity						
Unit: 4		Innovation				8 hours
Introduction to Innovation: Meaning - Difference between Creativity and Innovation - Innovation Process -Innovation Models – Types: Product, Process, Service Innovation and others – Moving Innovation to Market: Idea Funnel – Stage-Gate Process – Innovation platforms – Management of						

Technology: Meaning, Strategic Management of Technology– Technology Forecasting – Asset Protection: Intellectual Property Rights (IPR) – Patent – Copyright – Trademarks – Trade secrets.										
Unit :5		Business Incubators and Accelerators								7 hours
Business Incubator – Benefits – Drawbacks – Types – Process – Players – Government – Academics – Venture Capitalists – Business Angels; Business Accelerators - Benefits –Types; Start-ups and Innovation – Drivers – support schemes – Challenges – Causes of Failure										
Unit :6 hours										02
Case study, Live project, lectures and Seminars										
		Total Lecture hours								40hours
Text Books (s)										
1	S.S.Khanka, Creativity and Innovation in Entrepreneurship, S.Chand and Company Limited, New Delhi, 2021.									
2	Robert D. Hisrich, Mathew J Manimala, Michael P Peters, Dean A Shepherd,“Entrepreneurship”, 10e,McGraw Hill Education, 2018.									
Reference Books										
1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.										
2. Peter F. Drucker, “Innovation and Entrepreneurship”,Harper Collins, 2009.										
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
Course Designed By : Dr. V. Ramanujam, Associate Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	L	L	M	M	L	M	L	M
CO2	S	S	L	L	M	M	L	M	L	M
CO3	S	M	L	L	M	M	S	M	L	M
CO4	S	S	M	M	M	M	S	M	L	M
CO5	S	M	M	M	M	M	S	M	L	M
* S – Strong; M – Medium; L – Low										

Course Code	26MBA21A	OPERATIONS MANAGEMENT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Basics of operations management	Syllabus Version		2026	
Course Objectives:		Knowledge about basics of management				
The Main Objectives of this course are to:						
1. To provide a broad introduction to the field of operations management.						
2. Explain the concepts, tools and techniques for managing the transformation process.						
3. Explain the areas of decision making with respect to operations.						
4. Explain the importance of understanding the quality and its customer focused approach						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the role of operations in overall Business strategy of the firm- the application of artificial intelligence in the operations, trends and challenges of operations management in the current business environment				K1,K2,K3	
2	Understand the concepts related to product, process and manufacturing system. Evaluate the key factors and their interdependence of these factors in the design of effective operating system				K3,K4,K5	
3	Understand and apply the concepts related to production ,planning and control, material requirement planning, capacity requirement planning and internet of things related to operations management				K3,K5,K6	
4	Understand and apply inventory management tools and value analysis.				K3,K5,K6	
5	Analyze and understand the techniques for total quality management and its application.				K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Overview of Operations Management				6 hours
Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems,safety, health & environment (SHE, EHS), data security concerns.Application of Artificial Intelligence and automation in operations management.						
Unit :2		Product Design And Process Selection				6 hours
Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.						
Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.						
Unit :3		Production Planning and Control				9hours
– meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP,Total Productive Maintenance (TPM), Preventive maintenance,Internet of things (integrating right from monitoring, preventive maintenance, root cause analysis, solution, part availability and order)						
Unit :4		Inventory Management				9 hours
Materials management – functions – material planning and budgeting – Value Analysis - purchase						

functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

Unit :5	Total Quality Management	8 hours
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Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept, Quality Certifications, Product Certifications: CE, BIS, FSSAI, etc, Process Certifications: ISO9000, ISO14000, OHS (Operational Health & Safety), etc, Accreditations like NABH (Hospitals), NBA (Educational Institutions), NABL (Laboratories) (Revised) - Role of Artificial Intelligence in Operations Management

Unit :6	02 hours
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Guest Lecture, Case studies, assignments and Seminar

	Total Lecture hours	40 hours
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Text Book

1	Adam Everette and Ronald J. Ebert, “Production and Operations Management: Concepts, Model and Behavior, PHI (5 th edition).
2	Joseph G Monks, “Operations Management: Theory and Problems”, McGraw Hill Intl (3 rd edition),
3	S N Chary, “Production and Operation Management”, McGraw Hill Education Private Limited (4 th Fourth), 2009
4	R. Panneerselvam, “Production and Operations Management”, PHI Learning Private Limited (3 rd edition), 2012

Reference Book

1	Frederic S. Mishkin, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman, “Operations Management: Processes and Supply Chains”, Pearson Education, 2015
2	Elwood S Buffa, Rakesh K Sarin, “Modern Production/ Operations Management”, Wiley India (8 th edition), 2015
3	Lee J. Krajewski, Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Prentice Hall, 2017
4	Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, “Production and Operations Management: Manufacturing and Services”, Tata McGraw Hill, 2010

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)

1	SWAYAM
2	NPTEL
3	MOOC

Course Designed By :Dr. K.Malar Mathi, Professor

Mapping with Programme Outcomes

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	L	M	L	L	M
CO2	S	S	M	S	M	M	L	S	L	L
CO3	S	S	S	M	M	L	S	L	M	S
CO4	S	S	M	M	M	S	L	M	L	L
CO5	S	S	M	M	S	M	L	S	M	L

* S – Strong; M – Medium; L – Low

Questions: 40% of the questions shall be problems
60% of the questions shall be theory based.

Course code	26MBA22B	MARKETING MANAGEMENT	L	T	P	C
Core			3	1	-	4
Pre-requisite	Basic knowledge in Management Principles		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1.Understand the concepts, principles and decision that underlie all activities, 2. Develop a disciplined approach to the analysis of marketing problems and diagnosis thereof. 3. Hone the planning and analytical skills necessary for a holistic marketing approach. 4. Build critical analysis and creative communications skills among students to help them in identifying key issues.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K4)	
1	Help in developing marketing plans and analysis by ethical means.					K1,
2	Develop domain knowledge decision making skills through case analysis, data analysis and other in class activities.					K2
3.	Understand the markets and consumers in creating and delivering value, beyond national boundaries.					K3
4.	Apply marketing metrics in functional areas of Marketing Management and evaluate effects.					K4
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Understanding Marketing Management					06 hours
Marketing Concepts and Tasks, Definition and delivering customer value and satisfaction – Value chain, Buyer Behaviour , Market Segmentation and Targeting, Positioning and differentiation strategies.						
Unit :2	Product and Pricing Decisions					07 hours
Product life cycle strategies, New product development, Product mix and product line Decisions, Branding and Packaging, Price Setting- Objectives, factors and methods, Price adapting policies , initiating and responding to price changes.						
Unit :3	Distribution and Promotion Decisions					07 hours
Marketing Channel system- Functions and Flows; Channel Design, Channel Management- Selection, Targeting Motivation and evaluation of Channel members, Marketing logistics Decisions, Integrated marketing communication process and Mix						
Unit :4	Marketing 5.0					08 hours
Marketing 5.0 Technology for Humanity : Date Driven Marketing- The segmentation, Developing a persona, Steps in setting up data driven marketing , Predictive Marketing- Predictive marketing Applications, Product management, Building Predictive marketing models, collaborative filtering, Neural networks , Contextual Marketing- building smart sensing g infrastructure, delivering three levels of personalised experience , Augmented Marketing- Tiered customer and service interfaces, providing digital tools for frontliners, Agile Marketing - setting up agile marketing, agile marketing project management.						

Unit :5		Marketing 6.0								08 hours	
Immersive Marketing 6.0, The Building Blocks of Marketing 6.0, Tapping into the Metaverse: The Future Form of Social Media Platforms, Essential Components of a Metaverse, Key Success Factors of Metaverse Marketing, Understanding Customer Motivations in the Metaverse, Designing participation in the Metaverse, Implementation Avenue											
Unit :6										04 hours	
Guest Lecture, Case studies, assignments and Seminar											
		Total Lecture hours								40 hours	
Text Books (s)											
1	Philip Kotler, Kevin Lane Keller, “Marketing Management”, Pearson (15th Edition) 2015.										
2	Philip Kotler, Hermawan Kartasaya, Iwan Setiawan, Marketing 5.0, Technology for Humanity, Wiley, 2021										
3.	Philip Kotler Hermawan Kartajaya Iwan Setiawan, Marketing 6.0, The future is Immersive Wiley , 2024										
Reference Books											
1	RajanSexena, “Marketing Management”, McGraw Hill (5th edition) 2017.										
2	V.S.Ramasamy & S.Namakumari “Marketing Management: Global Perspective Indian Context”, McGraw Hill Education (India) P.ltd (5th Edition) 2013.										
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)											
1	Swayam: Advanced Marketing: Marketing 5.0, By Dr. Trupti Dandekar Humnekar, Dr. Kalavathy KS, CMS Business School, JAIN										
2	Swayam: Data-Driven Marketing Decision Making By Dr. Amit Shankar Indian Institute of Management Visakhapatnam										
3.	NPTEL : NOC: Marketing Management - I, IIT Kanpur Prof. Jayanta Chatterjee, Prof. Shashi Shekhar Mishra										
Course Designed By : Dr. G. BARANI, Associate Professor											
Mapping with Programme Outcomes											
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	
CO1	S	S	S	M	S	S	S	M	M	M	
CO2	S	M	M	S	S	S	M	M	M	S	
CO3	S	M	M	M	M	M	M	L	S	S	
CO4	S	S	M	S	M	S	M	L	L	M	
CO5	S	M	S	S	S	M	S	L	L	L	
* S – Strong; M – Medium; L - Low											

Course Code	26MBA23C	FINANCIAL MANAGEMENT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Basic understanding on money and transactions in business	Syllabus Version		2026	
Course Objectives:						
- To appraise the students about the various functions of finance such as Investment, Financing and Dividend decisions. - To make them to know about the various types of dividend theories and models. - To make them to know about the appraisal of capital budgeting decisions and the role of cost of capital in it. - To make them to forecast the requirements of working capital in an organization						
Expected Course Outcomes:						
Upon completion of the course on Financial Management students should be able to					BTKL(K1-K6)	
1	Understand the functions of finance					K2
2	Become familiar in capital budgeting techniques and cost of capital.					K4 , k5
3	Demonstrate and apply various dividend model and plan capital structure					K4, k5
4	Appreciate the importance of working capital management and forecast the requirement of working capital.					K3,k4 ,k5
5	Understand the recent trends in corporate finance.					K2
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION					06hours
Objectives and Functions of Financial Management – Role of Financial Management in the organization – Risk-return relationship – Time value of money concepts – Capital market instruments – Role of capital market in the economy						
Unit :2	CAPITAL BUDGETING					06 hours
Basic of capital budgeting: capital budgeting process – methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting						
UNIT :3	COST OF CAPITAL					06hours
Cost of Capital – Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity, weighted average cost of capital.						
Unit :4	CAPITAL STRUCTURE PLANNING					06hours
Capital Structure Planning – EBIT-EPS analysis – MM Theory of Capital structure– Dividend policy – types of dividend policy – Dividend policy and share valuation.						
Unit :5	WORKING CAPITAL MANAGEMENT					06hours
Working Capital Management – Definition and objectives – working capital policies – factors affecting working capital requirements – forecasting working capital requirements (problems) – working capital financing approach. - Role of Artificial Intelligence in Financial Management						
Unit :6	MODERN SOURCES OF FINANCE					10 hours
modern sources of finance – crowd funding, etc. Guest Lecture, Case studies, assignments and Seminar						
Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.						
	Total Lecture hours					40 hours

Text Books (s)		
1	M Y Khan, P K Jain, “Financial Management” Tata McGraw Hill Publishing Company Limited, New Delhi (8th Edition), 2019	
Reference Books		
1	Eugene F. Bridgham, Micheal C. Ehrhardt, “Financial Management: Theory and Practice” South Western Cengage Learning (13th Edition), 2011.	
2	Lawrence J. Gitman, Roger Juchau, Jack Flanagan, “Principles of Managerial Finance” Pearson Australia (6th Edition), 2011.	
3	James C. Van Horne, John Martin Wachowicz, “Fundamentals of Financial Management” Prentice Hall (12th Edition), 2005.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Websites of leading corporate organisations (eg: ITC , Dabur India)/ financial performance.	
Course Designed By : Dr.G.Sridharan, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	L	L	M	S	M
CO2	S	S	S	S	S	L	L	M	S	M
CO3	S	S	S	S	S	L	S	M	S	M
CO4	S	S	S	S	S	L	S	M	S	M
CO5	S	S	S	S	S	L	S	M	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA24D	HUMAN RESOURCE MANAGEMENT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Basic knowledge on human dynamics	Syllabus Version			2026
Course Objectives:						
1. To impart basic knowledge of HR management						
2. To make the students understand the key terms, theories/concepts and practices within the field of human resource management.						
3. To equip the students with necessary HR skills that are required by HR professionals						
4. To Identify and analyze the problems in the field of HRM and be able to provide innovative solutions						
5. To recognize and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL(K1-K6)	
1	Know about the theory and application of human resource management, the broad range of influences acting on human resource management					K1
2	To cognize the methods of recruitment, selection process					K2
3	Knowledge and application of performance assessment methods, improvements and resultant in terms of employee service condition reviews.					K3
4	Analyze various compensation plans and benefits and services					K4
5	To get familiar with industrial relations and employees welfare and security and create apt plans for employee benefits					K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit:1	Human Resource Function					7 hours
Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.						
Unit:2	Recruitment & Placement					8 hours
Job analysis: Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization.						
Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.						
Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.						
Unit: 3	Training & Development					8 hours
Orientation &Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.						
Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organization. Management Developments and CD-ROM's - Key factor for success.						
Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.						
Managing careers: Career planning and development - Managing promotions and transfers.						

Unit: 4	Compensation & Managing Quality	8 hours
Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation.		
Pay for performance and Financial incentives: Money and motivation - incentives for operations employees and executives - Organization wide incentive plans - Practices in Indian organizations.		
Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.		
Unit: 5	Labor relations and employee security	7hours
Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.		
Labor Welfare: Importance & Implications of labor legislations - Employee health - Auditing HR functions, Future of HRM function.		
Role of Artificial Intelligence in Human Resource Management		
Unit :6		02
hours		
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	Gary Dessler, Human Resource Management, 10 th edition, 2008, Dorling Kindersly, India Pvt Ltd., New Delhi.	
Reference Books		
1	VSP Rao, Human Resource Management: Text and cases, 3 rd edition, 2010, Excel Books, New Delhi.	
2	David A. DeCenzo& Stephen P.Robbins, Personnel/Human Resource Management, 3 rd edition, 2006, PHI/Pearson, Indian reprint.	
3	JhonBernardinl, Human Resource Management: An experiential approach, Special Indian Edition, 2007, Tata McGraw Hill, New Delhi.	
4	Deepak Kumar Bhattacharya, Human Resource Management, 2 nd Edition, 2006, Excel Books, New Delhi.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://www.coursera.org/specializations/human-resource-management	
2	https://www.futurelearn.com/courses/introduction-to-engagement-and-motivation-at-work	
3	https://onlinecourses.nptel.ac.in/noc20_mg15/preview	
Course Designed By : Dr.Rupa Gunaseelan, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	L	L	M	L	M	S	L	S
CO2	S	M	S	M	L	M	M	L	L	M
CO3	S	S	S	S	M	M	M	M	M	M
CO4	L	M	S	S	M	S	M	M	S	L
CO5	L	S	S	S	M	S	L	L	S	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA25E	QUANTITATIVE TECHNIQUES	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Basic knowledge on human resources and resource utilization	Syllabus Version		2026	
Course Objectives:	The Course is to make the students to comprehend and apply various operations research techniques and models such as linear programming, Assignment, Transportation, Decision tree, game theory and simulation. The course is designed in such a way that it develops and enhances the skills of students to plan and execute optimum allocation of resources to various alternative uses in business and career. It is intended to train the students to apply the decision making tools and techniques in their respective field of career.					
The Main Objectives of this course are:						
1. To make the students to understand the Operations research concepts, tools and techniques. 2. To train the students to do various quantitative analysis and making accurate and the best suitable decisions in business. 3. To nurture, among the students, the quantitative and operations research thinking ability while making any decisions. 4. To make the students to apply their operations and research knowledge and skills for making optimum allocation of resources in personal and job life. 5. To encourage students to create new software and apps in various fields of their jobs and their specializations.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	The students are able to comprehend, analyse, compare and handle quantitative techniques while solving business problems and making decisions.				K2, K3, K4	
2	The students will apply various Operations Research techniques such as linear programming, Assignment, Transportation, Decision tree, game theory and simulation in their respective field of operation.				K4	
3	The students will be able to take right decisions applying scientific methods rather than heuristic or thumb rule.				K5,K6	
4	The students become employable due to their specialized skills in operations research and quantitative analysis.				K2, K4, K7	
5	The students will be able to create new and customized software and apps in various managerial functions				K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction and Linear Programming					7 hours
Management & Decision Making-Mathematical Models-Types of models (deterministic and probabilistic)-simple business examples-OR and optimization models-Linear Programming-formulation-graphical solution-Dual of linear programming problem-Economic interpretation						
Unit :2	Transportation and Assignment Models					8 hours
Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model.						
Unit :3	Network and Queuing Theory					8 hours
Network Model – networking – Critical Path Method (CPM) – Time estimates – PERT – crashing, Resource leveling, Resources planning. Waiting Line Model (Queuing Theory) – Structure of model – M/M/1 for infinite population.						
Unit :4	Theory of Games and Replacement Theory					8 hours
Replacement theory – replacement of equipments – staff replacement – Theory of Games – two person Zero-sum games – 2 x n and m x 2 Games						
Unit :5	Simulation and Decision Theory					7 hours

Simulation – types of simulation – Monte Carlo simulation – simulation problems - Decision Theory – Pay off tables – decision criteria – decision trees.	
Unit :6 hours	02
Guest Lecture, Case studies, assignments and Seminar	
https://www.classcentral.com/course/swayam-quantitative-techniques-for-management-20268	
	Total Lecture hours 40 hours
Text Books (s)	
1	Quantitative Techniques in Management – ND Vohra, Tata McGraw-Hill, 2017
2	Operations Research – Theory and Applications, J.K. Sharma., Macmillan Indian Ltd, 3 rd edition, 2013.
Reference Books	
1	Operations Research. Kanti Swarup, P.K.Gupta And Man Mohan, S Chand & Sons, New Delhi, 2010
2	Operations Research: An Introduction. Taha, Hamdy A. Pearson Education India, 2014.
3	Optimization in Operations Research, Ronald L. Rardin, Pearson Education, 2018
4	Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8 th Edition, TMH, 2017
5	Operations Research and Quantitative Techniques, D.P. Apte, Excel Books, 2012
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	Quantitative Techniques for Management by Dr. Manharlala N. Patel, Gujarat University, Ahamedabad, SWAYAM MOOC.
2	https://www.coursera.org/courses?query=operations%20research
3	file:///E:/9-Operations-Research-An-Introduction-10th-Ed.-Hamdy-A-Taha.pdf
4	https://notendur.hi.is/kth93/3.20.pdf
Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.	
Course Designed By : Dr. N. Uma Devi , Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	M	S	M	L	S	S
CO2	S	M	S	M	M	S	L	M	L	S
CO3	S	L	S	S	M	S	L	S	M	S
CO4	S	L	M	M	M	S	M	S	M	S
CO5	S	S	M	S	M	S	S	S	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA26F	RESEARCH METHOD FOR MANAGEMENT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Basic understanding on mathematics and statistics	Syllabus Version		2026	
Course Objectives:	The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis					
The Main Objectives of this course are to:						
1. To develop understanding of the basic framework of research process.						
2. To develop an understanding of various research designs and techniques.						
3. To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.						
4. To identify various sources of information for literature review and data collection and understand some basic concepts of research and its methodologies						
5. organize and conduct research in a more appropriate manner and write a research proposal						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues					K1
2	Understand and apply research approaches, techniques and measurement techniques in the appropriate manner for managerial decision making					K2, K3
3	Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the sample design and the collection of data					K2, K3
4	Demonstrate knowledge and understanding of data analysis and interpretation in relation to the apply the different statistical tools					K3, K4
5	Students should be able to identify the overall process of designing a research study from its inception to its report					K5, K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	CONCEPT OF BUSINESS RESEARCH					7-- hours
Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework						
Unit :2	HYPOTHESIS AND MEASUREMENT					8-- hours
Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques						
Unit :3	SAMPLE DESIGN AND DATA COLLECTION					7-- hours
Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.						
Unit :4	STATISTICAL TOOLS APPLICATION IN BUSINESS RESEARCH					8-- hours
Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate						

analysis-factor, cluster, MDS, Discriminant ananlysis. (NO Problems). SPSS and its applications		
Unit :5	BUSINESS PROJECT WRITING	8-- hours
Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.		
Expert Lectures, online seminars - webinars		
Unit :6		02
hours		
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40hours
Text Books (s)		
1	Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods.Cengage Learning.	
2	Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill,11 th edition, 2012.	
3	Smith, Richard Thorpe, Paul R.Jackson, Lena J Jaspersen, 2020, Management and Business Research, Sixth Edition, SAGE Publishing India Limited,	
Reference Books		
1	Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 7 th Edition, 2015.	
2	Wilkinson Bhadarkar - Methodology and Techniques of Social Research – Himalaya	
3	Phyllis Tharenou, Ross Donohue, Brain Cooper, Management Research Methods, Cambridge University Press, 2012	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Business Research Methods, G.Parameshwari, PES college of arts and Science, Karnataka, https://onlinecourses.swayam2.ac.in/cec20_mg14/preview#	
2	Managerial research methods, Robert Shaw, Guangdong University of foreign Studies, https://www.youtube.com/watch?v=-Srf1UUf4OU	
Course Designed By : Dr.V.Ramanujam, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	L	S	L	L	L	L	L
CO2	M	L	M	L	S	L	M	L	M	L
CO3	L	M	M	L	S	L	L	L	M	L
CO4	L	M	L	S	S	L	S	L	M	M
CO5	S	M	S	M	S	L	L	L	S	S
* S – Strong; M – Medium; L – Low										

Course Code	26MBA27G	STRATEGIC MANAGEMENT: INDIAN & GLOBAL CONTEXT	L	T	P	C
CORE			3	1	-	4
Pre-requisite		Understanding on vision, mission and objectives in business	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. Understand the basic knowledge and concepts of strategic management and applications in global context;						
2. Understand how external environmental issues can have an influence on firm businesses;						
3. Apply and integrate various strategic management concepts and analytical methods to real-life management situations in a corporation;						
4. Develop critical and integrative thinking abilities; Develop problem-solving and decision-making skills for strategic evaluation and control;						
5. Develop global and ethical perspectives in international business.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL(K1-K6)	
1	Formulate organizational vision, mission, goals and values.					K6
2	Develop strategies and action plans to achieve an organization's vision, mission and goals.					K3
3	Develop powers of managerial judgment, how to assess business risk and improve ability to make sound decisions and achieve effective outcomes.					K5
4	Evaluate and revise programs and procedures in order to achieve organizational goals					K5
5	Consider the ethical dimensions of the strategic management process					K2
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Corporate Strategic planning K2					7 hours
Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.						
Unit :2	Environment Analysis & Internal Analysis of Firm K2, K4					7 hours
General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.						
UNIT :3	Strategy Formulation K4,K6					7 hours
Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organizations, non-profit organizations and large multi product and multiple market organizations. .						
Unit :4	Tools of Strategy : Planning and evaluation K3					7 hours
Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.						
Unit :5	Strategy implication &Control K5, K6					7 hours
Various approaches to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of						

Strategic Management.										
Unit :6							05 hours			
Guest Lecture, Case studies, assignments and Seminar										
		Total Lecture hours							40 hours	
Text Books (s)										
1	Pearce & Robinson, “Strategic Management”, Tata McGraw Hill.									
2	A.C.Hax and NS, Strategic Management: An Integrative Perspective, Prentice Hall.									
3	Michael Porter, Competitive strategies.									
4	John A Pearce II and Richard B Robinson, “Strategic Management: Formulation, Implementation and Control”, 9 th Edition, TMH.									
5	Michael Porter, Competitive Advantage of Nations.									
6	Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.									
7	Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.									
8	Gerry Johnson &Kevanscholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.									
Reference Books										
1	Jauch.L., Rajive Gupta &William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co.,									
2	Fred R.David, Strategic Management Concepts & Cases, Pearson,									
3	R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.									
4	Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.									
5	David, Fred; Strategic Management: Concepts and Cases; PHI Learning.									
6	Thomson, Arthur A. and Strickland, A.J.; Strategic Management: Concept and Cases; McGraw-Hill Education									
7	Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.									
8	Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education.									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1										
2										
Course Designed By : Dr. Rupa Gunaseelan, Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	S	S	M	S	S	S
CO2	S	M	S	S	S	M	M	S	S	S
CO3	S	M	S	S	S	S	M	S	S	S
CO4	S	M	S	S	S	S	M	S	S	S
CO5	S	M	S	S	S	S	M	S	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA31A	International Business Environment & Business Ethics	L	T	P	C
Core			3	1	-	4
Pre-requisite	Basic knowledge on human ethics		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: - To understand ethical issues in workplace and conflicts that arises in the business environment. To understand the relationship between business and society. - The role and responsibilities of corporate governance. - Theory and strategies related international business						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the importance of ethical decisions and the consequences of unethical decisions. Understand that the business has a social responsibility towards the society				K1,K2,K3	
2	Understand the conflicting situations in the business and find solution for ‘most good’. Develop and device ways of doing business globally				K4,K6	
3	Understand the concept of globalization and factors affecting the international business.				K3,K4,K6	
4	Elucidate the implications of trade theories on international business, theoretical framework for shifting patterns of production and trade.				K4,K5,K6	
5	Understand the strategy for selecting the modes of expansion, evaluate trade related expansions mode, contractual mode and investment mode, trade-offs in selecting the mode.				K3,K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Business and Society				6hours	
Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment						
Unit :2	Theories related to Ethics				8hours	
Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.						
Unit :3	Globalization				8hours	
Emergence of global institutions, drivers of globalization. National differences in Political economy- Political system, economic system and legal system. Differences in culture: values and norms, social structure, religious and ethical system, language, education, culture, implications for managers.						
Unit :4	International Trade Theory				9hours	
The Global Trade and Investment Environment International trade Theory: Introduction - An Overview of Trade Theory - Mercantilism -Absolute Advantage - Comparative Advantage -						

Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.		
Unit :5	The Strategy of International Business	7hours
: Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances: Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance – Counter trade.		
Unit :6 hours		02
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40hours
Text Books		
1	Charles W.L., Hill,Arun K Jain, International Business : Competing in the Global market place, Irwin-McGrawHill, 2009.	
2	Rakesh Mohan Joshi., Internatioanl Business, Oxford Universtiy Press,2014	
3	Ronald D Francis &MukthiMishra .,BusinessEhtics: An Indian Perspective, The Mc- Graw Hill companies,2009	
Refernce Books		
Business Ethics: An Indian Perspective by A.C.Fernando, Pearson, 2011.		
Business Ethics by Stephen M. Byars, Kurt Stanberry, Openstax, 2018		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	SWAYAM	
2	MOOC	
3	NPTEL	
	Course Designed By : Dr.K. Malar Mathi, Professor	

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	L	M	S	M	S	L	S	M
CO2	S	S	M	L	M	M	L	L	L	L
CO3	S	S	L	S	L	L	L	M	L	L
CO4	S	M	M	M	M	S	S	L	S	S
CO5	S	M	S	S	S	S	L	M	S	L
* S – Strong; M – Medium; L – Low										

CourseCode	26MBA32B	Business Analytics & Information System			L	T	P	C
Practical						-	3	4
Pre-requisite	Basic knowledge on Research Methodology and Computers				Syllabus Version		2026	
Course Objectives:								
The Main Objectives of this course are to:								
1. Understanding fundamental concepts from probability, statistics, stochastic modeling, and optimization.								
2.To use historical data to learn the under lying model and pattern								
3.Understanding the basic concept of data management and data mining techniques								
4.To understand the basic concept of machine learning								
5. Optimization methods to solve decision problem sunder uncertainty in business applications.								
Expected Course Outcomes:								
On the successful completion of the course,s tudent will be able to:							BTK L	
1	Understand the emergence of business analytics as a competitive strategy.						K2	
2	Evaluate the use of data from acquisition through cleansing, warehousing, analytics, and visualization to the ultimate business decision.						K1	
3	Outline the relationship of the business analytics process within the organisation's decision-making process.						K4	
4	Execute real-time analytical methods on streaming data sets to react quickly to customer needs						K6K3	
5	Analyse and solve problems through forecasting in different industries						K5K6	
BLOOMSTAXONOMYKNOWLEDGELEVEL(BTKL):								
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;								
Unit:1	Introduction to Business Analytics							
Introduction to Business Analytics: Definition, Importance, and Scope - Types of Analytics: Descriptive, Predictive, and Prescriptive - Business Analytics Life Cycle - Role of Data in Business Decision-Making - Overview of Key Tools and Technologies - Applications of Analytics in domains like HR, Marketing, Finance, and Operations - Understanding Structured vs Unstructured Data								
Unit:2	Excel for Business Analytics (Basics)							
Introduction to Excel- Overview of Excel Interface and Navigation - Sorting, Filtering, and Conditional Formatting - Basic Formulas and Functions (Arithmetic Operations, Common Functions) - Data Formatting - Basic Charts and Printing (Bar, Line, Pie; Chart Elements) - Logical and Text Functions - Date and Time Functions Lookup Functions - Data Management Techniques - PivotTables and Pivot Charts (Creating and Customizing PivotTables) - Creating Pivot Charts; Using Slicers and Timelines								
Unit:3	Data Visualization using TABLEAU							
Introduction to Tableau – Installation – Tableau Interface – Data Importing (live vs extract) Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Dashboard and interactive plots – Data interpretation – Connecting to real-time database								
Unit:4	Business Intelligence with POWERBI							
Introduction to PowerBI – Working with data – Importing from flat files, excel files, and other sources – PowerPivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives – Data Analysis Expressions; Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Storytelling with Data.								
Unit:5	Python for Business Analytics (Basics)							
Python overview: History, features, applications in business, installation (Anaconda and Jupyter Notebook) - Python Syntax, Data Types, Operators - Introduction to Libraries: NumPy, Pandas, Matplotlib, Seaborn - Reading CSV and Excel Files - Data Cleaning: Handling Nulls, Duplicates - Data Aggregation and Grouping - Visualization using Matplotlib & Seaborn: Histograms, Bar Charts, Line Plots - Introduction to Basic Descriptive StatisticsDirectory – Downloading andimporting data - Measures of centraltendency – Measures of variability.								

TextBooks(s)										
1	JeffreyD.Camm et.Al(2015),“EssentialsofBusinessAnalytics”, CengageLearning.									
2	Evan JamesR,BusinessAnalytics–Pearsoneducation,11 th edition.									
3	UDineshKumar-BusinessAnalytics:TheScienceofData– DrivenDecisionMaking– Wiley-2017									
4	Aldrich, J & Cunningham, J, Using IBM SPSS statistics, Sage publications									
5	Lander, Jared P, (2017), R for Everyone: Advanced Analytics and Graphics. Addison-Wesley Professional.									
ReferenceBooks										
RelatedOnlineContents [MOOC,SWAYAM,NPTEL,Websitesetc.)										
1	https://onlinecourses.nptel.ac.in/noc20_mg47/preview									
2	https://www.edx.org/es/search?q=Business+Analytics									
Course Designed By : Dr. K. Malar Mathi, Professor										
MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	L	L	M	L	M	S	L	S
CO2	S	M	S	M	L	M	M	L	L	M
CO3	S	S	S	S	M	M	M	M	M	M
CO4	L	M	S	S	M	S	M	M	S	L
CO5	L	S	S	S	M	S	L	L	S	L
*S–Strong; M–Medium;L-Low										

Course Code	26MBA33C	Health & Wellness	L	T	P	C
Core						1
Pre-requisite			Syllabus Version	2026		
Skill Areas:						
1. Physical Fitness, Nutrition, Mental Health, Awareness on Drug addiction and its effects						
Purpose:						
The Health & Wellness course focuses on teaching the elements of physical, mental, emotional, social, intellectual, environmental well-being which are essential for overall development of an individual. The course also addresses the dangers of substance abuse and online risks to promote emotional and mental health.						
Learning Outcomes:						
Upon completion of the Health & Wellness course, students will be able to:						
1. Demonstrate proficiency in sports training and physical fitness practices.						
2. Improve their mental and emotional well-being, fostering a positive outlook on health and life.						
3. Develop competence and commitment as professionals in the field of health and wellness.						
4. Awareness on drug addiction and its ill effects						
Focus:						
During the conduct of the Health & Wellness course, the students will benefit from the following focus areas:						
1. Stress Management.						
2. Breaking Bad Habits.						
3. Improving Interpersonal Relationships.						
4. Building Physical Strength & Inner Strength.						
Role of the Facilitator:						
The faculty plays a crucial role in effectively engaging with students and guiding them towards achieving learning outcomes. Faculty participation involves the following areas:						
1. Mentorship & Motivation: The Facilitator mentors students in wellness and self-discipline while inspiring a positive outlook on health. Faculty teach stress management, fitness, and daily well-being.						
2. Promoting a Safe and Inclusive Environment: The facilitator ensures a safe, inclusive, and respectful learning environment for active student participation and benefit.						
3. Individualized Support and Monitoring Progress: The facilitator plays a crucial role in providing personalized support, monitoring and guidance to students.						
Guided Activities:						
In this course, several general guided activities have been suggested to facilitate the achievement of desired learning outcomes. They are as follows:						
1. Introduction to Holistic Well-being.						
2. Holistic Wellness Program- Nurturing Body and Mind						
3. Breaking Bad Habits Workshop.						
4. Improving the elements of physical, emotional, social, intellectual, environmental and mental well-being.						
5. Creating situational awareness, digital awareness.						
6. Understanding substance abuse, consequences and the way out.						

Period Distribution		
The following are the guided activities suggested for this Audit course. The Physical Director should plan the activities by the students. Arrange the suitable Mentor / Guide for the wellness activities. Additional activities and programs can be planned for Health and Wellness.		
Unit :1		
Physical Well-being 1. Fitness - Introduce the different types of fitness activities such as basic exercises, cardiovascular exercises, strength training exercises, flexibility exercises, so on and so forth. (Include theoretical explanations and outdoor activity). 2. Nutrition - Facilitate students to reflect on their eating habits, their body type, and to test their knowledge on nutrition, its sources and the benefits. 3. Yoga & Meditation - Discuss the benefits of Yoga and Meditation for one's overall health. Demonstrate different yoga postures and their benefits on the body through visuals (pictures or videos) 4. Brain Health - Discuss the importance of brain health for daily life. Habits that affect brain health (irregular sleep, eating, screen time). Habits that help for healthy brains (reading, proper sleep, exercises). Benefits of breathing exercises and meditation for healthy lungs. 5. Healthy Lungs - Discuss the importance of lung health for daily life. Habits that affect lung health (smoking, lack of exercises). Benefits of breathing exercises for healthy lungs. 6. Hygiene and Grooming - Discuss the importance of hygienic habits for good oral, vision, hearing and skin health. Discuss the positive effects of grooming on one's confidence level and professional growth.		
Unit :2		
Mental Well-being 1. Importance of self-reflection Discuss: Steps involved in achieving mental well-being (self-reflection, self-awareness, applying actions, achieving mental well-being). Different ways to achieve mental well-being (finding purpose, coping with stress, moral compass, connecting for a common cause). The role of journaling in mental well-being. 2. Mindfulness and Meditation Practices : Benefits of practicing mindful habits and meditation for overall wellbeing. 1. Connecting with nature : Practising to be in the present moment - Nature walk, feeling the sun, listening to the natural sounds. Exploring with intention - Hiking, gardening to observe the nature. Reflecting on the emotions, and feeling kindled by nature. 2. Serving people : Identifying the needs of others. Helping others. Volunteering your time, skills and listening ear. Finding joy in giving. 3. Creative Expressions : Indulging in writing poems, stories, music making/listening, creating visual arts to connect with inner selves.		
Unit :3		
Emotional Well-being 1. Stress Management Trigger a conversation or provide self-reflective worksheets to identify the stress factors in daily life and their impact on students' performance. Introduce different relaxation techniques like deep breathing, progressive muscle relaxation, or guided imagery 2. Importance of saying 'NO'. 6 Explain the students that saying 'NO' is important for their Physical and mental well-being, Academic Performance, Growth and Future, Confidence, Self-respect, Strong and Healthy Relationships, building reputation for self and their family (avoid earning a bad name). Factors that prevent them from saying 'NO'. How to practice saying 'NO'. 3. Body Positivity and self-acceptance Discuss the following with the students. What is body positivity and self-acceptance? Why is it important? Be kind to yourself. Understand that everyone's unique.		
Unit: 4		
Social well being: Practicing Gratitude- Digital Detox - Intellectual well being: Lifelong learning-Digital Literacy.		

Environmental Well-being 1.The Importance of initiating a change in the environment.

The session could be around: Defining Environmental well-being (physical, chemical, biological, social, and psychosocial factors) - People's behaviour, crime, pollution, political activities, infrastructure, family situation etc. Suggesting different ways of initiating changes in the environment (taking responsibility, creating awareness, volunteering, and 9 approaching administration).

Unit :5

Situational Awareness (Developing Life skills)

1. Being street smart - Discuss: Who are street smart? Why is it important to be street smart? Characteristics of a street smart person: Importance of acquiring life skills to become street smart - (General First-aid procedure, CPR Procedure, Handling emergency situations like fire, flood etc). **2. Digital Awareness Discuss:** Cyber Security Information Literacy Digital Privacy Fraud Detection

Unit :6

Social Well-Being

1. Practicing Gratitude - Discuss the importance of practicing gratitude for building relationships with family, friends, relatives, mentors and colleagues. Discuss how one can show gratitude through words and deeds. Explain how practicing gratitude can create 'ripple effect'.

2. Cultivating Kindness and Compassion - Define and differentiate between kindness and compassion. Explore practices that cultivate these positive emotions. Self-Compassion as the Foundation. The power of small gestures. Understanding another's perspective. The fruits of compassion.

3. Practising Forgiveness - Discuss the concept of forgiveness and its benefits. Forgiveness: What is it? and What it isn't? Benefits of forgiveness. Finding forgiveness practices.

4. Celebrating Differences -Appreciate the value of individual differences and foster inclusivity. The World: A Tapestry of Differences (cultures, backgrounds, beliefs, abilities, and appearances). Finding strength in differences (diverse perspectives and experiences lead to better problem-solving and innovation). Celebrating differences, not ignoring them (respecting and appreciating the unique qualities). Activities for celebrating differences (share culture, learn about others, embrace new experiences).

5. Digital Detox - Introduce the students to: The concept of a digital detox and its benefits for social well-being. How to disconnect from devices more often to strengthen real world connections.

Reference Books

United Nations Sustainable Development Goals - Goal 3 - Good Health & WellBeing:

<https://www.un.org/sustainabledevelopment/health/>

Mindfulness and Meditation: Stanford Health Library offers mindfulness and meditation resources:

<https://healthlibrary.stanford.edu/books-resources/mindfulnessmeditation.html>

Breaking Bad Habits: James Clear provides a guide on how to build good habits and break bad ones: <https://jamesclear.com/habits>

6 Ways to Keep Your Brain Sharp 5. <https://www.lorman.com/blog/post/how-to-keep-your-brain-sharp>

How Does Your Environment Affect Your Mental Health? <https://www.verywellmind.com/how-your-environment-affects-your-mentalhealth-5093687>

What Is Social Wellbeing? 12+ Activities for Social Wellness

<https://positivepsychology.com/social-wellbeing/>

How to say no to others (and why you shouldn't feel guilty) <https://www.betterup.com/blog/how-to-say-no>

III SEMESTER ELECTIVE PAPERS

Course Code	26MBA31M	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basic Knowledge in Marketing Management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1.Process, theory and social impact of Integrated Marketing Communication 2. Role of the elements of Marketing communication. 3. Concepts and issues associated with Integrated Marketing Communication 4. Evaluate marketing information required to plan 5.Manage IMC campaigns						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	IMC theories and practices and develop abilities of creative thinking for marketing communication.					
2	evaluate a range of media and methods available for marketers					
3	Analyze and respond appropriately to key issues in marketing communication					
4	Determine and evaluate marketing information required to plan					
5	Create and manage IMC campaigns.					
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1						07 hours
Role of IMC in marketing process, IMC planning, Participants in IMC process – Clients, Advertising and Specialized Services agencies. Perspectives on Consumer Behaviour – Objectives and Budgeting for IMC programmes						
Unit :2						08 hours
Creative process, Planning and Development of Creative strategy, Appeals and Execution styles, creative tactics, creative brief and approval; Copy writing for Print, Broadcast and Web media; Design and Production for Print, Broadcast and Web media.						
Unit :3						07 hours
Media Profile – Print, Radio, Television, Film and Video, and Supportive Media – Audience, Types, Advantages and Limitations, Trends; Media Plan – objectives, strategies, buying and scheduling, Evaluating the effectiveness of advertising.						
Unit :4						07 hours
Direct Marketing and IMC – Objectives, Tools and strategies, Internet and IMC – Web participants, objectives, developing and maintaining a website; Sales Promotion – Growth, Types, objectives, integration and effectiveness.						
Unit :5						08 hours
Public Relations – Planning process, tools and effectiveness, Personal selling and IMC – Scope, Role, and Evaluation, Social, Ethical and Economic effects of advertising and promotion; Regulation of advertising and promotion.						
Unit :6 hours						04

Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	George E. Belch Michael A. Belch and KeyoorPoorani– Advertising and Promotion – IMC perspective – Tata McGraw Hill 2008.	
2	Kazmi and Batra – Advertising and Sales Promotion – Excel Books, 2007.	
3	Chunnewalla – Advertising, Sales and Promotion Management – Himalaya Publishing, 2007.	
Reference Books		
1	Wells, Moriarty and Burnett – Advertising Principles and Practice, Pearson Education, 2006.	
2	Clow and Baack, - Integrated Advertising, Promotion and Marketing Communications, PHI/Pearson 2007.	
3	Shimp – Advertising and Promotion – IMC approach – Cengage Learning, 2007	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Integrated Marketing ManagementBy Prof. R Srinivasan	
2	https://www.coursera.org/learn/integrated-marketing-communications	
3	https://www.oxfordcollegeofmarketing.com/short-courses/integrated-marketing-communications/	
Course Designed By : Dr.G.Barani, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	L	L	L	M	L	M	M	S
CO2	M	S	L	L	L	M	M	M	M	S
CO3	M	S	L	L	L	M	M	M	M	S
CO4	M	S	L	M	M	S	S	M	M	S
CO5	M	S	L	M	M	S	M	M	M	S
* S – Strong; M – Medium; L - Low										

Cour se code	26MBA32M	CONSUMER BEHAVIOUR	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite			Syllabus Version		2026	
Course Objectives:		Basic understanding on consumers, products and business				
The Main Objectives of this course are to: 1.To highlights the importance of understanding consumer beahviour in marketing 2. To study the environmental and individual influence on consumers. 3. To understand consumer behaviour in Indian Context.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	ENUMERATEsocialandpsychologicalfactorsandtheirinfluencehis/her behaviorasaconsumer.				K1,	
2	EXPLAINfundamentalconceptsassociatedwithconsumerandorganizational buyingbehavior.				K2	
3	APPLYconsumerbehaviorconceptstorealworldstrategicmarketing managementdecisionmaking.				K3	
4	ANALYSE the dynamics ofhumanbehavior and the basic factors that influencetheconsumer'sdecisionprocess.				K4	
5	DISCUSStheuseof theInternet,e-commerce&informationtechnologywith respecttothechangingconsumermarketplaceandELABORATEonthe variousaspectsofthechangingIndianConsumer				K5, K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Consumer Behaviour and Marketing Strategy				08 hours	
Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour .Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.						
Unit :2	Consumer Motivation				07 hours	
Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict. Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.						
Unit :3	Consumer Attitude				07 hours	
Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon. Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.						

Unit :4	Consumer Behaviour and Culture	07 hours
Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Sub cultural interaction. Cross culture: International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences		
Unit :5	Opinion Leadership	07 hours
Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership. Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.		
Unit :6		04
hours		
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	ConsumerBehavior,LeonSchiffman,LeslieKanuk,S.RameshKumar,Pearson,10thEdition	
2	ConsumerBehavior,Engel,Blackwell&Miniard	
3	ConsumerBehavior –AnIndianperspective,Dr.S.LGupta,SumitraPal,SultanChandandSons	
Reference Books		
1	ConsumerBehavior,DavidL.Loudon&AlbertJ.DellaBitta,TataMcGr awHill,4thEdition	
2	ConsumerBehavior,Hawkins,Mothersbaugh,TataMcGrawHill	
3	ConsumerBehavior,Batra,Kazmi,ExcelBooks	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	TheMarketingWhiteBook,BusinessWorld	
2	EconomicTimes,BusinessStandard,Mint,Businessworld.(Brandequity&Brandwagon)	
Course Designed By : Dr. K. Malar Mathi, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	M	S	M	L	S
CO2	S	M	S	S	S	S	S	L	S	M
CO3	S	M	S	M	M	S	--	S	S	S
CO4	S	S	S	M	S	M	--	S	M	S
CO5	S	S	S	M	S	M	--	M	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA33M	RETAIL MANAGEMENT	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basic understanding on stores and products	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To familiarize students with the decisions involved in running a retail firm						
2. To introduce the concepts and principles for making those decisions.						
3. To understand the impact of retailing on the economy and its society.						
4. To understand the policies, methods, and procedures used by successful retailers.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Identify the factors and Management tools that retailers adopt when developing their merchandise mix.					K1K2
2	Understand the integration of merchandise management and supply chain strategies					K2K4
3	Understand how to create a shopping experience that builds customer loyalty					K4K5
4	Learn how to identify, hire and retain retail talent and how the role of the manager impacts the success of a retail business					K3K6
5	Understand how retailers can leverage their online and brick and mortar presence to support omnichannel strategy					K3K6
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction and Perspectives on Retailing					8--hours
Retailing - Introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behaviour						
Unit :2	Retail Planning and Merchandise Management					8--hours
Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management positioning, personality, Types of brand, Brand and life cycle; Merchandise management -Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.						
Unit :3	Retail Location and Retail Pricing					8--hours
Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.						
Unit :4	Retail Promotion					7--hours
Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling, public relations and relationship marketing in retailing; Human resource issues and considerations: Customer service management- Omnichannel customers						
Unit :5	Impact of information technology in retailing					7--hours
Impact of information technology in retailing - Integrated systems and Networking, EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.						

Unit :6		02 hours
Guest Lecture, Case studies, assignments and Seminar		
Text Books (s)	Total Lecture hours	40 hours
1	Levy, Weitz and Pandit, Retailing Management, Tata McGraw Hill, Eight edition	
2	SwapnaPradhan - Retailing Management, Tata McGraw Hill 2009	
3.	Berman, Evans and Mathur- Retail Management, A strategic Approach, Pearson 2011.	
Reference Books		
1. David Gilbert, Retail Management, Pearson 2006		
2. Bajaj, Tuli and Srivastava, Retail Management – Oxford- 2013		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1. https://onlinecourses.swayam2.ac.in/cec20_mg01/preview		
2. https://www.edx.org/learn/retail		
Course Designed By : Dr. K. Malar Mathi, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	L	L	L	L	L
CO2	M	M	L	S	S	L	L	L	L	L
CO3	L	M	S	M	L	L	L	L	L	L
CO4	M	L	M	M	M	L	L	L	L	L
CO5	S	S	L	L	M	L	L	L	L	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA34M	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite			Syllabus Version		2026	
Course Objectives:		Knowledge about the consumers and customers, business etc,				
The Main Objectives of this course are to:						
1.To introduce core concepts of CRM Paradigm.						
2.To focus CRM as a business strategy						
3.To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.						
4.To help the students understand the organizational context of CRM						
5. To understand the application of CRM in Business Market						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	.To familiarize the terms, concepts and nature of CRM.				K1	
2	Focusing CRM as business strategy				K2	
3	To integrate the application of CRM in Business markets.				K3, K4	
4	Understand the organizational context of CRM				K2	
5	Understanding the basic concepts of CRM in the dynamics of Information Technology				K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Strategic and Conceptual Foundation of CRM			07hours	
Emergence of CRM practice, CRM Cycle, Framework, Stakeholders, Significance of CRM, Attributes of CRM, Behavioural dimensions, Strategic issues, Components of CRM Programme, CRM process, Market share Vs Mind Share, Life time value of customer.						
Unit :2		Planning Implementing and Measuring of CRM project			07 hours	
CRM strategy, Organising CRM, Implementation Road Map, Issues in implementation, Areas of measurement, Service quality, Customer satisfaction, Customer acquisition, Customer retention and loyalty, Customer experience, Customer cycle measures, 3E measures – company efficiency, effectiveness and employee behavior, customer value, customer equity, CRM scorecard.						
Unit :3		Dynamics of Information Technology in CRM			07 hours	
e-CRM in Business, Features and Advantages of e-CRM, Technologies and CRM softwares, Application of e-CRM, Customer Database development and management – Database construction, Data Warehousing, Data mining tools and techniques, Privacy and ethical considerations.						
Unit :4		Customer care management			07hours	
Customer care softwares, customer service applications, facilities, customer care technologies, Multimedia call centre, Electronic point of sale, Help desk, ATM, Sales force automation, Leveraging internet and mobile, Marketing automation, Service automation.						
Unit :5		Application of CRM in different markets			07 hours	
CRM in service markets – Banking and Financial sector, Hospitality, Aviation, Retail, Telecom services, CRM in Rural markets, CRM in Business market.						
Unit :6		05 hours				
Guest Lecture, Case studies, assignments and Seminar						

Text Books (s)	Total Lecture hours	40 hours
1. Alok Kumar Rai – Customer Relationship Management – Concepts and Cases PHI Learning Pvt. Ltd., 2013. 2. Roger. J. Baron et al. – Customer Relationship Management – South Western Cengage Learning, 2008. 3. Shainesh and Jegadish N. Seth – Customer Relationship Management- Strategic perspectives – Mac millan, 2010. 4. Kumar and Reinatz I. Werner, Customer Relationship Management – Databased approach, Wiley India, 2010.		
Reference Books		
1. GovindBhat – Customer Relationship Management - Himalaya Publication House, 2011. 2. EktaRastogi – Customer Relationship Management – Text and Cases, Excel Books, 2011. 3. Francis Buttle – Customer Relationship Management Concepts and Technologies, Butterworth –Heinmann (An imprint of Elsevier) 2009.		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://www.edx.org/course/customer-relationship-management	
2	https://onlinecourses.swayam2.ac.in/imb19_mg10/preview	
3	https://onlinecourses.nptel.ac.in/noc20_mg57/preview	
Course Designed By : Dr. K. Malar Mathi. Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	L	L	L	L	L
CO2	M	M	L	S	S	L	L	L	L	L
CO3	L	M	S	M	L	L	L	L	L	L
CO4	M	L	M	M	M	L	L	L	L	L
CO5	S	S	L	L	M	L	L	L	L	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA35M	SERVICES MARKETING	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basic Knowledge in Marketing Management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1.To familiarize students with current thoughts of service marketing 2. To sensitize them to service operations and service quality , in consideration of customer experience 3.To help in understanding of issues faced by service firms in customer attraction and retention. 4. To Expose them to Industry 4.0 concepts in service industry 5.To sensitize them to application of IoT in service industry						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL(K1-K6)	
1	Know and understand how the service industry works				K1, K2	
2	Analyze how service Marketing Mix works				K4	
3	To analyze and apply knowledge to enhance Customer service quality				K3, K4	
4	To evaluate the pros and cons of IoT applications in Industry				K5	
5	To prepare and present case studies on application service Marketing and IoT principles				K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION TO SERVICES					07hours
Introduction to services- Characteristics of services Marketing- Difference between goods and services marketing- - service Marketing Triangle. Service Demand and capacity Management- Strategy for managing service demand.						
Unit :2	SERVICE MARKETING MIX					08 hours
Service Marketing Mix –New service Development-Service pricing- Service promotion- Distribution of Services- Physical evidence- Servicescape- People in service delivery.						
UNIT :3	SERVICE QUALITY					07hours
Service Quality- GAP Model of Service quality- Other models of Service Quality-SERVEQUAL- Service failure- Service recovery- Service Guarantee- Complaint Management.						
Unit :4	TRASFORMING THE SERVICE INDUSTRY I					07hours
Transforming the Service Industry- Impact of Artificial Intelligence (AI)and Machine Learning (ML)on Services- AI applications in Service Industry- Virtual Reality for improved Customer Service- Application of Augmented reality in Services.						
Unit :5	TRASFORMING THE SERVICE INDUSTRY II					07hours
Importance of Cyber physical Systems- Application of smart sensors across service Industry- Benefits of Mobile Technology in Services- Service Robots- Types of Service Robots- Uses of service Robots.						
Unit: 6						
hours						
Guest Lectures, Case Studies, Assignments and Seminars						
Total Lecture hours						
40 hours						

Text Books (s)	
1	Services Marketing by RajendraNargundkar, Third edition, Tata McGrawHill
2	Services Marketing , Dwayne D. Gremler, Valarie A Zeithaml, Ajay Pandit, Mary Jo Bitner, sher: Mcgrawhill HED, ISBN: 9789353160777, Edition: 7, 2018
3	Services Marketing, S. M. Jha, Himalaya Publishing House, 2008,ISBN, 9788170408307
4	IoT applications in Service Industry, Barani G and Pankajavalli PB
5	Service Marketing in Industry 4.0 Era, Dr. G. Barani and Dr. P.B. Pankajavalli, Archers & Elevators publishing house ISBN 978-81-947065-9.5, edition 2020
Reference Books	
1	Services Marketing, K. Karunakaran, Himalaya Publishing House
2	Christopher Lovelock, Service Marketing, Pearson, 2010
3	Ravi Shankar, Excel Book (2004), Service Marketing
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	Swayam: Services Marketing: Integrating People, Technology, Strategy By Prof. ZillurRahman IIT Roorkee
2	Course era: International Hospitality & Healthcare Services Marketing, Sunmeechoi
Course Designed By : Dr.G.Barani, Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	L	M	L	S	L	S
CO2	S	S	S	S	M	M	L	S	L	S
CO3	S	S	S	S	M	M	L	S	M	H
CO4	S	M	S	M	S	S	S	S	L	M
CO5	S	M	S	S	S	S	S	S	M	M
* S – Strong; M – Medium; L - Low										

Course code	26MBA36M	BRAND MANAGEMENT	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basic knowledge in brands and business	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To inculcate understanding of basic branding principles and expose the students to classic and contemporary branding application and case studies.						
2. To provide comprehensive and UpToDate treatment of brands, brand equity, strategic brand management.						
3. To provide insight into designing various activities to build, measure, manage brand equity.						
4. To provide various concepts and techniques to improve the long-term profitability of the brand strategies.						
5. To understand the ways by which one can sustain brand equity to expand business opportunities.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand and appreciate the importance of branding decisions for any organizations.					K1
2	Understand the psychological principles at the individual and firm level in order to make better decision about brand.					K2
3	Identify how to create intense, active loyalty relationship with customers and identify how to trace the value creation process for the brands to better understand the financial impact of their marketing expenditure and investments.					K3
4	Analyze the important changes taking place in both consumer behavior and brand management in the digital era.					K4
5	Evaluate the approach to building brand equity and leveraging secondary brand associations for the brand. In addition to this, student would able to understand and evaluate designing, conducting and interpreting brand audit, digital marketing review and tracking study.					K5
6	Create a brand equity measurement and management system and brand architecture strategies.					K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Brand Concept					08 hours
Concept of a brand, Brand elements, Branding commodities, Business-to-business branding, Functions of brand with respect to consumers and firm, Role of branding with services, retailers and distributors, digital brands, people and organization, sports, arts and entertainment, geographic locations, ideas and causes, Branding challenges and opportunities.						
Unit :2	Developing a Brand Strategy					07 hours
Customer based brand equity, Sources of brand equity, Brand positioning, Brand mantra, Brand resonance, Brand value chain, Choosing brand elements to build brand equity.						
Unit :3	Designing Marketing Programs to Build Brand Equity					07 hours
Integrating Marketing-personalizing marketing, experiential marketing, relationship marketing, mass customization, permission marketing, Product strategy, Pricing strategy, Channel strategy,						

Integrated marketing communication programs, Challenges in designing brand building communication, New approaches and philosophy in marketing		
Unit :4	Branding in the Digital Era	07 hours
Key issues for branding in the digital era, Brand engagement, Digital communication, Social media paid channels, Mobile marketing, Influencer marketing and Social Media celebrities, Content marketing, Leveraging secondary brand association – co-branding, licensing, celebrity endorsement, sporting cultural and other event, third party sources.		
Unit :5	Measuring and Interpreting Brand Performance	07 hours
Brand audit, Brand tracking studies, Big data and Marketing analysis dashboard, Establishing a brand equity measurement system - brand bible, brand equity report, brand equity responsibilities, Measuring sources of brand equity-qualitative research techniques, quantitative research techniques, social media listening and monitoring, Measuring outcome-comparative method, holistic method and brand evaluation.		
Unit: 6		04 hours
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books (s)		
1	Keller, Parameswaran, Jacob, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 4e, Pearson Education India, 2020.	
2	Kirti Dutta, (2019), “Brand management: Principles and Practices, Oxford University Press.	
3	Heding, T., Knudtzen, C. F., & Bjerre, M. (2020). Brand management: Mastering research, theory and practice. Routledge.	
Reference Books		
1	Aaker, D. A. (2010). Brand relevance: Making competitors irrelevant. John Wiley & Sons.	
2	Rowles, D. (2022). Digital branding: a complete step-by-step guide to strategy, tactics, tools and measurement. Kogan Page Publishers.	
3	Vibha Mathur, Saloni Arora(2024). Brand Management, PHI Learning Pvt. Ltd.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Brand Management - Course - SWAYAM	
2	Brand Management - Course - NPTEL	
Course Designed By : Dr. K. MALAR MATHI, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	M	M	M
CO2	S	S	M	S	S	M	M	S	M	S
CO3	S	S	M	S	M	M	M	L	M	S
CO4	S	S	M	S	M	S	M	L	L	M
CO5	S	M	S	M	S	S	S	L	L	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA37M	SOCIAL MEDIA MARKETING	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Basic Knowledge in Marketing Management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1.To identify the best practices in social media marketing.						
2. Connect business objectives to appropriate Social Media tactics.						
3. Create strong content that engages their target audience with their marketing message						
4.Understand the use of data in social media						
5.Measure and analyse the impact of social media on business						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the channels and role of social media in devising marketing strategy.				K1,K2	
2	Use principles of consumer behaviour to develop media content and launch campaign.				K2,K3	
3	Understand the contemporary evolution of word of mouth marketing				K2,K3	
4	Develop approaches to evaluate the impact of social media campaign in the digital market space				K4,K5	
5	Create and measure the impact of a social media campaign				K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	FOUNDATIONS OF SOCIAL MEDIA MARKETING:				07 hours	
The Infrastructure of Social Media - The Zones of Social Media - Monetization and Social Media Social Media Marketing - Careers in Social MediaSocial consumers- Segmenting and Targeting for Social media consumers- Social identity- Motives and Attitudes influencing social media activities- Social media segments– Rise of Influencers						
Unit :2	SOCIAL MEDIA MARKETING STRATEGY				08 hours	
Social media marketing strategy- Strategic planning and Social media marketing- Phases of social Media Marketing Maturity- Social media campaigns- Strategic planning process-Social Media policy.						
Unit :3	SOCIAL COMMUNITY AND PUBLISHING				07hours	
: Social community zone- Participation in social networks- Marketing applications in social community zone- Social Engagement and relationship- Social publishing zone- Publishing content-developing and organizing content- Social publishing strategies						
Unit :4	SOCIAL MEDIA ENTERTAINMENT AND COMMERCE				07 hours	
- Social entertainment zone- Social games- Categorising social games- Alternate Reality Games- Social music, Social TV and Social celebrity.The Zone of Social Commerce- The Zone of Social Commerce Social Commerce: The Social Shopping Experience - Social Commerce Strategies - Psychology of Influence - Benefits of Social Commerce						

Unit :5	SOCIAL MEDIA DATA MANAGEMENT AND MEASUREMENT	08 hours
Role of social media in research- Social media listening Primary Social media research- Social Media Measurement- The process of evaluation and measurement- Social media marketing metrics matrix- Digital shopping.		
Unit: 6	04 hours	
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books (s)		
1	Tuten, T. Solomon, M. & Rishi, B (2018). Social Media Marketing, 3e, SAGE Publications	
2	Guy Kawasaki and Peg Fitzpatric , The Art of Social Media: Power Tips for Power Users Portfolio/Penguin- 2015	
Reference Books		
1	Randy Hlavac, Social IMC: Social Strategies with Bottom-Line, 2014.	
2	Leslie Poston ,Social Media Metrics for Dummies, John Wiley and Sons, 2012.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Digital Marketing:ByDr.Tejinderpal Singh , Panjab University Chandigarh	
2	https://www.coursera.org/specializations/social-media-marketing	
Course Designed By : Dr.G.BARANI, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	L	L	M	S	S	M	M
CO2	S	M	M	L	L	M	S	S	M	M
CO3	S	S	M	L	L	M	S	M	M	M
CO4	M	M	S	M	M	M	S	L	M	M
CO5	M	M	S	S	S	M	S	L	M	M
* S – Strong; M – Medium; L - Low										

Course Code	26MBA38M	CUSTOMER EXPERIENCE MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Knowledge about Marketing	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. This module will explore the concept of customer experience management by critically exploring conceptual frameworks for understanding, measuring and managing it.						
2. Existing theories will be integrated to develop a holistic and managerially useful understanding of customer experience management.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Develop an ability to understand types , theories, key drivers of customer experience with respect to the process				K1,K2,K3	
2	Design individual customer profile, audience profile, psychographic analysis and mapping the customer journey.				K4,K5,K6	
3	Design a more focused and customer, client,customer engagement metrics and strategies, social media engagement.				K4,K5,K6	
4	Understand different types and models of customer loyalty and develop solution for the same.				,K3,K4,K5	
5	Understand the importance of internal auditing and how to evaluate the reports				K3,K4,K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction					7 hours
CEM- Definition, benefits, Customer- Definition, lifecycle, Overview, Types of customer, customer experience-Theories and development, Managing Customer experience- customer experience manager, customer loyalty, Customer Effort Score (CES) - calculation, of CES, advantages of CES. Key drivers- definition and analysis. CEM Model- consumer psychology model, Stimulus-output- response model (S-O-R), Technology adoption model (TAM)						
Unit :2	Marketing in CEM					8 hours
Customer Profile, Audience profile, Consideration set and awareness set in marketing, Brand Marketing-definition and strategies, Product centric marketing, psychographic in marketing, Usefulness and creating customer persona, mapping the customer journey, sales funnel stages. path to purchase model- touch points and overview						
Unit :3	Customer Engagement Marketing					8 hours
Client centric experience, customer-centric companies- culture ,customer centric sales, customer service culture, client engagement- model and strategies, customer engagement metrics and strategies, social media engagement. Functions of customer engagement manager.						
Unit :4	Customer Loyalty & Retention					8 hours
Customer Loyalty- types, analytics and solutions, customer loyalty loop-definition and model, Marketing funnel vs. Loyalty loop, measuring customer retention for a business, calculating net promoter score benchmarks.						
Unit :5	Internal Auditing					7 hours
Internal auditing standards, internal auditor-Evaluating compliance, preparing reports, Making suggestions. Internal auditing software- audit management software and data analytic software						

Unit: 6		02 hours
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books		
1	<u>Ben Reason</u> , <u>LavransLøvlie</u> , <u>Melvin Brand Flu</u> (2016).Service Design for Business: A Practical Guide to Optimizing the Customer Experience.Wiley	
2	<u>P. Klaus</u> , (2014). Measuring Customer Experience: How to Develop and Execute the Most Profitable Customer Experience Strategies, Hardcover– 2014.Palgrave Macmillan	
	Reference Book	
3	Customer Experience Management: How to Design, Integrate, Measure and Lead by Nihat TavsanPh.D;CanErdemPh.D 2018 Tasora Books	
4	Mapping Experiences: A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams by James Kalbach, 1st Edition,Kindle	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	SWAYAM	
2	NPTEL	
3	MOOC	
Course Designed By :Dr.K. Malar Mathi, Professor		

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	M	S	L	S	L	L	M
CO2	S	S	S	M	S	L	L	M	L	L
CO3	S	S	S	M	S	S	M	L	S	L
CO4	S	M	S	M	S	L	L	L	L	M
CO5	S	M	S	S	S	M	S	M	M	S
* S – Strong; M – Medium; L – Low										

Course code	26MBA39M	TECHNOLOGY EMPOWERED MARKETING	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Basic understanding in technological tools for marketing of products	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To bring the importance of technology and innovation with a special relevance in retailing.						
2. Develop decision making skills and analytical abilities of students to arrive at feasible solutions through quantitative and qualitative analysis of data.						
3. Plans to touch upon various technological touch points that reaches with customers.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the applications of various technologies in marketing in futuristic perspective.				K1,	
2	To apply the technological learning interfaces in any setup of retailing.				K2	
3	Develop domain knowledge and acquire decision making skills analysis, data analysis and other class activities.				K3	
4	ILLUSTRATE the use of Face book, Google Ad words, YouTube and Email in various contexts of Digital Marketing.				K4	
5	DESIGN digital media campaign using appropriate mix of Face book, Google Ad words, YouTube and Email.				K5, K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Introduction			08 hours	
Uses of technology in marketing: Inbound vs Outbound marketing, Content Marketing Understand Traffic, Understanding leads, Strategic Flow for Marketing Activities. WWW Domains, Buying a Domain, Website Language and Technology, Core objective of website and Flow , One page website , Strategic Design of home page, Strategic Design of products and Services page, Strategic packaging technology, Strategic design of pricing page, Kiosk Marketing, Data – driven marketing, technology for services marketing. Prospect of technology and marketing across different industry verticals.						
Unit :2		Application of Technology			08 hours	
Application of technology- oriented research in Retailing, merchandising other channels of distribution. Integrating marketing communication and customer relationship across various retail formats using embed						
Unit :3		Connecting Channels			07 hours	
Connecting Omni- channel retailing with various nodes of technology. Improvising customer satisfaction metrics through technology. – Matrices for measuring customer lifetime value. Evaluate strategic Marketing alternatives – customer retention and customer Churning.						
Unit :4		Building Customer Relationship			08 hours	
Building customer relationship though technology drives,. Face book –Prolife and pages , Business categories , Getting Assets Ready, Creating Face book pages, Page info and settings' Face book ad campaigns - Google Adwords: understanding Adwords Google ad Types ,Pricing models , PPC						

Cost formula, Ad Page Rank Billing and payments - You Tube- Video Flow, Google Pages for YouTube Channel, Verify Channel, -Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Channel Analytics, Real Time Analytics. Email.;Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email

Unit :5	Recent Advances	07 hours
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Recent advances-roles of artificial intelligence, IOT, Machine learning and other avenues for marketing.

Unit: 6 hours	02
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Guest Lectures, Case Studies, Assignments and Seminars

Total Lecture hours	40 hours
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Text Books (s)

- | | |
|---|---|
| 1 | Artificial intelligence for marketing; Practical Applications (Wiley and SAS Business Series) by Jim sterna |
| 2 | Google Adwords for Beginners: A Do-It-Yourself Guide to PPC advertising cory Rabazinsky |
| 3 | Email persuasion: Captivate and engage your audience, build authority and generate more sale with email marketing ,Lan Brodie |

Reference Books

- | | |
|---|--|
| 1 | Social media marketing All – in – one for Dummies, Jan Zimmerman and Deborah |
|---|--|

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)

Course Designed By : Dr. K. Malar Mathi, Professor

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	M	S	M	M	L
CO2	S	M	M	S	S	S	S	L	S	M
CO3	S	M	M	L	M	S	M	S	M	M
CO4	S	S	M	L	S	M	S	M	M	S
CO5	S	S	S	L	S	S	S	S	S	M

* S – Strong; M – Medium; L - Low

Course code	26MBA310M	RURAL MARKETING	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite	Basic understanding on rural demography and marketing		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To familiarize students with the decisions involved running rural market.						
2. Understand the polices methods and procedures used by successful rural marketer.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL	
1	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of rural marketing.				K1,	
2	DEMONSTRATE the relevance of Rural marketing concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.				K2	
3	APPLY Rural marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios				K3	
4	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)				K4	
5	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.				K5,	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction to rural marketing					08 hours
Rural Market – Nature, Structure, Characteristics, and Status – Opportunities and Challenges. Comparison of Rural with Urban markets – Phased Evolution of Rural Marketing – Rural versus Urban Marketing.						
Unit :2	Rural consumer behaviour and approaches					07 hours
Rural Marketing Research – Approaches and Limitations. Rural consumer behavior – distinctive profile- purchase decision – making process-Influencing factors. Bases for rural market segmentation approaches- Targeting and Positioning decisions in rural markets						
Unit :3	Rural marketing mix					07 hours
Rural Marketing Mix: 4 Ps versus 4 As – 7Ps. Product strategy – rural product categories – new product development- consumer adoption process. Pricing strategy – objectives, approaches, major influences and limitations.						
Unit :4	Distribution and promotion strategy					07 hours
Distribution Strategy for rural markets – Channel availability – coverage status – evolution – innovative practices – logistics decision. Promotion Strategy: challenges involved – media availability – development of communication message, execution and evaluation – unconventional approach and their implications.						
Unit :5	Implementation of marketing strategy					07 hours
Implementation of marketing strategy in rural markets- agricultural inputs – agricultural produce- artisan product-consumer goods – durables – financial services – social marketing – marketing alliances &partnership. New developments and Future of rural marketing.						
Unit: 6					04 hours	
Guest Lectures, Case Studies, Assignments and Seminars						
	Total Lecture hours					40 hours

Text Books (s)	
1	Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2	Rural Marketing Texts and cases, C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan, Pearson
3	Rural Marketing Concepts and Practices, Balram Dogra and Karminder Ghuman, Tata
Reference Books	
1	Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2	Marketing Management - Text and Cases, Tapan K Panda, Excel Books
3	Marketing Management, Ramaswamy & Namakumari, Macmillan.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	The Marketing White Book, Business World
2	Economic Times, Business Standard, Mint, Businessworld. (Brand Equity & Brandwagon)
Course Designed By : Dr. K. Malar Mathi, Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	M	S	M	L	S
CO2	S	M	S	---	S	S	S	L	S	M
CO3	S	M	S	---	S	S	M	S	S	S
CO4	S	S	S	M	S	S	S	S	M	S
CO5	S	S	S	M	S	S	M	M	S	S
* S – Strong; M – Medium; L - Low										

Sub Code : 26MBA31H	PERFORMANCE MANAGEMENT SYSTEM	L	T	P	C
ELECTIVE		3	1	-	4
Pre-requisite	Understanding on employees and organization	Syllabus Version			2026
Course Objectives:					
The Main Objectives of this course are to: 1. Define performance management, its objectives and various responsibilities and characteristics. 2.List the main phases in a performance management cycle and how to manage each for optimum results 3. Develop tangible and intangible measures of performance 4. Create business based objectives, including SMART targets, measures and Key Performance Indicators (KPIs), also to develop strategic choices of the performances 5. Conduct effective team performance appraisal assessments and identify ways of rewarding and recognizing employees					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					BTKL(K1-K6)
1	To explain the concept of performance management and different advantages of implementing well-designed performance management systems				K1
2	To explain and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.				K2
3	To understand different approaches to performance measurement.				K2
4	To design a performance management system.				K3
5	To understand and develop key skills involved in effective performance management.				K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;					
Unit:1	Introduction to Performance Management				7 hours
Performance Management: Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational Structure and Operational Problems Performance Management Process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.					
Unit:2	Communication of Performance Expectations				7 hours
Job Description - Defining Performance and Choosing a Measurement Approach Measuring Results and Behaviors. Gathering Performance Information – Presentation, Information and Taking Corrective Action – Metrics- Types of Metrics - Critical Success Factors Indicators – Managing Metrics- Ownership and Responsibility.					
Unit: 3	Performance Management and Employee Development				7 hours
Performance Management Skills, Performance Management Framework, Employee Assessment System, Role of HR Professionals in Performance Management.					
Unit: 4	Performance Compensation and Maintenance				7 hours
Definition, different forms, Arguments for and against, Advantages and Disadvantages, Essential ingredients, Characteristics of successful scheme, steps in introducing performance related pay.					
Unit: 5	Relevant Performance Related Concepts				8 hours
Benchmarking, Six Sigma, Competency Mapping, Balance Scorecard, Coaching and Mentoring					

Pygmalion Effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.		
Unit :6		04 hours
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	Performance Management Systems, Latest 2020-21 Edition, by SIA Publishers & Distributors Pvt. Ltd.	
2	Appa Rao, Performance Management, Biztantra Publications, 2012.	
3	Bhattacharyya, “Performance Management Systems and Strategies”, 1e,Pearson Education India, 2011	
4	Aguinis, “Performance Management”, 3e, Pearson Education India, 2013.	
Reference Books		
1	SoumendraNarainBagchi, “Performance Management”, 2e, Cengage, 2013.	
2	G.K. Suri,VenkataRatnam, N. K. Gupta, "Performance Measurement and Management", Excel Books, 2005.	
3	T. V. Rao, “Performance Management and Appraisal Systems: HR Tools for Global Competitiveness”, SAGE Publications, 2004.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://onlinecourses.nptel.ac.in/noc20_hs17/preview	
2	https://www.coursera.org/courses?query=performance%20management	
Course Designed By : Dr.Rupa Gunaseelan, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	M	M	L	M	L	L
CO2	M	S	M	M	L	M	M	M	L	S
CO3	S	L	S	M	M	M	M	S	L	S
CO4	S	L	S	S	M	S	L	M	M	L
CO5	L	M	S	S	S	S	M	M	L	M
* S – Strong; M – Medium; L - Low										

Course Code	26MBA32H	MANAGING INTERPERSONAL EFFECTIVENESS	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basic knowledge in human interactions	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1.To examine managerial styles in terms of concern for production and concern for people.						
2. To assess different systems of management and relate these systems to organisational characteristics						
3. To focus on self-managerial skills						
4. To make the students aware, monitor and build self - efficiency						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Students will gain knowledge about appropriate style of managerial behaviour					K6
2	Motivating to build self - efficiency					K4
3	Help the students to overcome the barriers of communication and personality development.					K3K2
4	Make the students to know the importance on counseling interventions.					K2K5
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Self Dynamics					6 hours
Self Definition and Perception.Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management						
Unit :2	Communication					7 hours
Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of overcoming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinersics, Body language, Deception, and Detecting deception						
Unit : 3	Assertive Training					8 hours
Nature, importance & relevance to organizational life - Assertion and aggression, Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?						
Unit : 4	Transactional Analysis					8 hours
Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.						
Unit :5	Counseling					7 hours
Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance- Predicting People’s Problems Journey into life space- Anxiety and stress - Counseling to develop organizations- Check list for Counselors, Training for Counseling						
Unit :6		04 hours				

Guest Lecture, Case studies, assignments and Seminar	
	Total Lecture hours 40hours
Text Books (s)	
1	Venkatapathy, R. and Jackson, P.T.Aditya. (2009). Managing Interpersonal Effectiveness. New Delhi: Himalaya Publishing House.
2	Robert L Gibson, Marianne H. Mitchell, "Introduction to Counseling and Guidance", 7e, Pearson Education India, 2015.
Reference Books	
1	Thomas Haris. (2007). I'm Okay You're okay. New Delhi: Himalaya Publishing House.
2	Fisher Uray. (2009). Getting to say Yes. New Delhi: Himalaya Publishing House
3	Albert and Emmonds, M. (2009). Complete guide to Assertive Living. New Delhi: Jaico Publishing house
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	https://onlinecourses.nptel.ac.in/noc20_mg08/preview
2	
Course Designed By : Dr. Rupa Gunaseelan, Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	L	L	M	L	M	S	L	S
CO2	S	M	S	M	L	M	M	L	L	M
CO3	S	S	S	S	M	M	M	M	M	M
CO4	L	M	S	S	M	S	M	M	S	L
CO5	L	S	S	S	M	S	L	L	S	L
	S	L	L	L	M	L	M	S	L	S
* S – Strong; M – Medium; L - Low										

Sub Code : 26MBA33H	STRESS MANAGEMENT AND EMOTIONAL INTELLIGENCE	L	T	P	C
ELECTIVE		3	1	-	4
Pre-requisite	Understanding on employees and organization	Syllabus Version			2026
Course Objectives:					
The Main Objectives of this course are to: 1.Understand the Personal and Organizational causes of stress 2. List the symptoms and consequences of stress 3. Develop various coping strategies to handle stress 4.Identify types of personalities 5. Define emotional intelligence and skills associated to it					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					BTKL (K1-K6)
1	To understand and explain the concept of Stress and types of stress				K2
2	To evaluate the cultural differences causing stress				K5
3	To analyze the situation and create coping strategies to handle stress				K4
4	To analyze various types of personalities				K4
5	To understand and apply concepts related to emotional intelligence				K3
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;					
Unit:1	Introduction to Stress				7 hours
What is Stress, Stressors Personal causes of stress - Organizational causes of stress - External and Internal Stressors - The General Adaptation Syndrome - Fight or flight response					
Unit:2	Symptoms and Consequences of Stress				7 hours
Symptoms of stress, The three Ps - Consequences of Stress -Cultural difference causing stress, constructive versus Destructive stress - Episodic versus chronic stress - Frustration and Anger					
Unit: 3	Coping Strategies				7 hours
Types of intervention - General coping strategies - Stress problem solving Sequence - ABCDE problem solving Model -Becoming a Culturally Responsive Scientist					
Unit: 4	Types of Personalities				7 hours
Types of personalities - Sanguine -Choleric Melancholic - Phlegmatic -Transactional Analysis - Locus of Control - Work life Balance					
Unit: 5	Emotional Intelligence				7 hours
Definition History of EI / ESI and the measurement of emotional intelligence - Impact of emotional Intelligence on business environment - Identifying other’s emotions - Emotional intelligence skills - Developing EI Abilities and Competencies - Business Solution and emotional intelligence - The Future of EI in Workplace					
Unit :6 hours					05
Guest Lecture, Case studies, assignments and Seminar, Forum Discussions					
	Total Lecture hours				40 hours
Text Books (s)					
1	Stress Management & Emotional Intelligence- Daniel Goleman, Edition: 1995				
Reference Books					
1	Emotional Intelligence and Your Success- Steven Stein and Howard, Edition, 2013				
Course Designed By : Dr.Rupa Gunaseelan, Professor , Dr. M. Nisa, Assistant Professor					

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	L	L	L	L	L	L	M	L
CO2	L	M	L	S	L	S	L	M	S	L
CO3	L	M	S	S	S	M	M	L	S	L
CO4	L	L	M	M	M	M	L	L	S	M
CO5	L	L	S	S	S	S	M	L	S	L
* S – Strong; M – Medium; L - Low										

Sub Code : 26MBA34H		ORGANIZATIONAL DEVELOPMENT		L	T	P	C
Elective				3	1	-	4
Pre-requisite		Knowledge of organizations and business environment		Syllabus Version			2026
Course Objectives:							
The Main Objectives of this course are to:							
1.Define various terms relating to organizational development & change							
2.Apply theories and current research concerning individuals, groups, and organizations to the process of change, Discuss the process of change as applied to organizational culture and human behavior							
3.Identify organizational situations that would benefit from OD interventions							
4.Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions. Understand how organizational development differs from other change methods, Understand OD diagnostic models, Understand multiple methods for collecting diagnostic data in organizations, and the benefits							
5.Understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior, Design and plan the implementation of multiple OD interventions							
Expected Course Outcomes:							
On the successful completion of the course, student will be able to:						BTKL (K1-K6)	
1	Reflect on the need for change in the current business circumstances						K3
2	Gain a general understanding of organizational change and development concepts						K2
3	Develop an understanding of possible change and organizational development instruments/interventions and their field of use						K6
4	Reflect on different leadership styles and their importance in a change process						K5
5	Apply change concepts to a real case example and transfer this knowledge to their own working environment						K3
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):							
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;							
Unit:1		Introduction to Organization Development					7 hours
Introduction to Organization Development- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems: Group Dynamics, Intergroup - Dynamics and Organizations as Systems.							
Unit:2		Operational Components of O.D.					7 hours
Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.							
Unit: 3		O.D. Interventions					7 hours
O.D. Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Compréhensive interventions - Structural Interventions.							
Unit: 4		Implementation and assessment of O.D.					7 hours
Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organizational performance - The impact of O.D.							
Unit: 5		Key Considerations and Issues in O.D.					8 hours
Some key considerations and Issues in O.D - Issues in consultant - Client relationship -							

Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D		
Unit: 6		
		04 hours
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	
	40 hours	
Text Books (s)		
1	L Wendell, A Robert French, "Organizational, Development and Transformation", 2011.	
Reference Books		
1	Wendell L. French, Cecil H. Bell, "Organization Development: Behavioral Science Interventions for Organization Improvement", 6e,Pearson Education India, 1999.	
2	Rosabeth Moss Kanter, "Change Masters",Free Press, 1985.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://www.udemy.com/course/organization-development-od-in-practice/	
2	https://onlinecourses.nptel.ac.in/noc20_mg56/preview	
Course Designed By : Dr.RupaGunaseelan, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	M	M	L	M	S	M	L	M
CO2	L	L	M	M	M	S	M	M	M	L
CO3	L	L	S	S	M	S	M	M	M	L
CO4	L	M	M	M	M	L	M	M	M	M
CO5	M	M	S	S	S	M	S	M	M	S
* S – Strong; M – Medium; L - Low										

Sub Code : 26MBA35H	INDUSTRIAL RELATIONS AND LABOUR LAWS (LEGISLATIONS)	L	T	P	C
Elective		3	1	-	4
Pre-requisite	Understanding on Legal environment	Syllabus Version			2026
Course Objectives:					
The Main Objectives of this course are to: 1.Understand the meaning of industrial relations and concept of Trade union 2. Provide knowledge about industrial conflict and the ways to settle employee grievances 3. Examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration. 4. Aware of the various labor welfare laws in India 5. Explain various compensation acts associated with employees					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					BTKL (K1-K6)
1	The knowledge on nature and scope of industrial relations and trade union				K1
2	To analyze the reasons for industrial conflict and sort out the issues associated with it				K4
3	Understand the importance of collective bargaining and evaluate the needs of the labors				K5
4	To evaluate and execute laws related to labors				K5
5	Understand the provisions related to compensation and create smooth functioning of the organization				K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;					
Unit:1	Industrial Relations and Trade Union				8 hours
Industrial Relations - Definition - Participants in Industrial Relations - The evolution of Industrial relations in India - Objectives of Industrial Relation - Approaches to Industrial Relations - Importance of Industrial Relations - Causes for Poor Industrial Relation - Industrial Relations in India - Measures to improve industrial Relations Trade Union movement – Definition - Meaning - Need for Trade Union - Nature and Scope of a Trade Union – Objectives - Historical Evolution and Growth of Trade Unions in India - Functions of Trade Unions in the India - strength and weakness of Trade Unions - Essentials for success of a Trade Union.					
Unit:2	Industrial Conflict and Employee Grievances				8 hours
Industrial Conflict - Nature of Conflict and its Manifestations - Causes of Industrial Conflicts-Form of Industrial Dispute – Strike-Types of Strike-Industrial Dispute’s Preventive Machineries - Collective Bargaining --Settlement of Industrial Disputes - Tripartite Bodies- Sexual Harassment at Work Places Employees Grievances – Definitions - Importance of grievance system - Need for a Grievance Procedure - The Causes of Grievances - Steps in Grievance redressal - Basic Elements of a Grievance Procedure - Pre-requisites of a Grievance Procedure - Model Grievance Procedure					
Unit: 3	Collective Bargaining				7 hours
Collective Bargaining – Definition - Meaning and Concept - Types of Collective Agreement-Type of Bargaining-Advantages of Collective Bargaining-Collective Bargaining at Different Levels - Collective Bargaining Process – Negotiations.					

Workers Participation in Management – Definition – Objectives of WPM-Factors influencing WPM - Forms of workers’ participation in management - Quality Circles-Self-Managing Work Teams-Essential Conditions for Successful Working of WPM.		
Unit: 4	Labour Welfare	7 hours
Social Security: Factories Act - Trade Union Act - Industrial Disputes Act - Workmen’s Compensation Act - Employees State Insurance Act (ESI Act) - Employees Provident Funds Act and Miscellaneous Provisions Act - Payment of Gratuity Act - Industrial Employment (Standing Orders) Act.		
Unit: 5	Compensation Laws	7 hours
Compensation: Minimum Wages Act - Payment of Wages Act - Payment of Bonus Act - Payment of Gratuity Act - Maternity Benefit Act - Labour and Employment Laws in India		
Unit: 6		03
hours		
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books (s)		
1	Tripathi P.C, “Personnel Management and Industrial Relations”, 22e, Sultan Chand & Sons, 2013.	
2	SubbaRao P, “Essentials of Human Resource Management and Industrial Relations”,Himalayan Books, 2011.	
Reference Books		
1	KodeeswariK,Kubendran V, “Industrial Relations And Labour Laws” 1e, Himalaya Publishing House, New Delhi, 2015.	
2	Kapoor N.D., “Elements of MERCANTILE LAW”, 37 Revised Edition,Sultan Chand & Sons, 2017.	
3	Venkataphy R., Assisi Manacheri,"Industrial relations and labour legislation", Adhithya Publishers, 2002	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://www.youtube.com/watch?v=ZIXp5TJb5h0	
Course Designed By : Dr.Rupa Gunaseelan, Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	L	L	L	L	M	L	L	M
CO2	L	M	S	S	S	S	M	M	S	M
CO3	S	L	M	S	S	M	M	M	S	L
CO4	S	L	S	S	S	S	M	S	M	M
CO5	L	L	S	M	M	S	M	M	M	M
* S – Strong; M – Medium; L - Low										

Course Code 26MBA36H		HUMAN RESOURCE ANALYTICS	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite	Basic knowledge on human resource management	Syllabus Version	2026			
Course Objectives:						
The Main Objectives of this course are to: 1. To understand how HR function adds value and demonstrates the value in business terms 2. To Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making. 3.To improve hiring decisions or to evaluate the effectiveness of training and talent Development programs 4. To Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the emergence ofHR analytics as a competitive strategy.				K2	
2	To Convert soft factors in a people management context into measurable variables across various domains				K1	
3	Outline the relationship of theHR analytics process within the organisation’s decision-making process.				K4	
4	Execute real-time analytical methods on streaming datasets to react quickly to customer needs				K6 K3	
5	Analyse and solve problems of different industries through software’s				K5 K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction to HR analytics				8hours	
Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, HR Analytical capabilities, HR Analytic value chain and Analytical Model, HRMS/HRIS and data sources						
Unit :2	Diversity and Inclusion Analytics				8 hours	
Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles						
Unit :3	Recruitment and Selection Analytics				7 hours	
Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover						
Unit :4	Performance Analytics				7 hours	
Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis						
Unit :5	Application of HR analytics / HR Dashboard				7hours	
Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data						

to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard. Statistical software used for HR analytics:

Unit: 6 03 hours

Guest Lectures, Case Studies, Assignments and Seminars

Total Lecture hours 40 hours

Text Books (s)

1 Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

2 Fitz-enzJac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

3

Reference Books

1 HR Analytics: The What, Why and How, by Tracey Smith

2 The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010

3

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)

1

2 <https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights/using-people-analytics-to-drive-business-performance-a-case-study>

3 <https://www.coursera.org/learn/wharton-people-analytics#syllabus>

4

Course Designed By : Dr. Rupa Gunaseelan, Professor

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	L	L	M	L	M	S	L	S
CO2	S	M	S	M	L	M	M	L	L	M
CO3	S	S	S	S	M	M	M	M	M	M
CO4	L	M	S	S	M	S	M	M	S	L
CO5	L	S	S	S	M	S	L	L	S	L

* S – Strong; M – Medium; L - Low

Course Code 26MBA31F		FINTECH AND FINANCIAL SERVICES	L	T	P	C
Elective			3	1	-	4
Pre-requisite	Student should have studied Basics in Financial management and Economics.		Syllabus Version		2026s	
Course Objectives:						
The Main Objectives of this course are to: 1. To provide the basic understanding in various forms of Financial Services. 2. To provide an overview about FINTECH and its operations. 3. To appraise the students with the functions of Banks and NBFC"s and its regulations. 4. To make them aware of the developments in financial markets. 5. To make the students familiar with the payments and settlement system in India. 6. To provide understanding about Blackchain applications in financial services and the mechanism of Crypto Currency and Digital Currency.						
Expected Course Outcomes:						
Upon completion of this course on Financial Services, the students should be able to					BTKL(K1-K6)	
1	Understand the features and significance of various types of Financial Services.				K1	
2	Become familiar with the mechanism of financial services.				K2	
3	Demonstrate of apply the various concepts and regulations of financial services.				K3	
4	Appreciate the functioning of the financial services organization in India.				K4	
5	Relate the implications of Financial Services on the Indian Financial System				K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION				07 hours	
Overview of Indian financial system, Role of various players in Indian Financial System-Financial markets –types-Financial institutions-financial services-Fund based and fee based financial services-Role of fin tech in Financial services. Fintech – Meaning – Types – Services – Growth of Fintech industry in India - Digital lending – Regulations for Fintech and Digital lending.						
Unit :2	FINANCIAL MARKETS				07 hours	
Financial markets: Classification of financial markets – primary and secondary market – stock exchanges – Capital market instruments- Recent trends in Indian capital market – money market: instruments and participants- Depositories Issue management-Merchant bankers-functions-types- pre and post issue management- Depositories-Demat services-functions-rights, duties,responsibilities of depositories.						
UNIT :3	LEASING AND HIRE PURCHASE				07 hours	
Leasing and hire purchase,types of leasing, evaluation of leasing; Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfaiting, Factoring Vs Bills Discounting – Factoring; International factoring.						
Unit :4	MUTUAL FUNDS				07 hours	
Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of Mutual funds-AMFI'S Role in Mutual funds-NAV Calculation – Evaluating mutual fund performance-Exchange Traded Funds (ETF), Gold ETFs- Systematic Investment Plan and						

withdrawal plans- Features.										
Unit :5		ASSET SECURITISATION							06hours	
Asset securitisation: mechanism, participants and benefit –Asset Reconstruction Companies – performance and role In asset financing –Asset Reconstruction Companies- Implications of SARFAESIAct, Credit rating: definition – features and advantages – credit rating symbols –credit rating process-rating methodology – equity grading.										
Unit :6		VENTURE CAPITAL AND BLOCK CHAIN IN FINANCE							06hours	
Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing - Seed Financing and Angel Funding – venture capital industry in India- Private Equity Funding. Peer to Peer lending (P2P)-Crowd funding Payment and settlement system in India – National payment corporation of India –services										
Block Chain applications in Currency – Bitcoins – Distributed Ledger Technology – Digital Currency										
		Total Lecture hours							40 hours	
Text Books (s)										
1	Khan M.Y, “Financial Services”, McGraw Hill Education,2020. (10 th edition)									
Reference Books										
1	Padamalatha Suresh, Justin Paul,”Management of Banking and Financial Services” ,2e, Pearson,2010.									
2	Jeff Madura, “Financial Markets and Institutions”, 12e,Cengage Learning,2016.									
3	Sasidharan K, Alex. K Mathews, "Financial Services and System”, McGraw Hill Education,2008.									
4	Bhole L.M, "Financial Institution and Markets”, 6e, McGraw Hill Education,2017.									
5	Mittal,Varshney,“Indian Financial System”,Sultan chand,2017									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	www.rbi.org.in www.amfiindia.com www1.nseindia.com									
2	www.tatamutualfund.com www.canbankfactors.com www.sebi.gov.in									
3	www.arcil.com www.crisil.com www.npci.org.in									
Course Designed By : Dr.G.Sridharan, Associate Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	M	M	S	M	S
CO2	S	S	S	S	S	M	S	S	M	S
CO3	S	S	S	M	L	M	S	S	M	S
CO4	S	M	S	S	M	S	L	S	M	S
CO5	S	M	S	S	M	S	L	S	M	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA32F	EQUITY RESEARCH AND PORTFOLIOMANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Student should have knowledge on statistics and financial management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To appraise the students about Financial Investment, Risks and Return factors and its implication on investment						
2. To make them to understand the various types of Investment Analysis (Fundamental, Technical and Efficient Market Hypothesis) for effective ecision making.						
3. To make them students familiar to asses risks and return of the Portfolio of investments.						
4. To expose the students with various Investment theories and investment models.						
5. To make the students to evaluate the performance of the various Investment Portfolios.						
Expected Course Outcomes:						
Upon completion of this course on ERPM, the students should be able to					BTKL(K1-K6)	
1	Understand the Features of various Investment Avenues.					K1, k2
2	Become familiar in measuring risk and returns of Investment.					K2, k3
3	Demonstrate and apply various theories and models.					K3, k4
4	Appreciate the importance of Fundamental Analysis and Technical Analysis in arriving Investment Decision.					K4
5	Relate the implications of Investment Decisions on the selection of Securities and formation of Portfolio.					K5
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION					06hours
Investment – investment Vs speculation – characterstics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium – Stock market indices-Beta estimation.						
Unit :2	FUNDAMENTAL ANANALYSIS					06 hours
Fundamental Analysis – factors consider in Economic Analysis – Industry Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – qualitative aspects of industry analysis – company analysisfundamentals- Technical analysis, tools and techniques.						
UNIT :3	BOND VALUATION AND EQUITY VALUATION-BOND VALUE THEOREMS					06hours
Bond valuation and Equity valuation-Bond value theorems – Dividend discount model – P/E model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis. Factoring; International factoring.						
Unit :4	PORTFOLIO RETURN AND RISK					06hours
portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model.						
Unit :5	PORTFOLIO PERFORMANCE EVALUATION					06hours
Portfolio Performance evaluation-Sharpe,Treynor and Jensons indices- Portfolio revision-active and passive strategies-Formula Plans for revision-Mechanism.						

Unit :6	RECENT TRENDS IN INDIAN CAPITAL MARKET	10 hours
Recent trends in Indian Capital market-Algorithmic trading- AI in Portfolio Management. Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	Donald E Fischer and Ronlad J Jorden, “Security Analysis and Portfolio Management” Prentice Hall India Limited, 6 th Edition, NewDelhi.	
2	S.Kevin “Security Analysis and Portfolio Management” Prentice Hall India Limited, 2 nd Edition, NewDelhi.	
Reference Books		
1	Sharpe,Alexander and Bailey,”Investments”, Prentice Hall India Limited, 2 nd Edition, NewDelhi.	
2	Bodie,Kane and marcus,”Investments”,McGrawhill Education,2 nd Edition.	
3	Reily and Brown, “Investment Analysis and Portfolio Management” South Western Cengage Learning, NewDelhi.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	www.nseindia.com www.bseindia.com www.moneycontrol.com	
2	www.motilaloswalmf.com www.forbes.com www.dsi.in	
3	www.karvyonline.com www.niftyindices.com www.martinpring.com	
Course Designed By : Dr.G.Sridharan, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	S	M	S	M	M	S
CO2	S	S	M	S	S	M	S	S	M	S
CO3	S	S	S	M	S	S	M	S	S	S
CO4	S	S	S	M	S	S	M	S	S	S
CO5	S	S	S	M	S	S	S	S	S	S
* S – Strong; M – Medium; L – Low										

Course Code	26MBA33F	INSURANCE AND RISK MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Basic understanding on insurances and business	Syllabus Version		2026	
Course Objectives:						
- To sensitise the students on risk management and insurance. - To familiarize the students with insurance business and its environment in India.						
Expected Course Outcomes:						
			BTKL(K1-K6)			
1	Students will be able to understand the various types of risks.		K2			
2	Students will be able to assess the risk management practices.		K4, K5			
3	Understand the functions of under writers and intermediaries, legal principles.		K2			
4	Aware of technology applications in insurance industry.		K2			
5	Understand the risk management tools and techniques in insurance.		K2			
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION				06hours	
Risk – Meaning and definition – Risk and uncertainty – Chances of loss – Peril and Hazard – Classification of risks – Historical development of the concept of the risk – Techniques of managing risk – Risk pooling - insurable risks vs. hedging – Risk transfer Methods						
Unit :2	RISK MANAGEMENT AND ASSESSMENT				06 hours	
Risk management – Meaning and objectives - Elements of risk management – Risk management process – Risk assessment, risk mapping, risk control techniques – techniques of risk financing, insurance as risk transfer – Benefits of risk management – Personal risk management						
UNIT :3	INSURANCE COMPANY OPERATIONS				06hours	
Insurance company operations – Rating and ratemaking – Underwriting – Production – Claims settlement – Reinsurance – Alternative to traditional reinsurance – Investments – Other insurance company functions						
Unit :4	PRINCIPLES OF INSURANCE				07 hours	
Legal principles in risk and insurance – Principle of indemnity, insurable interest - subrogation, utmost good faith – Assessing loss exposures – property – liability – personnel – Net income – Risk management decision making process						
Unit :5	RECENT TRENDS IN RISK MANAGEMENT				07 hours	
Advanced topics in risk management – Changing scope of risk management – insurance market dynamics – loss forecasting – financial analysis in risk management decision making – Other risk management tools - international risk management - Risk management information systems (RMISs)						
Expert Lectures, online seminars – webinars						
					Total Lecture hours	40 hours
Text Books (s)						
1	George E. Rejda and Michael J. McNamara (2014), Principles of Risk Management and Insurance (12/e), Pearson Education: New Jersey.					
2	Mark S. Dorfman (2008) “Introduction to Risk Management and Insurance”, Pearson Education: New Jersey.					
Reference Books						
1	ICAI (2008), Risk Management and Reinsurance, The Institute of Chartered Accountants of					

	India: New Delhi.
2	S.Arunajatesan and T.R. Viswanathan (2009), Risk Management and Insurance: Concepts and Practices of Life and General Insurance, Macmillan Publishers: New Delhi.
3	Insurance Institute of India (2008), Risk Management – (IC-86), III: Mumbai.
4	Mark S. Dorfman, David A. Cather (2012), Introduction to Risk management and Insurance (10/e), Pearson Education: USA.
5	Harold D Skipper and W. Jean Kwon (2007), Risk Management and Insurance: Perspectives in Global Economy, Blackwell Publishing: Australia.
Course Designed By: Dr.G. Sridharan, Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	M	M	M	M	S	S
CO2	S	S	S	S	M	M	M	M	S	S
CO3	S	S	S	S	M	S	L	L	M	S
CO4	S	S	S	S	M	S	L	L	M	S
CO5	S	S	S	S	M	S	L	L	M	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA34F	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Student should have studied statistics and financial management before opting this course.	Syllabus Version		2026	
Course Objectives:						
The objective of the paper is to provide the students an overview of international financial system, foreign exchange market and Forex risk management. The course shall also cover some issues relating to multinational corporate finance.						
Expected Course Outcomes:						
			BTKL(K1-K6)			
1	Familiarize students with the balance of payment accounting and its linkages with the domestic economy.		K1, K2			
2	Familiarize students with international monetary system and foreign exchange market.		K1, K2			
3	Evaluate exchange rate risk and its management.		K3 ,K5			
4	Able to take decisions on international capital budgeting.		K4, K5			
5	Able to work in a International Financial Environment .		K5			
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION& IFM ENVIRONMENT				06hours	
Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system IMF, Balance of payments accounting, Gains from financial globalization - BRICS						
Unit :2	FOREIGN EXCHANGE MARKET				06 hours	
Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage, PPP and interest rate parity.						
UNIT :3	FOREIGN EXCHANGE RISK MANAGEMENT				06hours	
Forecasting exchange rates, Foreign exchange risk: types and measurement, Currency derivatives.						
Unit :4	OFFSHORE FINANCING				06hours	
Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross- border mergers and acquisitions.						
Unit :5	MULTINATIONAL CAPITAL BUDGETING				06hours	
Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.						
Unit :6	RECENT DEVELOPMENTS				06hours	
Recent developments in International Financial Environment – Crypto Currency						
Unit: 6			04 hours			
Guest Lectures, Case Studies, Assignments and Seminars						
					Total Lecture hours	36 hours
Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.						
Text Books (s)						
1	Apte, P.G., <i>International Financial Management</i> , Tata McGraw Hill. Latest Edition.					

Reference Books	
1	Alan.C.Shapiro, Multi National Financial Management, McGrawhill
2	Madura, J., <i>International Financial Management</i> , Cengage Learning. Latest Edition
3	Eun, C.S., and Resnic, B.G., <i>International Financial Management</i> , McGraw Hill. Latest Edition
4	Feenstra, R.C., and Taylor, A.M., <i>International Macroeconomics</i> , Worth Publishers. Latest Edition
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	www.imf.org www.rbi.org.in/BOP www.fedai.org.in
2	www.fxstreet.com www.hdfcsec.com www.indiabullssecurities.com
Course Designed By : Dr.G.Sridharan, Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	L	L	M	M	S
CO2	S	S	S	S	S	M	L	M	M	S
CO3	S	S	S	S	S	M	L	M	M	S
CO4	S	S	S	S	S	M	L	L	M	S
CO5	S	S	S	S	S	M	L	L	M	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA35F	COST MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Student should have studied basics of Costing methods and Statistical tools.	Syllabus Version		2026	
Course Objectives:						
1. Explain the concept and role of cost management in the business management of various manufacturing and non-manufacturing companies.						
2. To expose the students the method of allocating cost using Activity Based Costing System.						
Expected Course Outcomes:						
					BTKL(K1-K6)	
1	To Understand the basic concepts in cost management in an organization.				K1, K2	
2	To apply various cost and management Accounting concepts in an organization.				K3	
3	To measure and evaluate costs for decision making purposes.				K4,K5	
4	To design and implement cost management strategies.				K6	
5	To analyze and evaluate cost management strategies.				K4 , K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		INTRODUCTION			06hours	
Introduction to cost management and basic cost management concepts. A Systems framework; factors affecting cost management; cost assignment: Direct tracing and allocation - Functional-based and Activity -based cost management systems.						
Unit :2		COST BEHAVIOUR			06 hours	
Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour						
UNIT :3		ACTIVITY BASED COSTING			06hours	
Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process - single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department-Case study						
Unit :4		PERFORMANCE EVALUATION			06hours	
Decentralisation and Responsibility Accounting Performance Evaluation-Investment Centers - Transfer pricing - Setting transferprices.						
Unit :5		MANAGEMENT OFINTEREST RATE RISK STRATEGIC COST MANAGEMENT			08hours	
Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system.- Activity Based Management - The Balanced Scorecard- strategic based control.						
Unit :6		RECENT TRENDS IN COST MANAGEMENT			08hours	
Recent trends in Cost Management in Indian Industries.						
Guest Lectures, Case Studies, Assignments and Seminars						
					Total Lecture hours	
					40 hours	

Questions : 60% of the questions shall be problems 40% of the questions shall be theory based.	
Text Books (s)	
1	Guan .hansen and Mowen, Cost Management, Southern Cengage learning
Reference Books	
1	Blocher and Chen,"Cost Management",McGrawhill
2	David Olson,"Cost Management, McGrawhill.
3	Atkinson and Robert Haplan, Advanced management Accounting, Pearson India(2015)
4	Hongren ,Sundem, Cost Accounting, Pearson.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	www.icmai.in/research&journal www.accaglobal.com www.myabcm.com
2	www.cimaglobal.com www.mccc.edu www.aecom.com
3	www.reuters.com www.hdfcsec.com www.motilaloswal.com www.karvyonline.com
Course Designed By : Dr.G.Sridharan, Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	M	M	M	M	M	M
CO2	S	S	S	S	S	L	M	L	M	M
CO3	S	S	S	S	S	L	M	L	M	M
CO4	S	S	S	S	S	M	M	L	M	M
CO5	S	S	S	S	S	M	M	M	S	M
* S – Strong; M – Medium; L - Low										

Course Code	26MBA36F	FINANCIAL DERIVATIVES AND RISK MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite	Student should have studied statistics and investment management as pre-requisite for this course		Syllabus Version		2026	
Course Objectives:						
The objective of the course is to introduce the students to various tools and techniques of financial risk management and applications thereof.						
Expected Course Outcomes:						
Upon completion of this course on FDRM, the students should be able to			BTKL(K1-K6)			
1	Understand the features of derivatives.		K2			
2	Become familiar in managing risk using options and futures.		K1, K2			
3	Demonstrate and apply various types of options and future trading strategies.		K3, K4			
4	Appreciate the importance of risk management strategies.		K3, K4,K5			
5	Able to develop innovative trading strategies		K6			
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION				06hours	
Types, participant and functions of derivative market, Development of exchange traded derivatives, domestic and global derivatives markets, Exchange traded vs OTC derivatives market, Derivatives trading in India and in the World.						
Unit :2	FUTURES CONTRACTS				06 hours	
Introduction and key features of futures contracts, Trading, Clearing and Settlement Systems, Determination of futures and forwards prices, Risk management Strategies using Interest rate, Commodity and Currency futures..						
UNIT :3	OPTION MARKETS				06hours	
Option markets, properties of stock option, trading strategies using options, option pricing models, pricing of index options, Greeks, management of risk using option contracts.						
Unit :4	SWAPS				06hours	
Interest Rate Swaps, cross Currency Swaps, FRA, pricing of Swaps, Flavored Swaps, Equity and Commodity Swaps.						
Unit :5	MANAGEMENT OFINTEREST RATE RISK				08 hours	
Management of interest rate risk, credit risk using derivative products, Exotic options, Swaptions, Credit Derivatives including Credit Linked Notes, Credit Default Swaps, Total Return Swaps, Interest Rate Derivatives, Real Options.						
Unit :6	RECENT TRENDS IN DERIVATIVES MARKET IN INDIA				08 hours	
Recent trends in derivatives market in India-Regulations of SEBI with reference to derivatives. Guest Lectures, Case Studies, Assignments and Seminars						
	Total Lecture hours				40 hours	
Text Books (s)						
1	N,R. Parasuraman,"Fundamentals of Financial Derivatives",3 rd Edition,Wiley.					

Reference Books	
1	Robert A.Strong,"Derivatives",Thomson,Second reprint, 2002.
2	Hull, John C., and SankarshanBasu. <i>Options, futures, and other derivatives</i> .Pearson Education India,2018.
3	Keith Redhead, Financial Derivatives,2 nd edition, McGrawhill.
4	N.D. Vora and Baghri, Options and Futures, 2 nd Edition,Tata McGrawHill.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	www.nseindia.com www.cmegroup.com www.theice.com
2	www.liffe-commodities.com www.ncdex.com www.mcxindia.com
3	www.reuters.com www.hdfcsec.com www.motilaloswal.com www.karvyonline.com
Course Designed By : Dr.G.Sridharan, Associate Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	M	S	S	S	S
CO2	S	S	S	S	S	L	S	M	S	S
CO3	S	S	S	S	S	M	S	M	S	S
CO4	S	S	S	S	S	M	S	M	S	S
CO5	S	S	S	S	S	M	S	M	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA37F	FUNDAMENTALS OF INSURANCE AND INSURANCE& RELATED LAW	L	T	P	C		
Elective			3	1	-	4		
Pre-requisite		Basic understanding on Enterprise insurance and risks	Syllabus Version		2026			
Course Objectives:		- To discuss the principles of risk management and its process. - Understand the fundamental concepts of General Insurance - To discuss the various stake holders in Insurance and their roles - Understanding an Insurance Policy wordings and clauses - To gain knowledge about the insurance life cycle - To gain knowledge on legal environment on insurance in India - To understand the IRDA regulations.						
Expected Course Outcomes:								
							BTKL(K1-K6)	
1	Students will be able to understand the features of various types of risks and how the risk can be managed						K2	
2	Students will be able to understand the fundamental 6 principles of Insurance						K1	
3	Students will be understanding the functions of various stake holders in general insurance and interpret various clauses and conditions in Insurance Policy	K4						
4	To comprehend the Insurance life cycle from proposal to claim	K2						
5	To understand the distinct types of Enterprise insurance, Students will be able to understand evolution of Insurance Industry in India and current environment.	K2						
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):								
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;								
Unit 1	ENTERPRISE RISK MANAGEMENT				04 hours			
Enterprise Risk Management – Definitions – Need for Enterprise Risk management- Risk Management process- Risk Identification-Analysis-quantification-Risk management–Risk reporting- Risk Management Techniques- Risk Register- Quadrants in Risk decisions to insure or not to insure								
Unit 2	PRINCIPLES OF GENERAL INSURANCE				06 hours			
CUB & LIP-Course planto link the concepts and enable long-stand memory- Six Basic Principles of Insurance – Insurable Interest – Indemnity- Utmost good faith –Proximate Cause- Subrogation – Contribution – concepts and implications of such terms, legal cases understanding.								
UNIT 3	INSURANCE STAKEHOLDERS AND ROLE				04 hours			
Role of insured (assured)-- Duties of Assured- Acting as if uninsured- utmost good faith- Disclosure- Insurer – Duties of Insurer, Underwriter -Surveyors-Reinsurer – Insurance Broker- Insurance Broker - Managing a Policy during its term- Role of Brokersinclaims-BrokerRegulationsinIndia&improvements- SimpleStoryof Insurance broker performance in “SANCTUM-G”. INSURANCE ACT 1938 AND MARINE INSURANCE ACT 1963, IRDA ACT 1999 AS AMENDED IN 2015, LEGAL ASPECTS OF POLICY, NOTICE, RENEWAL, DISPUTES AND WARRANTIES								
Unit 4	UNDERSTANDING OF INSURANCE POLICY – CLAUSES AND CONDITIONS				04 hours			
Policy Terms and clauses – 10 different clauses- Insuring clause- Premium- warranties – Insured Names –								

waiver of subrogation- Legal compliance- duties of assured under policy- Schedule of risks/perils covered- Underwriting submission qualifications- Reinsurance related clauses- Exclusions and conditions- Our Case Study to link these 10 Clauses- “SERIALISED” through an animation “Greed, Crude & Feud”. Evolution of Insurance in British era- Developments in Independent India- Insurance companies reorganization- Nationalization of all Private Insurance companies – Formation of public sector companies – Liberalization of insurance sector and entry of private insurers – Insurance Regulator establishment – GIC as Holding company and other PUC subsidiaries- Change of status of GI as Indian Reinsurer.										
Unit 5	INSURANCE LIFE CYCLE								04 hours	
Insurance Policy Process – Proposal Forms- Questionnaire – Disclosure and representation - pre risk assessment survey- Survey Report and Analysis - underwriting – Pricing – Policy conditions and clauses – Policy Management - Renewal- extension- cancellation and Reinsurance. Basic concepts of Commercial General Insurance – Supply Chain (Cargo)- Properties-Project insurance- Business interruption insurance- Cyber- Marine hull insurance – Offshore construction and operation insurance – liability insurance – E&O insurance-Professional Liability.										
Expert Lectures, online seminars – webinars										
								Total Lecture hours	50 hours	
Textbooks (s)										
1	K C Sharma -General Insurance Principles and Practice- Regal Publications.									
2	IC11- Principles of General Insurance – Insurance Institute of India.									
3	Law and Practice of Insurance in India by RK.Nagarjun.									
4	Indian General Insurance Sector by Kallol Kumar Dutta.									
Reference Books										
1	Good Faith and insurance Contract- Peter MacDonald & Simon Picken.									
2	Double insurance and Contribution by Nisha Mohammed.									
3	Insurance Law- An introduction by Robert Mercin (Informa publications).									
4	Strategic Enterprise Risk Management by David Iverson- Wiley.									
5	Insurance Act 1938									
6	Marine insurance Act 1963.									
7	IRDA Act 1999 as amended by 2015.									
8	Customs Act, SEZ Act, Carriage of goods by sea Act, The carriage by Air Act.									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	www.ermis.in									
2	www.investopedia.com									
Dr. Rupa Gunaseelan designed this syllabus in collaboration with Proclaim Energy Pvt. Ltd.										
(Modified by Dr. K. Malar Mathi)										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	M	M	M	S	S
CO2	S	M	S	S	L	M	M	M	S	S
CO3	S	M	S	S	L	M	M	L	M	S
CO4	S	M	S	S	L	M	M	L	M	S
CO5	S	M	S	S	L	M	M	L	M	S
* S – Strong; M – Medium; L – Low										

Course Code	26MBA38F	RISK MANAGEMENT & INSURANCE IN SUPPLY CHAIN LOGISTICS	L	T	P	C
Elective			3	1	-	4
Pre-requisite	Basic understanding on principles of insurance and Insurance Processes.		Syllabus Version		2026	
Course Objectives:						
• To discuss the salient features of Cargo Insurance. • To understand the concept of Supply chain risks (Cargo movement and intermediate storage. • To gain knowledge on the specified risks in cargo movements and non-insurable risks. • To enable the student to understand supply chain, legal risk and physical risk considerations in the supply chain and insurance coverage. • To understand the various contracts connected to cargo movement. • To gain knowledge on various ICC insurance policies and its implication • To comprehend how Cargo Insurance Claims are managed and issues connecting to it.						
Expected Course Outcomes:						
			BTKL(K1-K6)			
1	Students will be able to understand the fundamental aspects of Cargo Movement whether local or international by all modes of transport		K1			
2	Students will be able to apply the provisions of Marine insurance Act 1963 to cargo movements and claims.		K3			
3	Students will be able to understand Cargo related risks including storage risks, intermediate storage and various types of Cargo risks		K2			
4	Students will be able to know the various stake holders in Cargo movement and their roles and responsibilities.		K2			
5	To understand as to how the Cargo claims are managed and understand specific terms of Marine insurance.		K5			
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit 1	FUNDAMENTALS OF SUPPLY CHAIN				05 hours	
What is Supply Chain-Domestic and International Cargo movements- Contracts of supply – Incoterms- Insurable Interest-Intermediate Storages- Third party outsourcing and Service Providers- Freight Forwarders- Enforcement of Rights- “PROMENADE Diagram” to explain the subject and Risks.						
Unit 2	CARGO RISK MANAGEMENT				08 hours	
Various types of Cargo and attendant risks- Risks in transport and storage- Assess the need for storage cover- broad types of cover available- decide on need for insurance and what type of covers required-transporters- container liners and shipowners-Simple concepts of Loss Minimization- Supply chain Risk Register- 4 Simple Lessons from Heskell Vs Continental Express case-Understanding all omissions between the cup & the lip.						
Unit 3	CONTRACTS RELATING TO TRANSPORTATION				08 hours	
Agencies involved in transport- Supply contracts and underlying transport obligations- Understanding Transport documents- LR, RR, Bill of Lading and Contractual terms relating to transport-understand storage contracts-Liabilities of transporters-Recoveries from transporters. Lessons from “SFL Hawk” case and Huatai Property & Casualty Vs Sinotrans Dongwan. 12 agencies involved in Supply Chain Cargo movements and their roles.						
Unit 4	VARIOUS INSTITUTE CARGO CLAUSES (ICC)				08 hours	
ICC-A,B,C Clauses-Differences- “Cargo Drum”-risks coverage-Additional coverages– understanding ICC policy wordings- Acoustic/Electronic Contact with another Object- “Nassau Bay”-Entry of Sea Water-Montoya and others Vs London Assurance Co- Proximate cause- Jettison-Principles established in Taylor Vs Dunbar & Symington and Co Vs Union Insurance Society-Insolvency risks- Contingency covers for suppliers and sellers–Claim examples for all						

ICC clauses. Exclusions -Unseaworthiness of vessel -Inherent Vice-60 days after completion of discharge of Goods at destination port or final destination whichever is earlier-Goods are stored for collateral storage-e.g. bonded warehouse-Unexplained losses and Ordinary Losses without a covered peril operating proximately- Willful misconduct of Assured-Loss is caused by Delay in transit-Bad Packing/Stowage in a Container.										
Unit 5	CARGO INSURANCE CLAIMS									08 hours
Partial loss Claims- Actual total loss (Example- <i>Asfar & Co Vs Blundell</i> - where the description and merchantability of the Cargo changed after an insured peril and Constructive Total loss- Where Goods remain of same description but accessible to the Insured, even after sue & labour- “Irretrievably denied possession” and “Cost of Recovery more than Value of Goods” criteria- Bayview Motors case and Farnworth V Hyde Case- Notice of Abandonment, its timing & waiver- Anderson Vs Royal Exchange Assurance- Sue and Labor- Principle in Leev Southern Insurance Co- Definition of Salvage costs claimable- Examples of Partial Loss Claim – examples of insurance claim with damage, loss minimization and salvage – Certain costly omissions by Assure which deprived them the claim amount.										
Unit 6	GENERAL AVERAGE AND OTHER SPECIFIC COVERAGE									08 hours
What constitutes General average incidents-Coverage of GA risks-GA bonds-Difference between General average and Particular average- Example of a GA claim-When GA claims can be repudiated by Insurance company- Case laws relating to GA. Insurance Certificates -Declaration- Annual Premium deposit reconciliation-Case Law of failure of certificate/declaration-JD&Co Ltd case law and loss of a claim-Broker’s Role-Special insurances-Project Cargoes-Turnover Policy- Stock Throughput policy.										
Guest lectures, project studies, case studies										
										50 hours
Textbooks (s)										
1	Insuring Cargoes - A Practical Guide to the Law and Practice 2023, by K.S. Vishwanath									
2	An introduction to Hull claims-Richard Shoggin Lindley.									
3	Maritime law by Christopher Hill.									
Reference Books										
1	Illustrated dictionary of Cargo handling by Peter brodie									
2	Ship Registration -Law and Practice by Edward Watt									
3	Handbook for Supply chain Risk Management by Omera Khan									
4	Supply chain Risk Management by Gregory L. Schlegel									
5	Modern maritime law and risk management by Aleka Mandaraka									
6	Marine insurance Clauses by N. Geoffrey Hudson									
7	International Cargo Insurance by John Dunt									
8	Law of Ship building contracts by Simon Curtis & others									
9	Introduction to shipping by Institute of Ship Brokers									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	www.ermis.in									
2	www.tokiomarine.com									
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Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	M	M	M	S	S
CO2	S	M	S	S	L	M	M	M	S	S
CO3	S	M	S	S	L	M	M	L	M	S
CO4	S	M	S	S	L	M	M	L	M	S
CO5	S	M	S	S	L	M	M	L	M	S
* S – Strong; M – Medium; L – Low										

Course Code	26MBA39F	MARINE HULL AND LIABILITIES	L	T	P	C
Elective			3	1	-	4
Pre-requisite	Better understanding of Marine hull insurance as relevant to Cargo by sea.	Syllabus Version	2026			
Course Objectives:	- To understand the concept of Ships, risks associated with Ships and how are these risks covered by Insurance-whether under construction, launch, operation on the seas/rivers, repair or while berthed in ports. - To understand the fundamental concepts of ship and ship operation, concept of sea worthiness. - To understand the concepts ship registration- ship classification, classification Societies and ISM. - To understand the nuances of Hull policy, clauses, conditions and warranties. - To gain knowledge of various types of Hull policy. - To Learn how hull claims are managed, General average, sue and labour charges, salvage etc.					
Expected Course Outcomes:						
			BTKL(K1-K6)			
1	Students will be able to understand the concept of Ship registration, Registration Societies, seaworthiness, ISM.	K1				
2	Students will be able to know the risks associated with ships and how this is covered under insurance.	K2				
3	Students will be able to understand Marine Hull policy, clauses, conditions and warranties.	K4				
4	Students will be able to comprehend the various types of Hull Policy.	K2				
5	Students will understand as to how the Hull claims are managed, General average claim, sue and labour claim- salvage.	K5				
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit 1	FUNDAMENTALS OF SHIP OPERATION					06 hours
Design, build, launch, registration in a country and regulations- typical transit of a ship from loading cargo in one port to another port to discharge the cargo-Perils of the seas-Equipment Failures-Ship Captain/Owner's negligence-listing these risks, mitigation and regulations around operations-Types of Vessels & additional risks in certain types-risks associated while carrying Cargoes and Passengers- Introduction to various shipping terms-Hull Risk Management understood through Eurasian Dream Story-Principles in Good faith, Insurable Interest, Indemnity, Proximate Cause, Loss Minimization, Subrogation & Contribution in Hull Insurance-6 short stories.						
Unit 2	CLASSIFICATION AND REGISTRATION OF SHIPS					06 hours
Classification Societies for Shipping-Their roles and Ship Owner's responsibility to get a ship classified-2. Roles of country of registration ("Flag State")-3.Roles of Ports where you berth ("Port State") your Ship-4.ISM Code & Compliance-How are these bodies related to your Ship's insurance. "Hull Quad Squad"						
Unit 3	SIMPLIFIED STRUCTURE OF HULL POLICY					06 hours
Navigation-Classification-Termination- Perils Covered-Collision-Notice of Claim-Repairs-General Average-Salvage-Sue & Labour-Unrepaired damage-CTL & ATL-Other additional covers-Exclusions for war, malicious acts, strikes & Nuclear exclusion- Story of Linda's odyssey with the Bourbon Yacht.						
Unit 4	TYPE OF HULL POLICIES AND SEAWORTHINESS					06 hours
Time & Voyage Policies-Hybrid Policy-Total Loss only Policy-Valued & Unvalued Policies-Impact of under & overvaluation- Presumption in a Time policy Vs Voyage policy-Our Seaworthiness Chart-How Hull Claim prospects brighten, or dim based on Seaworthiness-Effect of remedy- Situations where Ship Owner is not party to the Ship being unseaworthy-Manifest Shipping Co Case (Star						

Sea).										
Unit 5	HULL POLICY WARRANTIES								08 hours	
Express & Implied warranties in a hull policy- differencesbetweenaTime&Voyage Policy-EffectofNon-Compliance-Remedy - Introduction to P&I club and functions- Ship owner’s mutual association-Entry of application- Membership Entry- Persons eligible to become members- Risks covered under P&I – Left over risk cover under P&I- Warrantiesandclubcover- General exceptionstocover-Deductibles-Claimhandling by Club-Club’s Letter of undertaking and conditions for such issue										
Unit 6	HULL CLAIMS, GENERAL AVERAGE AND SUE AND LABOUR CHARGES								08 hours	
Why promptness in reporting counts-Need to understand full incidence-Establishing that the Policy pre-conditions are met-e.g. Insured Peril, Warranties-AdditionalPremiums-Determiningclaimheads-Amounts-BurdenofProof- Principles in TheGoodluckcase-Definition of GA-what is particular average-York AntwerpRules-ExampleofGACalculation-HowisGArecovered-GABond-Refusal by Cargo interests to pay- Exclusion in coverage-interesting case of Longchampinvolving piracy & GA claim- sue and labour- What costs are eligible to be claimed-What costs are not eligible causedtheloss-PolicyLimitsfor claim- InterestingcasestudyofBayswaterCarriers Pte Ltd.										
Expert Lectures , Project, case study										
								Total Lecture hours	50 hours	
Textbooks (s)										
1	AnintroductiontoHullclaims-RichardshoggLindley									
2	MaritimelawbyChristopherHill									
Reference Books										
1	ShipRegistration -LawandPracticebyEdwardWatt.									
2	LawofShipbuildingcontractsbySimonCurtis&others									
3	LegalprinciplesinshippingbusinessbyInstituteofShip Brokers									
4	IntroductiontoshippingbyInstituteofShip Brokers									
5	P&IClubs-Law&Practice-byStephen Hazelwood									
6	CasesandMaterialonMarineInsurancelawbyDrSusan Hodges									
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	www.erimis.com									
2	Investopedia									
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Modified by Dr. K. Malar Mathi										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	M	M	M	S	S
CO2	S	M	S	S	L	M	M	M	S	S
CO3	S	M	S	S	L	M	M	L	M	S
CO4	S	M	S	S	L	M	M	L	M	S
CO5	S	M	S	S	L	M	M	L	M	S
* S – Strong; M – Medium; L - Low										

Course Code 26MBA310F		PROPERTY INSURANCE, INCLUDING MACHINERY BREAKDOWN & BUSINESS INTERRUPTION	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Better understanding of general principles of insurance and insurance contract	Syllabus Version		2026	
Course Objectives:						
- To master all aspects of Property and insurance and risk management which involves all assets of immovable/movable properties including various machineries used in industry. - To make students understand the risks associated with properties, managing risks through various insurance policies after understanding the terms associated with policies. - To understand Fire and other various hazards related to property and controlling the hazards. - To understand the various terms, conditions, and warranties of Property Damage Policy cover. - To understand the Property claims and various basis of settlement of claims. - To gain knowledge of property underwriting and re-insurance considerations. - To explain various risks and losses associated with Machinery Breakdown in Industrial and commercial undertakings and consequential Business interruption due to machinery Break down and other property perils and Insurance management for such risks. - To make the student understand the risks associated with factories and commercial establishment due to machinery breakdown and the concepts of business interruption and loss. - incurred during such interrupted period or other interruption due to other insured perils. - To understand how the loss of profit due to business interruption is calculated.						
Expected Course Outcomes:						
			BTKL(K1-K6)			
1	Students will be able to understand the concept of Various of types of hazards and risks associated with properties.		K1			
2	Students will be able to know the various underwriting and reinsurance considerations and rate fixing for properties.		K2			
3	Students will be able to understand property damage Policy and its terms and conditions, warranties		K3			
4	Students will be able to comprehend property damage claims and various basis of settlement.		K4			
5	Students will understand different type of assets covered under the policy and rating principles.		K2			
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Fundamentals of Property Insurance and Risk Management				03 hours	
Various property types insurable and Patrimony Diagram - Different risks associated with properties - Property insurance buyers: Sole Traders, MSMEs, Corporates, Global Companies - Commercial Package Policy, Combined Policy, Commercial All Risks Policy - General causes of fire: people, - processes, heating systems, lighting and power systems, waste materials, inherent vice - Fire inception, propagation hazards, fire load, fire spread - Fire hazards and protection measures - Major causes of fire losses - Other property perils: boiler explosion, storms, floods, pipe bursts, subsidence, sprinkler leakage, aircraft damage, riot, strike, malicious damage - Loss of records and electronic data - Case studies and case laws						

Unit 2	Property Underwriting, Surveys and Premium Rating	04 hours
Objectives and benefits of property surveys - Risk assessment and categorization by underwriters - Survey reports and risk improvement programs - Estimated Maximum Loss (EML) - Property underwriting principles - Risk criteria, warranties, conditions, deductibles, excess and average - Moral and Physical Hazards - Rating classification and experience rating - Standard property premium rates in India - Premium calculations, loading and discount principles - Reinsurance assessment, coinsurance and excess of loss insurance - Facultative and treaty reinsurance - Renewal considerations and claims cooperation clauses - Case laws		
Unit 3	Specialized Property Insurance Covers	03 hours
Terrorism cover - Coverage for buildings, machinery and stock - Theft and fidelity risks - Fraud and money transit risks - Security surveys and physical protection systems - Intruder alarms and loss prevention methods - First Loss Policy - Floating Policy - Blanket Insurance - All Risks Policies - Commercial All Risks and Business All Risks Policies - Storage and Goods-in-Transit Cover - Machinery Breakdown Insurance - Coverage, exclusions and warranties - Manufacturer compliance and willful default - Case studies and case laws		
Unit 4	Property Claims and Business Interruption Insurance	02 hours
Basis of claim settlement - Indemnity, Average and Reinstatement - Policy sub-limits and monetary limits - Electronic records loss - Debris removal costs and professional fees - Capital additions and alterations - Seventy-two-hour clause - Continuing hire charges and stock declaration - Business Interruption Insurance concepts - Gross Profit, Sales, Increased Cost of Working (ICOW) - Debt Service Cover and Increased Cost of Working Cover - Effects of business interruption - Indemnity period and maximum indemnity period - Business interruption triggers and extensions - Supplier, Customer and Contingent BI extensions - Case studies and case laws		
Unit 5	Business Interruption Underwriting, Policy Conditions and Claim Computation	04 hours
Turnover, Standard Turnover and Gross Profit concepts - Net Profit, Variable Expenses and Standing Charges - Difference Basis and Addition Basis methods - Calculation of reduction in turnover and loss of profit - Risk criteria and underwriting for BI insurance - Premium rating and burning cost calculations - BI surveys and EML assessment - Details required for underwriting BI policies - Policy conditions, exclusions and material damage provisions - Nuclear risks, pollution and contamination exclusions - Premises clause, supplier and customer dependencies - Annual and long-term policies - Standard turnover calculations - Gross Profit percentage and final claim computation - Case studies and practical applications		
Expert Lectures/Virtual Visits: 5 Hours		
	Total Lecture hours	50 hours
Textbooks (s)		
1	Property and casualty concepts simplified by Chritopher J Boggs.	
2	Riley on Business interruption insurance.	
Reference Books		
1	Understanding of property insurance by PC James.	
2	All risks property insurance by John Hensen and Chirstopher Henley.	
3	Commercial property risk management by William Roda and others (Vol I&II).	
4	Property Insurance Law and claims by Institute of Loss Adjusters.	
5	Business interruption policy wordings by Insurance institute of London.	
6	Wamsley on Business interruption Insurance.	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	www.ermis.in	
2	www.investopedia.com	

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Modified by Dr. K. Malar Mathi										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	M	M	M	S	S
CO2	S	M	S	S	L	M	M	M	S	S
CO3	S	M	S	S	L	M	M	L	M	S
CO4	S	M	S	S	L	M	M	L	M	S
CO5	S	M	S	S	L	M	M	L	M	S
* S – Strong; M – Medium; L - Low										

Course Code 26MBA31S	ADVANCED DATA ANALYSIS USING R	L	T	P	C
ELECTIVE		3	1	-	4
Pre-requisite	Basic knowledge on statistics and decision making process	Syllabus Version			2026
Course Objectives:					
1. Basic understanding about Data Analysis					
2. Provide knowledge about various descriptive data analytics and Visualization tools					
3. Conduct data analytics using scientific methods, and make appropriate and powerful connections between quantitative analysis and real-world problems					
4. Show substantial understanding of the real problems; conduct deep data analytics using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration					
5. Use advanced techniques to conduct thorough and insightful analysis, and interpret the results correctly with detailed and useful information					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					BTKL(K1-K6)
1	Find meanings in the given data				K2, K4
2	Graphically interpret the data				K4
3	Implement analytic algorithms and make appropriate decisions				K5, K6
4	Handle large scale data and find out alternatives for a problem				K3, K5
5	Make decisions based on data using various advanced techniques				K4, K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;					
UNIT:1	INTRODUCTION TO DATA ANALYTICS				7 hours
Introduction – Data Analytics – Data Analysis Vs Data Analytics – Big Data Analytics – Data Formats – Data Characteristics – Big Data Platforms – Applications – Data Analytics Use Case: Data Analytics –					
UNIT:2	DESCRIPTIVE DATA ANALYTICS AND DATA VISUALIZATION				8 hours
Descriptive Data Analytics – Data Visualization : Lattice Package – Univariate Analysis : Histogram Features Mode – Skewness – Kurtosis – One Variable – Multiple Variable – Bivariate Analysis – Density Plot – Box Plot – Outlier Identification – Multivariate Analysis : Scatter Plot – Correlation – Cor () Function – Descriptive Analytics – Ships Dataset in MASS Package.					
UNIT: 3	REGRESSION ANALYSIS				8 hours
Regression Analysis: Linear Regression Analysis – Logistic Regression Analysis- Regression Analysis- Air Quality Dataset – Clustering Approaches: k-means Clustering- Hierarchical Clustering – Clustering – Car Dataset.					
UNIT: 4	ASSOCIATION RULE & UNSUPERVISED LEARNING ALGORITHM				8 hours
APRIORI Algorithm – MBA Market Basket Analysis – Factor Analysis – Dimension reduction technique – Principal Component Analysis (PCA)					
UNIT: 5	INFERENCEAL ANALYTICS				7hours
Inferential Analytics – Statistical Hypotheses – Parametric Test – non – parametric Test – Data Standardizing – Z score – negative Z Score – Chi – Square Test – Wilson’s score interval					
UNIT: 6	02 hours				

Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books (s)		
1	V.Bhuvaneswari, “Data Analytics with R Step by Step”, Scitech Publication, ISBN – 978-81-929131-2-4, Edition -2016	
Reference Books		
1	Roger D.Peng, “R Programming for Data Science”, Lean Publishing, 2014.	
2	Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packt Publishing, ISBN-978-1-78216-328-2, 2013	
3	Sholom Weiss, et. Al, “The Text Mining Handbook : Advanced Approaches in Analyzing	
4	Emmanueal Paradis, “ R for Beginners”, 2005	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	https://onlinecourses.swayam2.ac.in/aic20_sp35/preview	
2	https://www.edx.org/course/foundations-of-data-analysis-part-1-statistics-usi	
Course Designed By : Dr.Rupa Gunaseelan, Professor		

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	L	M	M	M	L	S	L	L	L
CO2	L	M	M	M	L	M	S	L	L	S
CO3	M	M	S	S	S	M	S	M	M	L
CO4	L	M	S	S	M	S	S	L	L	M
CO5	M	S	S	S	M	M	M	M	S	S
* S – Strong; M – Medium; L – Low										

Course Code 26MBA32S		ARTIFICIAL INTELLIGENCE FOR BUSINESS	L	T	P	C
Elective			3	1	-	4
Prerequisite	Basic knowledge on computer applications		Syllabus Version	2026		
Course Objectives:						
The Main Objectives of this course are to:						
1. To gain a basic understanding on key Artificial Intelligence technologies, such as machine learning, natural language processing, and robotics.						
2.The course will help to understand the implications of these new technologies for business strategyand to support managerial decision making.						
3.To become familiar with the applications needed to build and develop capabilities to solve business problems.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Understand the role of artificial intelligence, knowledge and rationality.				K1,K2	
2	Understand and apply the concepts of machine learning and deep learning and predictive analysis to understand customer profile and frame strategies.				K1,K2,K3	
3	Understand and apply natural language, speech recognition interaction and synthesis.				K2,K3	
4	Understand the role of robotics and application in human decision making and learning and also the ethical issues related to the same.				K2,K3	
5	Understand the role and application of AI in various business activities.				K2,K3	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		An Introduction To Artificial Intelligence			-6-hours	
Introduction to artificial intelligence – History of AI – Search and Planning – Problem spaces and search – Knowledge and rationality- Heuristic search strategies - Search and optimization (gradient descent) – Adversarial search – Planning and scheduling – Knowledge Representation and Reasoning .						
Unit :2		MACHINE LEARNING IN BUSINESS			7-hours	
Supervised Learning methods- Predictive Analytics- Classification Problems- Forecasting – Unsupervised Methods – Dimensionality reduction- K-means Clustering –Hierarchical Clustering- Data Reduction Techniques – Factor Analysis – Anomaly detection- Multivariate Gaussian Distribution –Semi-supervised methods – Deep learning – Choosing among machine learning techniques.						
Unit :3		NATURAL LANGUAGE PROCESSING IN BUSINESS			-6-hours	
Introduction to natural language understanding – Sentiment analysis – Application of deep learning to NLP – Natural Language Interaction – Speech recognition – Hidden Markov Models – Chat bots – Natural language generation - Speech synthesis.						
UNIT – 4		ROBOTICS IN BUSINESS			8-hours	
Introduction to robotics – Sensing – Manipulation- Human-robot interaction –Mobile Robots – Learning and robotics: Reinforcement learning – Cognitive Collaboration						
UNIT- 5		APPLICATIONS OF AI IN BUSINESS			8-hours	
Applications of AI in various industries: retail - -health care –E-Commerce – financial services, - insurance –entertainment, etc –Applications of AI in different functions: Human Resources – Sales – Operations – Marketing – Supply Chain – Future of AI.						
Unit: 6			05 hours			
Guest Lectures, Case Studies, Assignments and Seminars						

		Total Lecture hours	30--hours
Text Books (s)			
1	“Applied Artificial Intelligence: A Handbook For Business Leaders”, (Authors) - , Mariya Yao, Adelyn Zhou, Marlene Jia, 2017		
2	“Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies 3rd Edition” (Author) - Steven Finlay, 2017		
Reference Books			
1	Artificial Intelligence for Business”, (Authors) - Rajendra Akerkar, Springer International Publishing, 2018.		
2	“Artificial Intelligence A Modern Approach” 3rd Edition (Authors) – Stuart J. Russell and Peter Norvig, Pearson Publishing, 2016.		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)			
1	SWAYAM		
2	NPTEL		
Course Designed By : Dr. K. MALAR MATHI, Professor			

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	L	L	S	L	L	L
CO2	S	M	S	S	L	L	S	L	L	L
CO3	S	M	S	S	L	L	L	L	L	L
CO4	S	M	S	S	L	L	S	L	L	L
CO5	S	M	S	S	L	L	L	S	L	S
* S – Strong; M – Medium; L - Low										

Course Code 26MBA33S		E-BUSINESS AND DIGITAL COMMERCE	L	T	P	C
Elective			3	1	-	4
Prerequisite			Syllabus Version	2026		
Course Objectives:						
To develop a comprehensive understanding of digital business models, e-commerce technologies, and online marketing strategies, enabling students to design, manage, and evaluate digital business initiatives in a global and Indian context.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
CO1	Explain the concepts, business models, and frameworks of e-business and digital commerce.				K2	
CO2	Analyze digital payment systems, online transaction mechanisms, and associated security challenges.				K4	
CO3	Apply digital marketing tools and techniques to develop online business strategies.				K3	
CO4	Evaluate the role of e-business technologies and emerging digital platforms in organizational effectiveness.				K5	
CO5	Assess legal, ethical, privacy, and consumer protection issues related to digital commerce.				K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Introduction to E-Business			hours	
Meaning, scope, and evolution of e-business and e-commerce - Difference between e-business and e-commerce - Digital economy and networked organizations - E-commerce business models: B2B (Business to Business), B2C (Business to Consumer), C2C (Consumer to Consumer), C2B (Consumer to Business) - Revenue models: Subscription, Transaction fee, Advertising, Freemium - Digital platforms and marketplaces - Role of intermediaries and disintermediation						
Unit :2		Digital Payment Systems			hours	
Evolution of digital payments - Types of payment systems: Credit/debit cards, Net banking, Mobile wallets, UPI (Unified Payments Interface) - Payment gateways and payment processors - Digital payment architecture - Security Issues: Encryption and authentication, Digital signatures and SSL, Fraud detection and prevention, Two-factor authentication						
Unit :3		E-Marketing			hours	
Digital marketing vs traditional marketing - Customer journey in online environments - Search Engine Optimization (SEO): On-page and off-page SEO - Search Engine Marketing (SEM): Paid advertising (Google Ads basics) - Social media marketing: Platforms and strategies, Influencer marketing - Email marketing and content marketing - Web analytics and performance measurement						
UNIT – 4		E-Business Technologies			hours	
Web technologies: Websites, web servers, hosting, Front-end and back-end basics - E-commerce infrastructure: Shopping carts, Catalog management, Order processing systems - Mobile commerce (m-commerce): Mobile apps vs websites, Mobile payment systems - Cloud computing in e-business - Emerging technologies: Artificial Intelligence in e-commerce, Chatbots and recommendation systems						
UNIT- 5		Legal & Ethical Issues			hours	
Cyber laws and regulatory framework (India): IT Act 2000 and amendments - E-commerce regulations and compliance - Data privacy and data protection - Consumer protection in digital transactions - Intellectual Property Rights (IPR) in e-business - Ethical issues: Data misuse, Fake reviews and dark patterns, Digital divide						

		Total Lecture hours	--hours
Text Books (s)			
1	Chaffey, D. (2015). E-business and e-commerce management: Strategy, implementation and practice (6th ed.). Pearson Education.		
2	Chaffey, D. (2022). Digital business and e-commerce management (8th ed.). Pearson Education.		
3	Bajaj, K. K., & Nag, D. (2005). E-commerce: The cutting edge of business. Tata McGraw-Hill.		
Reference Books			
1	Wirtz, B. W. (2024). Digital business and electronic commerce: Strategy, business models and technology. Springer.		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)			
1	SWAYAM		
2	NPTEL		
Course Designed By : Dr. K. MALAR MATHI, Professor			

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	L	S	S	S	S	S
CO2	M	S	S	S	S	L	S	S	S	S
CO3	M	M	L	M	S	M	M	L	M	M
CO4	S	M	L	S	M	L	L	M	M	L
CO5	L	L	S	S	S	M	S	M	S	S
* S – Strong; M – Medium; L - Low										

Course Code 26MBA31P		ADVANCED PRODUCTION MANAGEMENT	L	T	P	C
ELECTIVE			3	1	-	4
Pre-requisite		Basics of Operations Management	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1. To enable students in learning production management techniques and process at advanced level. 2. To enable the students in designing production, planning and control system. 3. The existing technology and the ways of implementing the same will be exhibited to the students.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Device strategic and operational plans to increase the productivity of the plant.				K1,K2,K3	
2	Develop expert abilities in the design, implementation and operation of modern manufacturing system.				K3,K4	
3	Develop management skills necessary to keep organization ahead of competition				K3,K4,K5	
4	Develop expert abilities in the application of quantitative methods for production planning.				K4,K5,K6	
5	Develop methods of production planning and financial planning				K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		OPERATION STRATEGY AND COMPETITIVENESS			8 hours	
Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management						
Unit :2		System Design			7 hours	
Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.						
Unit :3		Production, Planning And Control			7 hours	
Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system						
Unit :4		Productivity Techniques			8 hours	
Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.						
Unit :5		Human Aspects of Operations Management			8 hours	
Human aspects of operations management – Methods of improving business process re-engineering – synchronous manufacturing – production planning and financial planning.						
Unit :6 hours					02	
Guest Lecture, Case studies, assignments and Seminar						

		Total Lecture hours	40 hours
Text Books			
1	Chase, Richard B., Nicholas J. Aquilano, and F. Robert Jacobs. Production and operations management. Irwin/McGraw-Hill, 2001		
2	J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area		
3	Powell Niland – Production Planning, Scheduling and Inventory control, Macmillan, 1970.		
Reference Books			
	Elwood S Buffa, Rakesh K Sarin, “Modern Production/ Operations Management”, Wiley India (8 th edition), 2015		(8 th
	Lee J. Krajewski, ,Larry P. Ritzman“Operations Management: Strategy and Analysis”, Prentice Hall, 2017		Hall,
	Richard B. Chase, Nicholas J. Acquilano, F. Robert Jacobs, “Production and Operations Management: Manufacturing and Services”, Tata McGraw Hill, 2010		
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)			
1	SWAYAM		
2	NPTEL		
Course Designed By :Dr. K. Malar Mathi, Professor			

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	M	L	L	S	L
CO2	S	M	S	S	S	L	S	L	L	L
CO3	S	M	S	M	S	M	L	M	L	S
CO4	S	S	S	M	S	L	S	L	L	L
CO5	S	S	M	M	S	M	M	L	M	L
* S – Strong; M – Medium; L – Low										

Course Code 26MBA32P		INTEGRATED MATERIALS MANAGEMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite	Basic knowledge on materials and inventory management		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To make the students to understand the materials management concepts and techniques.						
2. To train the students to do materials requirements planning and inventory planning, sourcing and management.						
3. To nurture, among the students, the critical thinking ability while making any decisions in materials planning and management functions.						
4. To encourage students to create new software and apps in materials management planning and control.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	The students are able to comprehend, analyse, compare and handle materials management tools and techniques while solving problems related to inventory management				K2, K3, K4	
2	The students will acquire expertise in inventory management techniques, materials requirements planning, materials sourcing, purchase planning, stores and warehouse and transportation management.				K4,K5	
3	The students will be able to take right decisions applying acquired knowledge through the course rather than heuristic or thumb rule.				K5,K6	
4	The students become more employable in production, warehouse, stores and IT related Service organizations.				K2, K4, K6	
5	The students will be able to create new and customized software and apps in various materials and stores management functions.				K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction7 hours					
Materials Management- Concept, Scope and Objectives - Significance of Integrated Materials Management – Basic principles of Materials Management – Interface with other functions - Materials codification and computerization.						
Unit :2	Inventory Management8 hours					
Inventory Planning and Control Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System. Materials Requirement Planning (MRP) Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.						
Unit :3	Purchase Planning and Management8 hours					
Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis - Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance - Purchasing Capital Goods, Seasonal Goods, Imported Goods - Deferred Payment Schemes – Lending Institutions – Leasing Trends - Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.						
Unit :4	Stores Management8 hours					
Location and Layout of Warehouses and stores – Different typical models -.Stores Procedures and						

Records for Receipt, Inspection, Issue, Reorder checking – Kardex Systems - Stores Accounting.		
Unit :5	Materials Handling and Transportation	7 hours
Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance - Materials Handling systems and equipments - Transportation Management – comparative transportation costs – issues relating to selection of carriers.		
Unit :6		02 hours
Guest Lecture, Case studies, assignments and Seminar https://www.youtube.com/watch?v=eakuUCvA6IE		
	Total Lecture hours	40hours
Text Books (s)		
1	Purchasing and Materials Management, P. Gopalakrishnan, McGraw-Hill Education, latest edition	
2	Integrated Materials Management A Functional Approach, A.K. Datta , Prentice Hall of India P. Ltd. Latest edition.	
Reference Books		
1	Integrated Materials Management (Concepts & Cases), M.D. Patel, A. Chunawalla and D.R. Patel, Himalaya Publishing House, 1980.	
2	Inventory Management: Text and Cases, M.S. Sandilya and P. Gopalakrishnan, Macmillan Indian Ltd, latest edition	
3	Introduction to Materials Management, J.R. Tony Arnald, Stephen N. Chapman, Pearson new International Edition, 2013	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	http://ebooks.lpude.in/management/mba/term_4/DMGT526_MATERIALS_MANAGEMENT.pdf	
2	https://shodhganga.inflibnet.ac.in/bitstream/10603/79409/9/09_chapter%201.pdf	
3	https://freevideolectures.com/course/3622/sap-material-managementmm	
4	http://www.iactglobal.in/course/purchasing-materialmgmt-vc	
5	https://perso.crans.org/fortuneau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf	
Course Designed By : Dr. N. Uma Devi, Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	M	S	M	L	S	S
CO2	S	S	S	M	M	S	L	M	L	S
CO3	S	M	S	S	M	S	L	M	M	S
CO4	S	M	M	M	M	S	M	S	M	S
CO5	S	S	M	S	M	S	S	S	S	S
* S – Strong; M – Medium; L - Low										

Course Code 26MBA33P		TOTAL QUALITY MANAGEMENT	L	T	P	C
Elective IV SEMESTER			3	1	-	4
Pre-requisite		Knowledge about quality aspects	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1. To introduce the concept of quality in production including total quality in business Management. To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM. Exposure to students on the basic and new seven management tools, Quality concepts like Six sigma, Failure mode effect analysis. Detailed exposure to students on various quality systems like ISO and its standards.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Develop an understanding on quality management philosophies and frameworks. Learn the applications of quality tools and techniques in both manufacturing and service industry.				K1,K2,K3	
2	Understand the various pillars of TQM, the policies, various approaches and implications.				K1,K2,K3	
3	Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.				,K3,K4,K5,K6	
4	Understand the TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.				K3,,K5,K6	
5	Understand incorporating total quality management in services sector, process designing and product development. Mapping the Quality designs to implementation.				,K4,K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Quality Management In Retrospect				8 hours	
Total quality management – concepts– evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality, Value & Differential advantage.						
Unit :2	Strategic Thinking And Planning,				8 hours	
Pillars of Total quality management –the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management, Organizational implications.						
Unit :3	Total Quality Models				7 hours	
Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management						

Unit :4	Quality Education	8 hours
and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems		
Unit :5	Designing Process and Product	7 hours
Strategic choice of markets and customers maintaining competitive advantage –s for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.		
Unit: 6		02
hours		
Guest Lectures, Case Studies, Assignments and Seminars		
	Total Lecture hours	40 hours
Text Books		
1	Bharat Wakhlu, Total Quality Management	
2	Bester Field, Total Quality Management, Pearson Education India; 4 edition (2015).	
3	Bill Creech, Five Pillars of Total Quality Management, Plume; Reprint edition(1 December 1995).	
	Reference Books	
4	Joseph and berk, Total quality Management, Butterworth-Heinemann (30 June 2000)	
5	Stephen George, TQM strategies and Techniques, John Wiley & Sons; 2nd Revised edition edition (11 March 1998).	
6	R.P Mohanty and R.r .Lakhe, TQM in service sector, jaico Publishing House; First edition (28 August 2001).	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	SWAYAM	
2	MOOC	
3	NPTEL	
Course Designed By : Dr. K. MALAR MATHI, Professor		

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	S	L	S	S	L
CO2	S	S	M	M	L	L	M	L	L	L
CO3	S	S	S	L	L	S	S	L	S	L
CO4	S	S	L	M	M	L	L	M	L	S
CO5	S	S	M	S	S	M	M	M	M	S
* S – Strong; M – Medium; L – Low										

Course Code 26MBA34P		LOGISTICS ANDSUPPLY CHAIN MANAGEMENT	L	T	P	C
Elective IV SEMESTER			3	1	-	4
Pre-requisite		Basic knowledge on logistics	Syllabus Version		2026	
Course Objectives:	This course aims to make the students to get through knowledge about the various concepts and techniques of supply chain and logistics management. The course is designed in such a way that the students are trained in materials handling, purchase and production planning and storage and space management and in the application of Information Technology in supply chain and logistics management.					
The Main Objectives of this course are to: 1. To make the students to understand the Logistics and supply chain concepts and techniques. 2. To train the students to do supply chain value analysis and for making accurate and the best suitable decisions in business. 3. To nurture, among the students, the critical thinking ability while making any decisions in logistics and supply chain functions. 4. To encourage students to create new software and apps in logistics and supply chain management.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	The students are able to comprehend, analyse, compare and handle logistics and supply chain techniques while solving problems and making decisions.					K2, K3, K4
2	The students will acquire expertise in various logistics and supply chain operations such as demand and purchases planning, material handling and manufacturing scheduling, transportation designing and facilities management and integrating information technology in to Logistics and supply chain management					K4,K5
3	The students will be able to take right decisions applying acquired knowledge through the course rather than heuristic or thumb rule.					K5,K6
4	The students become more employable in supply chain & logistics and IT related Service organizations.					K2, K4, K6
5	The students will be able to create new and customized software and apps in various logistics and supply chain functions.					K4,K5,K6
BLOOMS TAXONOMY KNOWLEDGE LEVEL (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction and Customer Relations Management					7 hours
Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.						
Unit :2	Demand Planning, Materials and cost management					7 hours
Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.						
Unit :3	Manufacturing and stores management					7 hours
Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.						
Unit :4	Logistics and third party service management					8 hours

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.		
Unit :5	Information technology in Supply Chain Management	8 hours
Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – GPS, RFID and reverse logistics - Organizational issues to implement SCM.		
Unit: 6 hours		03
Guest Lectures, Case Studies, Assignments and Seminars		
https://aims.education/supply-chain-management-notes/		
	Total Lecture hours	40 hours
Text Books (s)		
1	Supply chain management strategy planning and operations, Sunil chopra and Peter Meindal, ,Pearson, 6 th edition, 2016.	
2	Supply Chain Management for global competitiveness, B.S. Sahay, Macmillan India Limited 2 nd Edition, 2012	
Reference Books		
1	Designing and managing the supply chain : concepts , strategies, and case studies, David Simchi Levi, Philip Kaminsky, Edith Simchi Levi, Tata McGraw Hill 2 nd edition , New Delhi 2019.	
2	Introduction to supply chain management, Robert B. Handfield and Ernest L. Nichos .J.R, Prentice Hall of India, New Delhi.	
3	Operations and Supply Chain Management, Russel and Taylor, John Wiley & Sons, 2015	
4	Supply Chain Logistics Management, Bowersox, McGraw Hill Education, 4 th Edition, 2018	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	Supply chain management strategy planning and operations, Sunil chopra and Peter Meindal, ,Pearson, Pdf. 5 th edition, 2013.	
2	https://www.coursera.org/learn/supply-chain-management	
3	https://www.coursera.org/learn/supply-chain-logistics	
4	https://www.youtube.com/playlist?list=PLGit8yny_3ANzZMsJJjeuxMg-S0f0hGcn	
Course Designed By : Dr. N. Uma Devi , Associate Professor		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	M	S	M	L	S	S
CO2	S	M	S	M	M	S	L	M	L	S
CO3	S	M	S	S	M	S	L	S	M	S
CO4	S	M	M	M	M	S	M	S	M	S
CO5	S	S	M	S	M	S	S	S	S	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA31G	INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
Elective			3	1	-	4
Pre-requisite		Some research background in product design and development	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1. know about the basics of IPR, its history and developments 2. understand the patents, filing for patents and grant of patents. 3. know about the copy rights and trade marks, protection under the act etc., 4. understand the patent system in India and abroad, and know about the various acts and amendments 5. know the Indian stand as against WTO and related policies.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	relate to the different works on IPR applications,				K1, K2, K3	
2	file patent application				K2, K3, K6	
3	manage the issues relating to copy rights and trade mark				K4, K5, K6	
4	Help the organization to coordinate the research and development activities in response to new Acts.				K5, K6	
5	Help the organization to align with the international strategy				K5, K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INTRODUCTION				7 hours	
Invention and Creativity, Intellectual Property (IP) – Importance –Protection of IPR. Basic types of property (i).Movable Property - Immovable Property and - Intellectual Property, History of IPRs-the way from WTO to WIPO.						
Unit :2	PATENTS ACT				8 hours	
IP – Patents – Granting of patent, Rights of a patent, patent protection, Searching a patent, Drafting of a patent, Filing of a patent. The different layers of the international patent system (national, regional and international options)						
Unit :3	COPY RIGHTS AND TADE MARKS				7 hours	
Copyrights and related rights – Trade Marks and rights arising from Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and International levels – Application Procedures. Case Studies on – Patents (Basmati rice, turmeric, Neem, etc.)						
Unit :4	IPRs				8 hours	
New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries. International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh-Dole Act and Issues of Academic Entrepreneurship.						
Unit :5	NATIONAL AND INTERNATIONAL STRATEGIES AND				8 hours	

POLICIES OF IPR	
Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy – Unfair competition.	
Unit :6	02 hours
Guest Lecture, Case studies, assignments and Seminar	
	Total Lecture hours 40 hours
Text Books (s)	
1	Vinod V Sople., Managing Intellectual Property, PHI, 2014.
2	Narayanan P., Intellectual Property Law, Eastern Law House, 2017
3	Prasad Karhad., How to Patent an Idea In India, Kindle Edition, 2018
Reference Books	
1	AjitParulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India ltd , 2006.
2	A. Primer, R. Anita Rao and BhanojiRao, Intellectual Property Rights, LastainBook CompanyEdited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd., 2006.
3	WIPO Intellectual Property Hand book
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	http://www.ipindia.nic.in/patents.htm
2	https://www.wipo.int/
Course Designed By : Dr. K. Malar Mathi, Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	L	S	S	M	L	M	M	L	M
CO2	M	M	S	S	S	M	M	M	M	M
CO3	M	L	M	L	S	L	L	S	L	M
CO4	M	M	M	S	M	M	L	L	M	L
CO5	M	L	M	L	L	L	L	L	L	L
* S – Strong; M – Medium; L - Low										

Course Code	26MBA32G	INNOVATION AND VENTURE DEVELOPMENT	L	T	P	C
Elective			3	1	-	4
Pre-requisite			Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. To introduce the importance, fundamental concepts and community of new venture/small business						
2. To give the students the experience and knowledge about the strategies and challenges for the development new venture with emphasis on the creating of a viable and executable business plan.						
3.To provide the students the opportunity to advance their critical thinking, problem solving, and communication skills through discussions, teamwork, pitching, presentations and creating their ventures business plan..						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Students will learn a systematic approach to new venture assessment and development of various industries					K1,K2,K3
2	It will help the students to gain an understanding of the myths, pitfalls and pearls of wisdom in taking strategy to action.					K1,K2,K3
3	It also helps in the understanding the execution and growth, management challenges in taking business models to markets and customers.					K3,K4,K5
4	To develop critical thinking, problem solving, and communication skills through discussions, teamwork, pitching, presentations and creating their ventures business plan.					K3,K4,K5
5	Understand sector wise venture opportunities					K4,K5,K6.
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	INNOVATION					7hours
INNOVATION - Meaning, definition, theories, types and characteristics of innovation- differences between invention and innovation – managing innovation – sources and ideas of innovation – risks and failures associated with innovation – economics of innovation – exploring, executing, renewing and measuring innovation – innovation as a tool for profit impact of technology for innovation						
Unit :2	INNOVATION STRATEGY					8 hours
INNOVATION STRATEGY: Why, what and how to innovate - innovation as a strategic process – strategies for promoting, sustaining and diffusing innovation – innovation strategies based on firm size – cooperation with innovation institutions – role of innovation in corporate governance – globalization of innovation - key issues in strategic innovation management - The Process of Innovation						
Unit :3	NEW VENTURE DEVELOPMENT					8 hours
NEW VENTURE DEVELOPMENT: Introduction to New Venture Creation and Entrepreneurship – Venture Opportunity/Identification and Assessment – Pitching. Customer Discovery/Development - New Venture Team Formation. Value Propositions-Minimum Viable Products – Customers - Preparing for Customer Contact. Institutional Analysis - Customer and						

Market Research - Customer Research Plan.		
Unit :4	VENTURE IMPLEMENTATION	8 hours
VENTURE IMPLEMENTATION: Market Size and Segmentation - Competition/Alternatives Analysis and Positioning. Product/Service Design and Development - IP Strategy. Market/Customer Research Analysis: Pivot or Proceed? - Intro to Customer Validation. Understanding financial requirements - Preparing and Understanding the financial section of the business plan. Putting Venture Engineering to Work .		
Unit :5	VENTURE DEVELOPMENT – SECTOR WISE	7 hours
VENTURE DEVELOPMENT – SECTOR WISE: Automobiles - Textile Industry - Food Processing Industry - Chemical Industry - Cement Industry - Steel Industry - Software Industry – Education and training - <u>Financial Services</u> – FMCG – Healthcare – Manufacturing – Services – Tourism and Hospitality.		
Unit :6		02 hours
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books		
1	ShlomoMaital&D.V.R.Seshadri, “Innovation management: strategies, concepts and tools for growth and profit”, Response books, division of sage publications, New Delhi, First Edition, 2007.	
2	John E.Ettlie, “Managing innovation: new technology, new products and new services in a global economy”, first edition, Elsevier India private limited, 2010	
3	<u>Marc H. Meyer</u> & <u>Frederick G. Crane</u> , New Venture Creation - An Innovator's Guide to Entrepreneurship, SAGE Publication, 2013.	
	Reference Books	
1	Paul Trott, “Innovation Management and New Product Development”, fourth edition, Pearson Publishers, New Delhi, 2008.	
2	Timmons, Jeffrey A., New Venture Creation: Entrepreneurship for the 21st Century, McGraw Hill	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	SWAYAM	
2	NPTEL	
3	MOOC	
Course Designed By :Dr.K.Malar Mathi, Professor		

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	L	M	S	M	S	M	L	S
CO2	S	M	L	M	S	S	L	L	S	L
CO3	S	M	S	S	S	S	L	L	L	S
CO4	S	S	M	M	S	M	S	L	S	L
CO5	S	S	S	S	M	M	S	M	M	M
* S – Strong; M – Medium; L – Low										

Course Code 26MBA33G	DISASTER MANAGEMENT	L	T	P	C
Elective		3	1	-	4
Pre-requisite	Basic knowledge in environment and calamities	Syllabus Version		2026	
Course Objectives:					
The Main Objectives of this course are to:					
1. To provide basic conceptual understanding of disasters and its relationships with development.					
2. To gain understand approaches of Disaster prevention and control and the relationship between vulnerability, disasters, disaster prevention and risk reduction.					
3. To understand Medical and Psycho-Social Response to Disasters.					
4. To prevent and control Public Health consequences of Disasters					
5. To enhance awareness of Disaster Risk Management institutional processes in India					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					BTKL (K1-K6)
1	Develop an understanding of the key concepts, definitions key perspectives of All Hazards in Emergency Management				K1, K2
2	Understand the Emergency/Disaster Management Cycle				K2
3	Have a basic understanding for the history of Emergency Management				K2
4	Develop an understanding of Prevention, Mitigation, Preparedness, Response and Recovery and apply on necessary situations				K2, K3
5	Respond to disasters and to be resilient towards various disasters by taking valid actions				K3, K6
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):					
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;					
Unit: 1	Introduction to Disaster Management				7 hours
Disaster and Development: Nature, Humanity and Development – Hazards and Disasters – Dimensions and Typology of Disasters – Public Health and Disasters.					
Unit:2	Disaster Prevention and Control				7 hours
Disaster Prevention and control : The Role of the UN in Complex Emergencies – The Coordination and Leadership Context of the UNDMT – International Agencies for Disaster Response – National Disaster Management : India.					
Unit:3	Disaster Risk Analysis and Management				7 hours
Disaster Risk Analysis and Management: Disaster Mitigation – Coordination – Disaster Preparedness and Planning – Disaster Risk Assessment – Information Management and Dissemination – Disaster Rehabilitation – Futuristic Sustainable Measures in Disaster Management.					
Unit:4	Strategies to Cope with Natural Disasters				7 hours
Strategies to cope with Natural disasters: Floods – Earth quakes and Landslides – Cyclones and Thunderstorms – Tsunami – Drought – Heat wave and Sandstorms – Cold wave and extreme cold.					
Unit:5	Strategies to Counter Manmade Disasters				7 hours
Strategies to counter manmade disasters: War and Terrorism – Stampede, Riots and Demonstrations – Residential and Industrial Fires – Transportation Accidents – Nuclear Power Accidents –					

Hazardous Materials and Toxic Emission – Utility failure.	
Unit: 6	
05 hours	
Guest Lectures, Case Studies, Assignments and Seminars	
	Total Lecture hours 40 hours
Text Books (s)	
1	SathishModhn, Introduction to Disaster management, Laxmi Publications (2009).
Reference Books	
1	SathishModhn, Citizen guide to disaster management, Laxmi Publications; First edition (2006).
2	<u>Mrinalini Pandey</u> , Disaster Management, Wiley publications, 2014.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	https://online-degree.swayam.gov.in/nd1_dyp20_d01_s1_ge02/preview
2	https://www.coursera.org/learn/disaster-preparedness
3	https://onlinecourses.swayam2.ac.in/cec20_ge35/preview
Course Designed By : Dr.Rupa Gunaseelan, Professor	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	M	M	S	L	L	M	M
CO2	M	L	L	L	L	L	L	M	L	L
CO3	S	L	M	L	L	L	L	L	L	L
CO4	S	M	M	S	S	M	M	L	M	M
CO5	M	M	S	S	S	S	S	M	M	S
* S – Strong; M – Medium; L - Low										

Course Code	26MBA34G	EVENT MANAGEMENT	L	T	P	C
Elective IV SEMESTER			3	1	-	4
Pre-requisite	Basic knowledge on principles of management		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to: 1. obtain a sense of responsibility for the multi-disciplinary nature of event management 2. gain confidence and enjoyment from involvement in the dynamic industry of event management 3. identify best practice in the development and delivery of successful conferences and corporate gatherings 4. Identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, security and entertainment 5. Identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Identify event goals, objectives to determine the concept which can flourish into a truly memorable event and discuss all phases of event coordination, and key elements within each phase(research, design, planning, pre-production, on-site management, and evaluation& post-event activities)				K1, K2	
2	Implement basic marketing concepts to identify target audience and promote an event				K2, K3	
3	Create an event budget, including projected revenue and expenses and Implement negotiating techniques and ways to increase efficiency and profitability				K2, K3	
4	Recognize and determine solutions for potential conflicts and challenges that may arise before, during and after an event				K4, K5	
5	Determine all elements of a production schedule and on-site production, including show flow and rehearsals and assess all post-event activities (evaluations, celebrations, recognitions, sponsor and attendee thank-you				K3, K5	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Event Management				8 hours	
Introduction to events management: Historical perspective – events, their needs and management – event and event management - objectives – characteristics – Elements of events – Size and Types of events –Role of Event Manager – Skill requirements of event manager – Event team – code of ethics.						
Unit :2	Event Production				7 hours	
Event production: Steps involved in event production – Various fields of event production – Event team formation & event team management – Event manager leadership qualities – Risk management in event production – Information management in events – procurements, logistics and security management in events - Events designing –Event processing - Financial Management the budget						
Unit :3	Event Planning				7 hours	
Event Planning : Principles of event management planning – Creativity – Event feasibility – SWOT analysis in event planning – Conference planning – Venue selection tips for events – Contracting event venue – Market research in event planning: Market analysis – Competitor analysis – Event						

equipment planning: DJ Sound, DJ light, pyrotechnics, special effects, promotional materials for events – Event planning software’s – Qualities for event planner										
Unit :4		Event Marketing								7 hours
Event Marketing: Concept, Meaning and Definition - Positioning in Event - Concept of product, pricing and promotion of event – Steps involved in creating a promotional campaign for event – Celebrity management within events - Marketing and Public relation for events-Managing the event as a project-Event Management Information System										
Unit :5		Before – During – After The Event								8 hours
BEFORE THE EVENT: Setting the Agenda, Venue, Delegates, Exhibitors, Speakers, Documents and Promotional Material; DURING THE EVENT: Before delegates arrive- Once the Event is underway staffing - Factors are influencing the numbers and types of staff- Finding staff; AFTER THE EVENT: Thank u notes - Media round off - Feed back - Query sheets –Presentations - Feedback to the venue – Report on the event to client - Updates website - Staff debriefs Meeting – Event evaluation: objectives, methods and steps involved in writing evaluation of an event.										
Unit: 6										03 hours
Guest Lectures, Case Studies, Assignments and Seminars										
		Total Lecture hours								40 hours
Text Books (s)										
1	Anton Shone and Bryn Parry, “Successful Event Management – a practical handbook”, Publishers Cengage Learning, 2 nd edition, 2007									
2	Ashutosh Chaturvedi, “ Event management: A professional and development approach”, Global India publication private limited, first edition, 2009									
3	Razaq Raj, Tahir Rashid, Paul Walters, “ Event Management: An integrated and practical approach”, Sage Publications limited, first edition, 2008									
Reference Books										
1	Fenich, George.G, “Meetings, Expositions, Events and Conventions: an introduction to the industry”, Pearson prentice hall limited, first edition, 2011									
2	Greg Damster, Dimitri Tassiopoulos, Peter de Tolly, Wrten Dry, Jurgen Gasche, Debbie Johnson,John Knocker, “ Event Management: A professional and developmental approach”, Juta & company limited, first edition, 2006									
3										
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)										
1	Event Planning, Prof.Heena K Bijji, Indira Gandhi National Open University, https://onlinecourses.swayam2.ac.in/nou20_ge02/preview									
Course Designed By : Dr. V. Ramanujam, Associate Professor										
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	L	L	L	S	M	S	M	L
CO2	L	S	M	L	L	S	S	S	M	M
CO3	M	M	S	L	L	S	M	S	M	M
CO4	M	S	S	L	L	S	S	M	M	M
CO5	M	S	M	L	L	S	M	M	M	S
* S – Strong; M – Medium; L – Low										

**JOB-ORIENTED CERTIFICATE COURSES
AND
VALUE ADDED COURSES**

VALUE-ADDED COURSE 1

BASICS OF INDIAN COMPANIES ACT 2013		
Name of the Department		BHARATHIAR SCHOOL OF MANAGEMENT AND ENTREPRENEUR DEVELOPMENT
Name of the Faculty Member i/c With Complete Address with Phone and e-mail		Dr. Rupa Gunaseelan, Professor, BSMED, Bharathiar University, Coimbatore
Inter / Intra Department Course		INTER DEPARTMENT COURSE
Job Opportunities: It will help to secure jobs in companies promoted as per provisions of Companies Act 2013		
Upon completion of this course on Companies Act 2013, the students should be able to understand the various provisions of the Act and able to promote companies		
The objectives of the Course are:		
The main objectives of this course are to:		
1	To provide the basic understanding in various provisions of Companies Act 2013	
2	To appraise the students with the requirements of Companies Act 2013 its rules.	
3	To make them aware of the changes in the tax reforms in the Companies Act 1956.	
4	To make the students familiar with the promotion, management, governance, assessment and auditing aspects of the Act.	
5	To update the students with the latest changes in the Act in 2019	
Course Content		Lecture / Practical / Project / Internship
Module 1	Formation of a Company Introduction to Companies Act 2013, company definition, meaning and scope of companies.	3 hours
Module 2	Types of companies, private limited, public limited, one person company, shell company, holding and subsidiary company, other types, Case study.	4 hours
Module 3	Various important documents used in organizations – manual procedures, policies, guidelines and format.	3 hours
Module 4	Security market Primary market, new issue market, functions of new issue market, issue of shares and debentures, SEBI guidelines for new issues, IPOs, FPOs, private placements, Case study.	5 hours
Module 5	Merchant banking activities in association with a public issue, Underwriting, Registrar to the issue, Demat form of securities, NSDL and CDSL functions and scope, listing in NSE, BSE	4 hours
Module 6	Corporate governance Composition of Board and its procedure – frequency of meeting, number of independent directors, code of conduct for Board of directors and senior management; Audit Committee, its composition, and role. Provision relating to Subsidiary Companies	4 hours
Module 7	Role of SEBI in corporate governance; principles of good corporate governance; fairness, accountability, responsibility and transparency.	3 hours
Module 8	Accounting and auditing	4 hours

	Accounts and audit provisions, appointment of auditors, statutory reports, tax audit, GST audit, audit reports , board meetings, dividend declaration, convening annual general body meetings	
Module 9	Tax compliances, MCA and SEBI directions.	2 hours
Module 10	Corporate Social Responsibility CSR as a mandatory requirement, CSR Rules U/S 135 of Companies Act, best practices under CSR,	4 hours
	CSR Case studies Practical	4 hours
Book(s) for Study		
1	Kapoor G K., Sanjay Dhamia, “Company Law-A Comprehensive Text Book on Companies Act 2013, University Editions, 22 Edition, August 2019	
2	Vinod Kothari., Understanding companies Act 2013, Taxmann, May 2014.	
Book(s) for reference		
1	Zad. N.S., “Setting up of business entities and closure”, Taxmann, 2019.	
2	Corporate Professionals, ”Companies Act 2013”, Wolters Kluwer, 2018	
Related Online Contents		
1	Ministry of Corporate Affairs, ICSI., “The Companies Act 2013”, ebook.mca.gov.in	

VALUE-ADDED COURSE 2

BUSINESS, INTELLIGENCE FOR THROUGH INTERNET OF THINGS (IoT)		
Name of the Department		Bharathiar School of Management and Entrepreneur Development (BSMED)
Name of the Faculty Member i/c With Complete Address with Phone and e-mail		Dr. Rupa Gunaseelan, Professor, BSMED, Bharathiar University, Coimbatore.
Job Opportunities:		
Data Analytics , Business Analytics and Automation		
The objectives of the Course are:		
The main objectives of this course are to:		
1	Familiarize students with contemporary industry 4.0 Basics	
2	Explain the components and characteristics if I 4.0	
3	Highlight the application of I 4.0 in various business aspects	
4	Sensitize students with relevant applications through case studies	
5	Help students develop new I 4.0 applications	
Course Content		Lecture / Practical
Module 1	Need – Reason for Adopting Industry 4.0 – Definition – Goals and Design Principles – Technologies of Industry 4.0 - Impact of Industry 4.0 on Business, Government, People.	4 hours
Module 2	Artificial Intelligence (AI) – What & Why ? – History of AI – Foundations of AI – The AI Environment – Societal Influences of AI – Application Domain and Tools – Associated Technologies of AI – Future Prospects of AI – Challenges of AI	5 hours
Module 3	Big Data : Evolution –Terminologies- Essential of Big Data in Industry 4.0 –Merits – Big Data Components and Characteristics– Big Data Applications.	5 hours
Module 4	Internet of things (IoT) : Introduction to IoT – Architecture of IoT – Technologies for IoT – Developing IoT Applications – Security in IoT	5 hours
Module 5	Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defense Agriculture – Transportation and Logistics –	4 hours
Module 6	Machine Learning – Introduction – Definition – Types of Machine Learning – Supervised, Unsupervised, Reinforcement Learning . Applications areas of Machine Learning.	5 hours
Module 7	Robotic Process Automation (RPA) : Introduction to RPA – Need for Automation Programming Constructs in RPA – Robots and Soft bots – Industries best suited for RPA – Risk & Challenges with RPA	4 hours
Module 8	Virtual Reality : Definition – Types of Head Mounted Displays – Tools for Virtual Reality – Applications of VR in Education, Industries – Difference between VR and AR	3 hours
Module 9	Augmented Reality : Definition – Tools for Augmented Reality – Hololens – Advantages and Challenges of AR – Applications of AR --Mixed Reality	3 hours

Module 10	Data Analytics Case Studies – Marketing – Logistic Management – Insurance – Behavioral Analytics	2 hours
Book(s) for Study		
1	P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0, 2020	
2	V. Bhuvaneswari, “Data Analytics with R step by Step”, Scitech publisher, ISBN – 978-81-929131-2-4, Edition 2016	
Book(s) for reference		
1	Roger D.Peng, “R Programming for Data Science”, Lean Publishing, 2014	
Related Online Contents – Swayam		
1	Introduction to Industry 4.0 and Industrial Internet of Things by Prof. Suidip Misra, IIT Kharagpur	
2	Artificial Intelligence By Prof. Bhushan Trivedi, GLS University	
3	Big Data Computing by Prof. Rajiv Misra, IIT Patna	
4	Introduction to Internet of things by Prof. Sudip Misra, IIT Kharagpur	
5	Introduction to Machine Learning by Prof. Balaraman Ravindran, IIT Madras	
6	Media Content Production on Multiple Platforms by Krishna Sankar Kusuma, Jamila, Islamia	

JOB ORIENTED CERTIFICATE COURSE 1

Course Code		CORPORATE COMMUNICATION	L	T	P	C
CORE						
Pre-requisite		Knowledge about leadership and basics of communication	Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. 1. To enable the students to acquire written and spoken Communication skills.						
2. 2. To make the students to learn the various communication methods followed in corporate and Business world.						
3. 3. To train the students in the preparation of various reports, business presentations and resume and job applications and attending employment interviews.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Develop good managerial communication skills and in depth understanding of communication skills.				K1,K2,K3	
2	Understand the application of communication under different circumstances				K4,K5	
3	Ability to excel in different forms of written communication required in a business context				K3,K4,K5	
4	The students to acquire written and spoken Communication skill and are able to write and speak efficiently.				K3,K5,K6	
5	The students would acquire written and spoken Communication skill and are able to write and speak efficiently Develop good presentation skills, interview skills				K5,K6	
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
UNIT I	Communication basics				7hours	
Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.						
UNIT II	Understanding Corporate Communication				8hours	
Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations						
UNIT III	Communication in Brand Promotion				8hours	
Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.						
UNIT IV	Report writing				7 hours	
Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – Tables constitution – charts – writing the report – documenting the sources – proof reading.						
UNIT V	Business Presentation				8 hours	
Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.						

Unit :6		02 hours
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Book		
1	Scot Ober, “Contemporary Business Communication”, Cengage Learning (5 th Edition), 2007	
2	Lesikar “Basic Business Communication: Skills for empowering the internet generation”, Tata McGraw Hill, 2005	
3	<i>Paul A Argenti Corporate Communication McGraw-Hill Higher Education, 2012</i>	
4	JaishriJethwaney , “Corporate Communication: Principles and Practice”, Oxford University Press, 2010	
	Reference Book	
1	Corporate Communications: Theory and Practice by Joep P. Cornelissen SAGE Publications, 2004	
2	Corporate Communications: Theory and Practice by <u>J. Cornelissen</u> Emerald Publication, 2007	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)		
1	NPTEL	
2	SWAYAM	
Course Designed By :		
Dr.K. MALAR MATHI, Professor		

Mapping with Programme Outcomes										
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	L	S	M	L	L	L
CO2	M	S	M	S	L	L	L	L	L	L
CO3	M	M	M	M	L	M	M	S	L	S
CO4	S	M	M	M	M	L	L	L	S	L
CO5	S	M	M	S	L	S	M	L	L	S
* S – Strong; M – Medium; L – Low										

JOB ORIENTED CERTIFICATE COURSE 2

JOB SKILLS TRAINING		
Name of the Department		Bharathiar School of Management and Entrepreneur Development (BSMED)
Name of the Faculty Member i/c With Complete Address with Phone and e-mail		Dr. N. Uma Devi, Associate Professor , BSMED, Bharathiar University, Coimbatore – 641 046 Phone: 6381735732, E-mail: vignesuma@gmail.com
Job Opportunities:		
Students become employable in manufacturing and service organizations and trained for startups in MSMEs		
The objectives of the Course are:		
The main objectives of this course are to:		
1	To train the students in various soft skills required for any jobs.	
2	To train the students to acquire various technical skills required by the job market.	
3	To prepare the students to be placed in Government and public services.	
4	To make the students as industry ready and employable graduates.	
Course Content		Lecture / Project
Module 1	Soft skills Training	
Module 2	I.T. and Computer Based Skills	
Module 3	Banking and Financial Training	
Module 4	Cyber Security Training	
Module 5	Negotiation and Selling skills	
Module 6	Intrapreneurial Skills Training	
Module 7	Customer Service Training	
Module 8	Numerical and Logical Reasoning	
Module 9	Entrepreneurship Training in MSMEs	
Module 10	Vocational Training	
Book(s) for Study		
1	‘Brilliant employability skills: How to stand out from the crowd in the graduate job market’Trought, F. 2017, Pearson UK	
2	Entrepreneurship Development and Communication Skills, Chole, R. R., Kapse, P. S., & Deshmukh, P. R. 2012, Scientific Publishers.	
3	Century 21 Computer Skills and Applications, Hoggatt, J. P., Shank, J. A., & Smith, J. R. 2018. , Cengage Learning	
Book(s) for reference		
1	Soft Skills Training- A workbook to develop skills for employment, Wentz, F. H. 2012, CreateSpace.	
2	Technical Aptitude For Interviews: Computer Science And IT,Sharma, E. K. 2014. . PHI Learning Pvt. Ltd..	

3	Cybersecurity essentials, Brooks, C. J., Grow, C., Craig, P., & Short, D. (2018). . John Wiley & Sons.
4	Selling and Negotiation Skills: A Pragmatic Approach, Prashant Chaudhary (2019)., Sage Publications.
5	Intrapreneurship: Ignite innovation, Haller, H. E. (2015. Silver Eagle Press
6	Quantitative Aptitude for Competitive Examinations, R.S Agrawal (2020)., S. Chand Publishing
Related Online Contents	
1	https://www.youtube.com/watch?v=x60GHPQ8gJk&list=PLWPirh4EWFpFIEISxplDIehRDZHkBD-0n – Soft Skills
2	https://www.youtube.com/watch?v=GqmQg-cszw4&list=PLU14u3cNGP62K2DjQLRxDNRI0z2IRWnNh – Cyber Security
3	https://www.youtube.com/watch?v=On6dsIp5yw0 – Computer and IT Skills
4	https://www.youtube.com/watch?v=1cuzU5nKjlo – Banking and Finance Skills
5	https://www.youtube.com/watch?v=Tf95vxvCvQGG - Sales and negotiation Skills
6	https://www.youtube.com/watch?v=QvLIVudqpWY – Intrapreneurship Skills

SUPPORTIVE PAPER

Course code	26MBA11S	SMALL BUSINESS MANAGEMENT	L	T	P	C
Core			3	1	-	3
Pre-requisite			Syllabus Version		2026	
Course Objectives:						
To teach how to plan for success, market products or services, find the right sources to finance a business, and write an effective business plan step-by-step to start your own small business or manage a small business for someone else.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:				BTKL (K1-K5)		
1	Identify the typical qualities and behaviors of successful entrepreneurs, and the benefits and drawbacks of starting one's own business, buying a franchise, and purchasing an existing business.			K1,		
2	Identify an appropriate business structure to match the business plan, including factors, proceedings, issues and feasibility report of small business.			K2		
3.	Identify the components of a solid business team such as employees, suppliers, and distributors, and techniques used in identifying personal and business characteristics that will enhance a business.			K3		
4.	Recognize the features and benefits of different types of funding in order to identify the right money sources for a particular business.			K4		
5.	Identify the risk involved in small business management and ethics in small business.			K5		
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Introduction to Entrepreneurship and Small Business:			08 hours	
Definition-Role & Importance-Types of Entrepreneurship & Examples-Required Skills and Competencies of Entrepreneur-Small Business in India: Definition, impact and importance						
Unit :2		Starting a Small Business:			07 hours	
Steps and Aspects for starting a new business- starting a business: Factors and proceedings & Issues-Feasibility report for small business- Business Plan: How to Develop a Feasibility Plan						
Unit :3		Marketing and Human Resource Management of Small Business:			07 hours	
Definition-Functions-Competitive advantage- Sales-Strategies for Business Growth-Marketing Strategy Types: Human Resource Management: Definitions-Objectives-Responsibilities- Managing HR in Small Business Management						
Unit :4		Financing and Budgeting in Small Business			07 hours	
Financial Planning process- Start up budget - overview and cost- Funding Opportunities for SBM: Bootstrapping- Angel Investors- Short Term Financing- Crowd Funding						
Unit :5		Risk Management and Ethics in small business			07 hours	
External Environmental Change drive the need for Risk Management- Ways to Manage Risk: insurable and uninsurable- Ethics inSmall Business: Theories and principles- Ethical						

Decision making: process-steps and principles- social responsibility in organization		
Unit :6		04 hours
Guest Lecture, Case studies, assignments and Seminar		
	Total Lecture hours	40 hours
Text Books (s)		
1	Dr.S.S.Khanka, Dr.C.B.Gupta, Entrepreneurship And Small Business Management, sultan chand and sons, Eight edition, New Delhi, 2022 (https://www.sultanchandandsons.com/images/BookImages/Chapters/267_TC%20176%20Entrepreneurship%20and%20small%20Business%20Managment.pdf)	
2	Siropolis, Nichlas C, small business management: a guide to entrepreneurship, third edition, Houghton Mifflin Company, 1986, (https://archive.org/details/smallbusinessman0000siro/page/n7/mode/2up)	
3	Gabe Burton, Entrepreneurship And Small Business Management, Libress press, First Edition, New York, 2017. (http://lms.aambc.edu.et:8080/xmlui/bitstream/handle/123456789/132/Entrepreneurship%20and%20Small%20Business%20Managem ent%20(%20PDFDrive%20).pdf?sequence=1&isAllowed=y)	
Reference Books (Websites)		
1	Entrepreneurship Development: Hitesh S Viramgami, APH, 2008.	
2	Entrepreneurship Development: B.L.Guptaand AnilKumar,MahamayaPub,2009.	
3	Entrepreneurship Development and Management: Umesh Saroj and Vaibha Mahndiratta, Abhishek Pub, 2009.	
4	Entrepreneurship Development: Monica Loss and F.L. Bascunan, Global VisioPub, 2011.	
5	https://study.com/academy/lesson/small-business-in-a-global-market.html	
6	https://www.masterclass.com/articles/ethical-decision-making-process	
Course Designed By: Dr. V RAMANUJAM, Associate Professor, BSMED		

Course Code	26MBA12S	PERSONAL FINANCE Supportive Paper	L	T	P	C
Core/Elective/Supportive			2	-	-	2
Pre-requisite	Understanding of financial concepts		Syllabus Version		2026	
Course Objectives:						
The Main Objectives of this course are to:						
1. Explain career preparation and job acquisition skills required for employment, professionalism and career transitions in their chosen fields						
2. Understand your income & expenses and Establish debt pay off & savings goals						
3. Become financially independent and Create a plan to pay off debt						
4. Build & increase your credit score						
5. Create a personal savings plan and Understand specific investment strategies						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Use a framework for financial planning to understand the overall role finances play in his/her personal life.					K1
2	Designing and developing their Skill towards employed in business sector					K3
3	Apply financial principles to demonstrate sound, practical decision-making in personal financial situations.					K3
4	Effective management in credit card/ electronic mode and consumer loan on their personal life					K4
5	Understand the different investment avenue and strategies for choosing the life insurance					K3
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Understanding Personal Finance:					--hours
The building to achieving personal financial success – the economy affects your personal financial success – the time value of money: setting Rupee values on financial goals – make smart money decisions at work.						
Unit :2	Career Planning:					--hours
Key steps in successful career planning – financial and legal aspect of employment – Effective Employment search strategies.						
Unit :3	Money Management:					--hours
Managing Income Taxes – Monetary Asset Management tools – Electronic Money Management – Psychology of Money Management – Building and Maintain Good Credit Score						
Unit :4	Credit Cards and Consumer Loan Management:					--hours
Credit card accounts – managing credit cards wisely – understanding consumer Installment loans – Calculating Interest on Consumer Loan – Vehicle and Other Major purchases – obtaining affordable housing.						
Unit :5	Investment Management and Life Insurance Planning:					--hours
Fundamental of Investment Management – create your own investment plan: investing in stocks and bonds – investing in Mutual Funds – Investing in High- Risk Investments - Life Insurance Planning: Understanding and the steps by step strategies for buying life insurance - Managing Health Expenses, Life Insurance Planning – obtaining affordable housing.						
Expert Lectures, online seminars – webinars						
	Total Lecture hours					--hours
Text Books (s)						
1	Arthur J Keown, Personal Finance, 8 th Edition, Pearson India publication limited, 2019					
2	Prakash Praharaj, Your everyday guide to personal finance and insurance, TV18 broadcast limited, 2015					

3	AHUJA GAUTAMA, Money matters: The ABC's of Personal Finance, , Second edition, PHI learning India Limited, 2010
Reference Books	
1	Michele Cagan, Elisabeth Larivire, The info graphic guide to personal Finance, Kindle Edition, 2015
2	
3	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.)	
1	https://www.coursera.org/learn/financial-planning
2	https://www.coursera.org/learn/family-planning
3	
4	
Course Designed By : Dr. V. Ramanujam, Associate Professor	

Course Code	26MBA13S	Basics of Marketing Supportive Paper	L	T	P	C
Supportive			2	-	-	2
Pre-requisite			Syllabus Version	2026		
Course Objectives:						
The Main Objectives of this course are to: 1. To make the non management students understand the basic marketing concepts and theory. 2. To understand the importance of marketing functions in a business enterprise. 3. To provide insights into the concepts, functions, principles and techniques of marketing management. 4. To enable the students to know about important topics like buyer behaviour, segmentation and marketing mix strategy.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:					BTKL (K1-K6)	
1	Develop understanding of various facets of marketing					K1
2	Help in developing marketing plans and analysis by ethical means					K3
3	Develop domain knowledge decision making skills through case analysis, data analysis and other in class activities.					K3
4	Understand the markets and consumers in creating and delivering value, beyond national boundaries.					K4
5	Apply marketing metrics in functional areas of Marketing Management and evaluate effects.					K3
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1	Introduction					-- hours
Marketing Philosophies - Importance of marketing – Customer centred organization and marketing tasks – Marketing planning – Marketing Information System and Marketing Research.						
Unit :2	Marketing Environment					-- hours
Marketing Environment – Consumer Behaviour - Market Segmentation – Targeting and Positioning – Demand measurement.						
Unit :3	Products					-- hours
Product Mix – New product development – Product life cycle – Branding and packaging – Pricing objectives and methods.						
Unit :4	Marketing Channels					-- hours
Types of channels – Functions of channel intermediaries – Selection and evaluation of channel members – Market logistics						
Unit :5	Marketing Tools					-- hours
Integrated marketing communication tools – A overview of Advertising – Sales Promotion – Public Relations and Direct marketing decisions.						
Unit : 6 Expert Lectures, online seminars – webinars						
	Total Lecture hours					-- hours

Text Books (s)	
1	Philip Kotler - Marketing Management – Prentice Hall/Pearson Education – 2015.
2	Etzel, Walker, Stanton and Pandit - Marketing Concepts and Cases – Tata Mc Graw Hill – 2006
Reference Books	
1	Perrault and Mc Carthy – Basic Marketing – Tata Mc Graw Hill – 2005.
2	Tapan K. Panda – Marketing Management – Indian Context – Excel Books – 2007.
3	Arunkumar and Meenakshi – Marketing Management – Vikas Publication – 2006.
Course Designed By : Dr. K. Malar Mathi, Professor	

Course code	26MBA14S	Soft Skills and Personality Development	L	T	P	C
			2	-	-	2
Pre-requisite			Syllabus Version		2026	
Course Objectives:						
To equip students with effective communication, employability, personality, and life skills required for personal growth and success in the professional world.						
Expected Course Outcomes:						
On the successful completion of the course, student will be able to:				BTKL (K1-K5)		
1	Develop effective communication and interpersonal skills.			K1,K2,K3		
2	Improve confidence, leadership, and teamwork abilities.			K1,K2,K3		
3.	Enhance professional and employability skills.			K1,K2,K3		
4.	Demonstrate positive attitude and ethical behavior.			K4,K5,K6		
5.	Apply soft skills in academic, professional, and social environments.			K4,K5,K6		
BLOOMS TAXONOMY KNOWLEDGE LEVE (BTKL):						
K1-Remember; K2-Understand; K3-Apply; K4-Analyze; K5-Evaluate; K6-Create;						
Unit :1		Introduction to Personality and Soft Skills, Meaning and importance of soft skills				
Personality: concepts, types, and determinants, Self-awareness and self-assessment, Positive attitude and self-confidence, Goal setting and personal growth, Emotional intelligence and self-motivation						
Unit :2		Communication Skills				
Fundamentals of communication, Verbal and non-verbal communication, Listening and speaking skills, Public speaking and presentation techniques, Group discussion and debate skills, Business and professional communication etiquette						
Unit :3		Interpersonal and Team Skills				
Interpersonal relationship management, Team building and collaboration, Leadership qualities and leadership styles, Conflict management and negotiation skills, Workplace ethics and professionalism, Cross-cultural communication and workplace behavior						
Unit :4		Career and Employability Skills				
Resume and cover letter preparation, Interview skills and mock interviews, Aptitude and problem-solving skills, Time management and stress management, Decision-making and critical thinking, Corporate grooming and professional etiquette						
Unit :5		Personality Enrichment and Life Skills				
Creativity and innovation, Adaptability and resilience, Leadership and personality enhancement activities, Social responsibility and values, Digital etiquette and online professionalism, Case studies, role plays, and personality development exercises						
Unit :6						
Group discussions and presentations, Mock interviews and role plays, Personality assessment activities, Team-building exercises, Communication and leadership workshops						
		Total Lecture hours				
Text Books (s)						
1	The Art and Science of Business Communication, P.D. Chaturvedi, Mukesh					

	Chaturvedi, Pearson Publication - 2024
2	Soft Skills, Gajendra Singh Chauhan, Sangeetha Sharma, Willey Publication
Reference Books	
1	Business Communication Today, Courtland L. Bovee, John V. Thill, Roshan Lal Raina, Pearson Publication – 16 th Edition
2	Personality Development and Soft Skills by Barun K. Mithra, Basundhara Mithra, Oxford, 3 rd Edition
Course Designed By: Dr. N. Uma Devi, Associate Professor, BSMED	