Manonmaniam Sundaranar University

Tirunelveli – 627 012

Master of Business Administration

(MBA - CBCS – Affiliated Colleges)

Program Regulations and Syllabus

(FOR THOSE WHO JOIN FROM 2026 – 27 ONWARDS)

VISION OF THE UNIVERSITY

To provide quality education to reach the un-reached

MISSION OF THE UNIVERSITY

- To conduct research, teaching and outreach programs to improve conditions of human living.
- To create an academic environment that honours women and men of all races, caste, creed, cultures, and an atmosphere that values intellectual curiosity, pursuit of knowledge, academic freedom and integrity.
- To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development.
- To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled.

MASTER OF BUSINESS ADMINISTRATION (MBA)

PREAMBLE

Manonmaniam Sundaranar University offers MBA program in Choice Based Credit System. The program is designed for four semesters based on industrial requirement and in line with the regulations of UGC and AICTE. Students are given opportunity to select electives from among Finance, Human Resource, Logistics, Marketing, and International Business. The program offers the learner a scope to learn concepts and skills to become a successful professional.

PROGRAMME EDUCATIONAL OUTCOMES (PEO)

In alignment with the Vision and Mission of the University, the following have been defined as the PEO for the graduates.

PEO1: Developing strong positive attitude to learn independently the concepts in the field of study

PEO2: Ensuring confidence among the learners to apply the knowledge and skills gained to solve real life issues

PEO3: Habituating ethical values among the learners to succeed in personal and professional life

PO – Programme Outcomes:

Upon successfully completing the **P**ost **G**raduate Programs offered by the Faculty of Business Administration, the student will be able to:

PO1: Comprehend the knowledge acquired and share the knowledge with others to convince them in a discussion.

PO2: Analyze and compare the factual data / situation and formulate the problem in to a conceptual model to critically evaluate for finding solution.

PO3: Apply the theories and philosophies learned in formulating theoretical research problem with underlying assumptions and solve the problem scientifically.

PO4: Think reflectively on the earlier attempts for applications of the concepts with a sense of inquiring practices and attempt for self-directed lifelong learning process.

PO5: Understand the existence of multicultural practices and global viewpoint and utilization of knowledge with the ability to prolong moral/ethical values in personal and professional life.

PO6: Expose the learner to the digital literacy and information explosion with latest technology for enabling the learner to learn through multiple sources

PO7: Prepare the learner to be a responsible player in the varied teams with facilitating capability and formulate teams as a leader for defined purposes.

Program Details

a. **Name of the Program:** Master of Business Administration (**MBA**)
b. **Duration**: Two years Full Time (each year having Two Semesters)
c. **Medium of Instruction and Examinations**: English only.

PSO – Programme Specific Outcomes –Department of Management Studies

Upon successfully completing the **Master of Business Administration** degree offered by the Manonmaniam Sundaranar University , the student will be able to:

PSO1: Become an expert in planning for organizational activities with the current environmental needs.

PSO2: Analyze and compare the factual data on functional areas of management and prepare a conceptual model for arriving at business solutions.

PSO3: Apply the knowledge learned from the courses in the program and solve business problems.

PSO4: Think critically and forecast business problems with classroom learnings and industrial exposure and become a self-directed lifelong learner.

PSO5: Establish international exposure with social responsiveness and keeping ethical standards.

PSO6: Evaluate business situations with various news utilizing digital resources and ensure progression.

PSO7: Demonstrate the skills and support consistent business development by participating in organizational activities at various levels.

Eligibility for Admission:

A candidate shall be eligible for admission to Master of Business Administration (**MBA**) program, if he/she has obtained Bachelor's degree at least through 10 + 2 + 3 stream, recognized by our University.

or

Any other norms prescribed by the government of Tamilnadu and AICTE in this regard from time to time.

Note: During an academic year, a student shall be allowed to enroll for one program of study only and shall not appear for any other Graduate / Post Graduate Examination of this or any other University.

Examinations

a) External Marks-Semester End Examinations: Max. Marks-75 and Max. Time-3 Hours

Semester End Examinations: Question Paper Pattern:

Part A: PART-A (15*1=10) Answer all Questions
Part B: PART-B (5*4=20) Answer all Questions choosing either (a) or (b)
Part C: PART-C (5*8=40) Answer all Questions choosing either (a) or (b)

Each Part needs to have

40 % of Lower Order Thinking (K1, K2, & K3 Level Questions)

60 % of Higher Order Thinking (K4, K5, & K6 Level Questions)

MODEL QUESTION PAPER

<Course Code>

MBA DEGREE EXAMINATION, <November, 2026>

First Semester, Business Administration

CBCS – Affiliated Colleges

Management Principles and Business Ethics

(For those who joined from July 2026 onwards)

Time: Three hours **Maximum: 75 Marks**

	Level of Question	Questions
		PART-A (15*1=10)
1	K1	Management is the process of: a) Sleeping b) Planning, organizing, leading, and controlling c) Manufacturing only d) Selling products only
2	K2	Why is planning considered the primary function of management? a) It determines future actions and goals b) It increases employee wages c) It reduces working hours d) It replaces organizing

3	K4	A manager notices declining employee productivity despite increased salaries. Which management function should be analyzed first to identify the root cause? a) Planning b) Organizing c) Staffing d) Controlling
4	K5	A startup is entering a new market with no existing customer base. Which action best demonstrates creating an effective business model? a) Copying competitors without modification b) Designing a unique value proposition and revenue stream c) Increasing supervision d) Reducing employee participation
5	K3	A manager sets annual sales targets and discusses them with employees before implementation. Which concept is being applied? a) Centralization b) MBO c) Delegation d) Staffing
6	K1	Management by Objectives (MBO) was developed by: a) Henri Fayol b) F.W. Taylor c) Peter Drucker d) Elton Mayo
7	K2	Why is decentralization important in large organizations? a) It delays decision-making b) It distributes decision-making authority c) It increases bureaucracy d) It eliminates accountability
8	K3	A rapidly growing software company adopts a flexible structure to respond to market changes. Which structure is being applied? a) Mechanistic Structure b) Bureaucratic Structure c Adaptive Structure d) Functional Structure
9	K4	An organization struggles with innovation due to rigid rules and procedures. Which structure is likely responsible? a) Adaptive Structure b) Team Structure c) Mechanistic Structure d) Network Structure
10	K5	Which leadership approach is most effective in a rapidly changing business environment? a) Trait Approach only b) Behavioral Approach only c) Contingency Approach d) Autocratic Approach only
11	K4	Which factor should be analyzed when designing an integrated control system? a) Departmental coordination requirements

		b) Employee age c) Building size d) Office furniture
12	K5	Which leadership approach is most effective in a rapidly changing business environment? a) Trait Approach only b) Behavioral Approach only c) Contingency Approach d) Autocratic Approach only
13	K4	Which factor should be analyzed when conducting an ethics audit? a) Ethical compliance and organizational behavior b) Building design c) Employee age d) Office equipment
14	K6	To develop an effective CSR strategy, management should: a) Focus only on profit generation b) Align CSR initiatives with stakeholder needs and organizational goals c) Ignore environmental concerns d) Eliminate social programs
15	K4	An organization evaluates how leadership behavior influences employee ethics. Which concept is being analyzed? a) Ethical Leadership b) Strategic Planning c) Departmentation d) Delegation
		PART-B (5*4=20)
16a	K1	Define management and explain its nature.
		or
16b	K1	Describe the levels of management in an organization.
17a	K2	Explain the scope and limitations of planning in organizations.
		or
17b	K2	Discuss the significance of flexibility in planning.
18a	K4	Analyze the relationship between organizational structure and organizational performance.
		or
18b	K4	Examine the differences between delegation and decentralization.
19a	K5	Evaluate the effectiveness of various leadership approaches in different organizational situations.
		or
19b	K5	Assess the role of communication in enhancing leadership effectiveness.
20a	K4	Analyze the relationship between business ethics and organizational performance.
		or

20b	K4	Analyze the relationship between business ethics and CSR practices.
		PART-C (5*8=40)
21a	K1	Describe the managerial functions and explain their significance in organizations.
		or
21b	K1	Discuss the different levels of management and their responsibilities.
22a	K2	Describe the strategic management process with suitable examples.
		or
22b	K2	Explain the role of decision-making techniques in managerial effectiveness.
23a	K4	Examine the impact of technological advancements on organizational design and culture.
		or
23b	K4	Analyze the advantages and limitations of narrow and wide spans of control.
24a	K5	Evaluate the effectiveness of various leadership approaches in different organizational situations.
		or
24b	K5	Evaluate the importance of control as a managerial function.
25a	K4	Compare and analyze the various CSR models adopted by organizations.
		or
25b	K4	Examine the components and process of an ethics audit.

b) <u>Internal Marks:</u>

Continuous Internal Assessment Tests (Max. Time: 1 Hour) **:** 15 marks
(Average of the Best Two out of Three Internal Tests will be considered)
(The question paper will have 3 Questions without choice * 5 marks = 15 marks)
Seminars / Presentations / Case Discussions by the Students **:** 05 marks
(Either Individual or Group Presentations)
Assignment / Term Paper / Quiz / Surprise Test and such others **:**05 marks
Total **:25 marks**

Note: *Based on the necessity and the nature of the Course Work, Seminars and Assignments can be added together and Reports / Audio Visual presentations / Case Presentations by the Individual students or a Group of Students can be evaluated by the Course Facilitator for the Maximum of Ten Marks.*

Internship / Project reports evaluation:

a) Internal Marks for Internship:

1. Adherence to Report Format: 05
2. Introduction: 05
3. Extent of Coverage of the Plant /Various Functional areas: 10

4. Learning from the Internship:	10
5. Adherence to Procedure and Schedule:	10
6. Adherence to Suggestions by the Guide:	10
TOTAL:	**50**

b) Internal Marks for Project:

1. Adherence to Report Format:	05
2. Introduction:	05
3. Research Methodology:	05
4. Review of Literature:	05
5. Analysis and Interpretations:	05
6. Managerial Implications of the Project:	05
7. Adherence to Procedure and Schedule:	10
8. Adherence to Suggestions by the Guide:	10
TOTAL:	**50**

c) External Marks for Internship:

1. Introduction to the Internship:	10
2. Extent of coverage of the Plant / Various functional areas:	10
3. Learning from Internship:	10
4. Presentation Skills (including use of AV aids) :	10
5. Answers to Questions:	10
TOTAL:	**50**

d) External Marks for Project:

1. Introduction :	05
2. Research Methodology :	10
3. Analysis and Interpretations :	15
4. Managerial Implications of the Project :	05
5. Presentation Skills (including use of AV aids) :	05
6. Answers to Questions :	10
TOTAL :	**50**

The semester-wise course outline, credits assigned to each course, total marks allocated to each course, internal, and semester end examination marks components are revised and listed below based on the feedback received from the students, alumni, and employers.

Sl. No.	Sem.	Course Name	C	IM	EM	TM	PM
1	First	Management Principles and Business Ethics	4	25	75	100	50 % in External and 50 % Overall (**38** out of **75 or 25** out of **50** in **External** and **50** out of **100** in **Total** marks)
2	First	Quantitative Techniques and Research Methods in Business	4	25	75	100	
3	First	Managing Organizational Behaviour	4	25	75	100	
4	First	Accounting for Managers	4	25	75	100	
5	First	Managerial Economics	4	25	75	100	
6	First	Legal Systems in Business	4	25	75	100	
7	First	Entrepreneurship Development	3	**50**	**50**	100	
8	First	Soft Skills I – Executive Communication	2	25	75	100	
9	Second	Start-ups in Economy	4	25	75	100	
10	Second	Human Resource Management	4	25	75	100	
11	Second	Marketing Management	4	25	75	100	
12	Second	Operations Management	4	25	75	100	
13	Second	Financial Management	4	25	75	100	
14	Second	Strategic Management	4	**50**	**50**	100	
15	Second	International Business	3	25	75	100	
16	Second	Soft Skills II – Business Etiquette	2	25	75	100	
17	Second	Soft Skills III – Computing Skills	2	25	75	100	
18	Third	Business Environment and Law	4	**50**	**50**	100	
19	Third	Operations Research	4	25	75	100	
20	Third	Business Analytics –**Lab**	2	25	75	100	
21	Third	Elective 1	3	25	75	100	
22	Third	Elective 2	3	**50**	**50**	100	
23	Third	**Summer Project/Internship**	6	25	75	100	
24	Fourth	Artificial Intelligence in Management	4	25	75	100	
25	Fourth	Emerging Technologies in Management	4	25	75	100	
26	Fourth	Computer Application in Management – **Lab**	2	25	75	100	
27	Fourth	Elective 3	3	25	75	100	
28	Fourth	Elective 4	3	25	75	100	
29	Fourth	**Main Project**	6	25	75	100	
TOTAL			**104**	**825**	**2075**	**2900**	

(C–Credits; IM–Internal Marks; EM–External Marks; TM–Total Marks; & PM–Passing Minimum)

(i) Every student has to select **ANY TWO** elective courses from the list given for the Third and the Fourth semesters.

(ii) An Elective will be offered if and only if at least **25 per cent** of the class opts for that elective.

The List of Electives offered in the III and IV Semesters

III Semester	IV Semester
Elective 1	**Elective 3**
Security Analysis and Portfolio Management	Project Finance
Human Resource Information System	Compensation and Reward Management
Supply Chain and Logistics Management	Legal Aspects of Shipping
Social Media Marketing	Green Marketing
Export and Import Management	International Financial Management
Elective 2	**Elective 4**
Insurance and Financial Services	Behavioural Finance
Performance Management	Human Resource Analytics
Warehouse Management	Customs Laws and Procedure
Consumer Behaviour	Retail Management
Multimodal Transportation	International Trade Practices

Note: Depending on the circumstances prevailing in the market, the University reserves the right to change any course and to increase or decrease the number of optional courses.

The transitory provision is as follows: The student of this program has to complete the degree within **4 years** (2 years + 2 years) from the date of joining the program. After that period, one extension of One year can be applied for and permission be obtained from the authorities of the university, on a case-to-case basis, in an extraordinary situation only. **{Ref: UGC Letter DO No. 12 – 1/ 2015 (CPP – II) dated 15th October 2015}.**

Programme Articulation Matrix

Name of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total score
Management Principles and Business Ethics	2	3	2	1	2	2	3	15
Quantitative Techniques and Research Methods in Business	1	3	3	3	0	3	1	14
Managing Organizational Behaviour	3	3	2	2	2	2	2	16
Accounting for Managers	2	3	3	3	1	2	3	17
Managerial Economics	3	3	2	2	2	2	2	16
Legal Systems in Business	1	3	3	3	0	3	1	14
Entrepreneurship Development	1	2	1	1	1	1	2	9
Soft Skills I – Executive Communication	1	1	1	1	1	1	1	7
Start-upsin Economy	2	2	1	1	1	1	1	9
Human Resource Management	3	2	2	3	2	1	2	15
Marketing Management	3	2	3	1	1	1	2	13
Operations Management	1	3	3	3	0	3	1	14
Financial Management	3	3	3	3	3	3	2	20
Strategic Management	2	3	2	2	2	2	2	15
International Business	1	2	1	1	1	1	2	9
Soft Skills II – Business Etiquette	1	1	1	1	1	1	1	7
Soft Skills III – Computing Skills	1	1	1	1	1	1	1	7

SEMESTER I

Management Principles and Business Ethics		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.				
CO2	To provide insights on Planning & Decision Making				
CO3	To throw light on Organizing, Managing Change and Innovation				
CO4	To elucidate on Leadership, Communication and Controlling.				

Unit No.	Detailed Course Content	Hrs
I	Introduction: Nature of Management – Concepts and Foundations of Management-Managerial Functions-Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management	12
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	12
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	12
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)	12
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12

References (Latest Editions of)

1	Mukherjee, K., Principles of Management, Tata McGraw Hill Education Pvt. Ltd
2	Griffin, R. W., Management, South-Western College Publication
3	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, Tata McGraw Hill Education Private Ltd.
4	Certo, S C. and Certo, T, Modern Management, Prentice Hall
5	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	2	1	2	3
CO2	1	2	3	2	2	2	3
CO3	2	2	3	2	1	2	3
CO4	2	3	2	2	3	2	2
Total Score	8	10	9	8	7	8	11

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	1	2	1	2	1
CO2	1	2	3	2	2	2	3
CO3	2	2	3	2	1	2	3
CO4	2	3	2	2	3	2	2
Total Score	8	10	9	2	7	8	11

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Quantitative Techniques and Research Methods in Business		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.				
CO2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.				
CO3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.				
CO4	To recognize the principles and characteristics of the multivariate data analysis techniques.				
Unit No.	Detailed Course Content	Hrs			
I	Introduction: Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17			
II	Research Methods: Research - Definition - Research Process - Research Design – Definition-Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling	10			

	Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.	
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis-Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test-Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation-Regression Analysis - One Way and Two Way Analysis of Variance.	15
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis - Discriminant Analysis- Cluster Analysis -Conjoint Analysis - Multiple Regression-Multidimensional Scaling-Their Application In Marketing Problems - Application of Statistical Software For Data Analysis- SEM Analysis	09
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary-Chapterization -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.	09

References (Latest Editions of)

1	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia
2	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill
3	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill
4	Cooper,D.R., Schindler,P. and Sharma, J.K.,Business Research Methods, Tata-McGraw Hill
5	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	2	1
CO2	1	3	3	2	0	3	1
CO3	1	3	3	2	0	3	1
CO4	1	1	2	3	1	3	1
Total Score	6	9	10	9	2	11	4

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	3	3	3	0	2	1
CO2	1	3	3	3	0	3	1
CO3	1	3	3	3	0	3	1
CO4	1	3	3	3	0	3	1
Total Score	5	12	12	12	0	11	4

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Managing Organizational Behaviour		L	T	P	C
		4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to	
CO1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.
CO2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
CO3	To throw light on Group Dynamics and Interpersonal Communication
CO4	To elucidate on Leadership, Politics, Conflicts and Negotiation.

Unit No.	Detailed Course Content	Hrs
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory-Organizational Citizenship Behaviour	12
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	12
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict– Negotiation Strategies– Negotiation Process.	12
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12

References (Latest Editions of)

1	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons
2	C.B.Guptha, A Textbook Of Organisational Behaviours, ,S.Chand & Company
3	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House

4	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education
5	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, Tata McGraw-Hill Education Pvt. Ltd.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	2	1
CO2	3	3	2	2	1	2	2
CO3	2	3	3	2	1	2	3
CO4	2	3	2	3	3	3	3
Total Score	10	11	8	9	6	9	9

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	1	2	1	2	1
CO2	2	3	2	2	1	2	2
CO3	3	3	3	2	1	2	3
CO4	3	3	2	3	3	3	3
Total Score	10	11	8	9	6	9	9

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Accounting for Managers		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting				
CO2	To enable the students to prepare, analyses and interpret financial statements				
CO3	To acquaint the students with the tools and techniques of financial analysis				
CO4	To enable the students to take decisions using management accounting tools.				
Unit No.	Detailed Course Content	Hrs			
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards – IFRS	12			
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund	12			

	Flow and Cash Flow Statement – problem.	
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.	12
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12

References (Latest Editions of)	
1	Gupta, A., Financial Accounting for Management: An Analytical Perspective, Pearson
2	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd..
3	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. S. N. Corporate Management Consultants Private Limited
4	Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., Pearson
5	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, Tata McGraw-Hill Education Pvt. Ltd.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	2	3	1
CO2	2	3	3	3	2	3	0
CO3	2	3	3	3	3	3	0
CO4	2	3	3	3	2	3	1
Total Score	9	11	11	12	9	12	2

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	3	3	2	2	2
CO2	2	3	3	3	0	2	3
CO3	1	3	3	3	0	2	3
CO4	2	3	3	3	2	2	3
Total Score	8	12	12	12	4	8	11

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Managerial Economics		L	T	P	C
		4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to

CO1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
CO2	To understand the concept of utility and demand analysis and demand forecasting
CO3	To know about production function and market structure
CO4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.

Unit No.	Detailed Course Content	Hrs
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium	12
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12
IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation- Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers;Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12

References (Latest Editions of)

1	1. Damodaran, S., Managerial Economics, Oxford University Press
2	Dwivedi, D.N., Managerial Economics, Vikas Publishing House
3	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons
4	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers
5	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	2	1
CO2	3	3	2	2	1	2	2
CO3	2	3	3	2	1	2	3
CO4	2	3	2	3	3	3	3
Total Score	10	11	8	9	6	9	9

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	1	2	1
CO2	3	3	2	2	1	2	2
CO3	2	3	3	2	1	2	3
CO4	2	3	2	3	3	3	3
Total Score	10	11	8	9	6	9	9

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Legal Systems in Business		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To create knowledge and understanding on law of contracts				
CO2	To describe about sale of goods and Negotiable instrument act				
CO3	To have an overall understanding about partnership act and company law.				
CO4	To familiarize various labor laws for effective administration of Human Resource of an organization.				
Unit No.	Detailed Course Content	Hrs			
I	The Law of Contracts: Definition of Contact Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.	12			
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods – Rights of	12			

	an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.	12
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12

References (Latest Editions of)

1	Kapoor ND., Legal Systems in Business, Sultan Chand & Sons.
2	Rao, P.M., Mercantile Law, PHI Learning
3	Majumdar, A. K. and Kapoor, G.K., Company Law, Taxmann Publications Pvt. Ltd.
4	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, Taxmann Publications Pvt. Ltd.
5	Intellectual Property Laws, Universal Law Publishing

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	2	1
CO2	1	3	3	2	0	3	1
CO3	1	3	3	2	0	3	1
CO4	1	1	2	3	1	3	1
Total Score	6	9	10	9	2	11	4

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	3	3	3	0	2	1
CO2	1	3	3	3	0	3	1
CO3	1	3	3	3	0	3	1
CO4	1	3	3	3	0	3	1
Total Score	5	12	12	12	0	11	4

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Entrepreneurship Development		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To introduce students to entrepreneurship and its growth in India.				
CO2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.				
CO3	To orient the students on new venture creation				
CO4	To enable students to prepare a feasible business plan				
Unit No.	Detailed Course Content	Hrs			
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9			
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9			
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9			
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	9			
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9			
References (Latest Editions of)					
1	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning				
2	Roy, R., Entrepreneurship, Oxford University Press.				
3	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, Pearson				

4	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, John Wiley & Sons
5	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	0	1	0	1	2
CO2	0	1	2	1	1	1	2
CO3	1	1	2	1	0	1	2
CO4	1	2	1	1	2	1	1
Total Score	4	6	5	4	3	4	7

Level of Correlation between COs and POs
0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	0	1	0	1	2
CO2	0	1	2	1	1	1	2
CO3	1	1	2	1	0	1	2
CO4	1	2	1	1	2	1	1
Total Score	4	6	5	4	3	4	7

Level of Correlation between COs and PSOs
0 – No Correlation 1 – Low 2 – Medium 3 – High

Soft Skills I – Executive Communication		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To acquire communication awareness they are going to get for the industry.				
CO2	To make the customer realize that you can provide them with information and other essential things				
CO3	To explore the skill of writing business proposals				
CO4	To develop a plan for the meetings and interviews				
Unit No.	Detailed Course Content	Hrs			
I	Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6			
II	Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity.	6			

	Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	
III	Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6
IV	Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6
V	Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	

References (Latest Editions of)	
1	Chaney, L. and Martin, J., Intercultural Business Communication. Person
2	Chaturvedi, Business Communication, Person
3	Bovec L. Courtland and John V. Thill, Business Communication Today, Pearson Education, New Delhi
4	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting
5	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	1	1	1	1	1
CO2	1	1	1	1	1	1	1
CO3	1	0	1	1	0	0	1
CO4	0	1	0	0	1	1	0
Total Score	3	3	3	3	3	3	3

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	1	1	0	1	0	1	1
CO2	0	0	1	1	1	1	1
CO3	1	1	1	1	1	1	1
CO4	1	1	1	0	1	0	0
Total Score	3	3	3	3	3	3	3

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

SEMESTER II

<table>
<tr><td colspan="2" rowspan="2">Start-ups in Economy</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
<tr><td>4</td><td>--</td><td>--</td><td>4</td></tr>
<tr><td colspan="6">Course Outcomes (CO): Upon successful completion of this course, the learner would be able to</td></tr>
<tr><td>CO1</td><td colspan="5">To understand the concept, characteristics, and significance of start-ups in economy.</td></tr>
<tr><td>CO2</td><td colspan="5">To familiarize students with the start-up ecosystem, innovation processes, and entrepreneurial opportunities.</td></tr>
<tr><td>CO3</td><td colspan="5">To develop knowledge of business models, venture creation, and feasibility analysis for start-up enterprises.</td></tr>
<tr><td>CO4</td><td colspan="5">To provide insights into various sources of start-up financing, government support schemes, and investment opportunities.</td></tr>
<tr><td>Unit No.</td><td colspan="4">Detailed Course Content</td><td>Hrs</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Start-ups: Meaning and Concept of Start-ups – Characteristics – Types of Start-ups – Role of Start-ups in Economic Development – Start-up Ecosystem in India – Start-up India Initiative – Importance of Innovation and Entrepreneurship.</td><td>9</td></tr>
<tr><td>II</td><td colspan="4">Start-up Opportunities and Innovation: Idea Generation – Opportunity Recognition – Innovation and Creativity – Design Thinking – Business Incubators and Accelerators – Intellectual Property Rights (IPR) – Patents and Licensing.</td><td>9</td></tr>
<tr><td>III</td><td colspan="4">Business Models and Venture Creation: Business Model Canvas – Lean Start-up Model – Market Analysis – Feasibility Analysis – Product Development – Customer Discovery – E-Commerce and Digital Start-ups.</td><td>9</td></tr>
<tr><td>IV</td><td colspan="4">Financing Start-ups: Sources of Finance – Seed Capital – Angel Investors – Venture Capital – Crowd funding – Government Funding Schemes – MSME Support – Financial Planning for Start-ups.</td><td>9</td></tr>
<tr><td>V</td><td colspan="4">Growth and Sustainability of Start-ups: Scaling Strategies – Challenges Faced by Start-ups – Risk Management – Social Entrepreneurship – Sustainable Business Practices – Success Stories of Indian Start-ups and Unicorns.</td><td>9</td></tr>
<tr><td colspan="6">References (Latest Editions of)</td></tr>
<tr><td>1</td><td colspan="5">The Symphony of Innovation: Start-ups, Ecosystem, Collaborations and Risk Capital, Thillai Rajan A., and Jon Thomas (Editors) Universities Press (India) Private Limited, Hyderabad, 2025. ISBN: 978-93-49750-58-6</td></tr>
<tr><td>2</td><td colspan="5">Parker, S. C., The economics of entrepreneurship, Cambridge University Press</td></tr>
<tr><td>3</td><td colspan="5">https://taxila.in/article/start-ups-in-indian-economy</td></tr>
<tr><td>4</td><td colspan="5">Journal of Small Business Management</td></tr>
<tr><td>5</td><td colspan="5">https://www.researchgate.net/publication/382750577_Start-Ups_Importance_and_Role_in_the_Economy</td></tr>
</table>

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	0	1	0	1	0
CO2	2	2	1	1	0	1	1
CO3	1	2	2	1	0	1	2
CO4	1	2	1	2	2	2	2
Total Score	6	7	4	5	2	5	5

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	1	1	0	1	0	1	0
CO2	1	2	1	1	0	1	1
CO3	2	2	2	1	0	1	2
CO4	2	2	1	2	2	2	2
Total Score	6	7	4	5	2	5	5

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Human Resource Management		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To embark importance of HRM role, functions and need				
CO2	To assimilate theoretical and practical implications of HRP				
CO3	To critically use appropriate training tools				
CO4	To analyze and implement an effective performance management				
Unit No.	Detailed Course Content	Hrs			
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.	12			
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management	12			
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12			
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12			
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-	12			

	Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition	
References (Latest Editions of)		
1	Ashwathappa, K., Human Resource Management, Tata McGraw-Hill Education Pvt. Ltd.	
2	Ivanecevich, J.M., Human Resource Management, Tata McGraw-HillEducation Pvt. Ltd.	
3	Gary Dessler & Biju Varrkey, Human Resource Management, Pearson India Pvt. Ltd.	
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, Wiley India Pvt. Ltd.	
5	Leigh Thompson, Making the team, A guide for Managers, Pearson	

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	2	3	2	1	3
CO2	3	2	2	3	3	1	1
CO3	2	2	2	3	2	1	2
CO4	3	3	1	2	1	2	3
Total Score	10	10	9	11	8	5	9

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	2	3	1	1	3
CO2	3	2	2	3	3	1	1
CO3	2	2	1	3	2	1	2
CO4	3	3	1	1	1	2	3
Total Score	10	9	6	10	7	5	9

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Marketing Management		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.				
CO2	To provide with opportunities to analyze marketing activities within the firm.				
CO3	To analyze and explore the buyer behavior pattern in marketing situations.				
CO4	To understand the branding, pricing and strategies in marketing a product.				
Unit No.	Detailed Course Content	Hrs			
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing-Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural	12			

	Marketing – International Marketing – Industrial Marketing.	
II	Strategic Marketing– Marketing Management Process– Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.	12
III	MIS: Marketing information Systems - Customer Relationship Management Customer Engagement Marketing – Sales force Automation-Marketing Analytics	12
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.	12
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion-SalesForce Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management–Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	12

References (Latest Editions of)	
1	Pillai & Baghawathy, Marketing Management, S.Chand.
2	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases
3	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included
4	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson
5	Mullins, Marketing Management A Strategic Decision Making Approach McGraw-Hill

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	2	1	0	1	1
CO2	2	3	2	1	0	0	1
CO3	2	3	2	1	1	1	0
CO4	2	2	2	1	1	1	1
Total Score	8	10	8	4	2	3	3

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	1	1
CO2	2	2	3	1	1	1	2
CO3	3	3	2	1	1	1	1
CO4	2	2	3	2	1	1	2
Total Score	10	9	10	5	4	4	6

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Operations Management	L	T	P	C
	4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to

CO1	To understand the production function, production design & capacity planning,
CO2	Exploring the Make or Buy decision, and thus understanding the role of inventory management
CO3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
CO4	To elucidate the importance and usefulness of work-study and quality control tools

Unit No.	Detailed Course Content	Hrs
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective-Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	12
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	12
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models-Economic Order Quantity-Economic Batch Quantity- Reorder Point-Safety Stock-Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution-Maintenance of Cost Balance- Procedure for Maintenance.	12
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study-Objectives- Procedure-Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors-Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10

References (Latest Editions of)

1	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House
2	Mahadevan B, Operations Management Theory and Practice, Pearson Education
3	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley
4	William J Stevenson, Operations Management, McGraw Hill

5	Gerard Cachon and Christian Terwiesch, Operations Management, McGraw Hill.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	2	1
CO2	1	3	3	2	0	3	1
CO3	1	3	3	2	0	3	1
CO4	1	1	2	3	1	3	1
Total Score	6	9	10	9	2	11	4

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	3	3	3	0	2	1
CO2	1	3	3	3	0	3	1
CO3	1	3	3	3	0	3	1
CO4	1	3	3	3	0	3	1
Total Score	5	12	12	12	0	11	4

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Financial Management		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.				
CO2	To create awareness on the various investment techniques on the investment decision making.				
CO3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.				
CO4	To educate on the concept of capital structure and the create understanding on the concept of dividend.				
Unit No.	Detailed Course Content	Hrs			
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning - Behavioural Finance- Capital Market-Money Market- Micro Finance- Financial Information System.	12			
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money-	12			

	DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements – Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12

References (Latest Editions of)	
1	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons
2	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd.
3	Van Horne, J.C., Financial Managememt and Policy, 13th Edition, Pearson
4	Prasanna Chandra, Financial Management, Tata McGraw Hill
5	Periasamy, P., Financial Management, Tata McGraw-Hill Education Pvt. Ltd.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	2	0	2	2
CO2	1	3	2	3	0	3	2
CO3	1	3	2	3	0	3	2
CO4	1	2	2	2	0	3	3
Total Score	4	10	7	10	0	11	9

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	3	3	3	2	2
CO2	3	3	3	3	3	3	2
CO3	3	3	3	3	3	2	2
CO4	3	3	3	3	3	3	2
Total Score	12	12	12	12	12	10	8

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Strategic Management	L	T	P	C
	4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to	
CO1	To enable the students understand the importance of vision and mission in framing corporate strategy.
CO2	To provide insights on how business is responsible socially and ethically.
CO3	To highlight on the environmental analysis framework.
CO4	To throw light on strategic formulation and strategic choice.

Unit No.	Detailed Course Content	Hrs
I	Introduction: Strategy – Strategic Management Process – Developing a Vision – Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role & Skills.	12
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	12
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	12
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	12
V	Strategy Implementation: Strategy Implementation- Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance-Problems in Measurement of Performance-Strategy Audit- Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Frame work for Strategic Management – Future of Strategic Management - Strategic Information System.	12

References (Latest Editions of)	
1	V S P Rao, Strategic Management Text and Cases
2	Kazmi, A., Strategic Management and Business PolicyTata McGraw-Hill Education
3	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, Tata McGraw-Hill
4	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, Cengage
5	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, McGraw-Hill

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	2	1	1
CO2	2	3	2	2	1	3	2
CO3	2	3	2	3	2	2	2
CO4	2	3	3	2	3	2	3
Total Score	9	11	8	9	8	8	8

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	1	2	2	1	1
CO2	2	2	1	2	2	1	1
CO3	3	3	2	2	1	3	2
CO4	2	3	2	3	2	2	2
Total Score	9	10	6	9	7	7	6

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

International Business		L	T	P	C
		4	--	--	4
Course Outcomes (CO): Upon successful completion of this course, the learner would be able to					
CO1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.				
CO2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.				
CO3	To throw light on international trade theories and the management of business functional operations in an international context.				
CO4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.				

Unit No.	Detailed Course Content	Hrs
I	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business-Internationalization process and managerial implications-Multinational Corporations and their involvement in International Business-Issues in foreign investments, technology transfer, pricing and regulations-International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	9
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion— Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)-	9

	Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins-World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries-Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards-Role of State Trading Agencies in Foreign Trade-STC, MMTC, etc. Foreign Exchange Market-Functions of Foreign Exchange Market-Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9
V	Contemporary Issues: Contemporary Issues in International Business-International Sales Contract-Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre-shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9

References (Latest Editions of)	
1	International Business: Competing in the Global Marketplace (SIE) 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2	International Business | Fourth Edition | By Pearson – S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3	Cherunilam, F., International Business: Text and Cases, PHI Learning.
4	Paul, J., International Business, 5th Edition, PHI Learning.
5	Deresky, H., International Management: Managing Across Borders and Cultures, Pearson.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	0	1	0	1	2
CO2	0	1	2	1	1	1	2
CO3	1	1	2	1	0	1	2
CO4	1	2	1	1	2	1	1
Total Score	4	6	5	4	3	4	7

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	0	1	0	1	2
CO2	0	1	2	1	1	1	2
CO3	1	1	2	1	0	1	2
CO4	1	2	1	1	2	1	1
Total Score	4	6	5	4	3	4	7

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Soft Skills II – Business Etiquette		L	T	P	C
		4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to

CO1	To analyze the Business etiquette at workplace
CO2	To determine the Principles of exceptional work behavior
CO3	To explore Tech etiquette in using various telecommunication devices and channels
CO4	To successfully handle Multi-cultural challenges

Unit No.	Detailed Course Content	Hrs
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	6
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils – Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette-Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues - Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6

References (Latest Editions of)

1	Gonda, C. M. Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2	Mehra, S. K. Business Etiquette A Guide For The Indian Professional. Noula: Harper Collins

3	Pachter, B. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, New York: McGraw-Hill Education.
4	Past, K. Indian Business Etiquette: Ahmedabad Jaico Publishing House.
5	Travis, R. Tech Eliquette: OMG, RLT Publishing.

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	0	0	0	0	1
CO2	0	0	1	0	0	0	1
CO3	0	0	1	0	0	0	1
CO4	0	1	0	0	1	0	0
Total Score	1	2	2	0	1	0	3

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	1	1	0	0	0	0	1
CO2	0	0	1	0	0	0	1
CO3	0	0	1	0	0	0	1
CO4	0	1	0	0	1	0	0
Total Score	1	2	2	0	1	0	3

Level of Correlation between COs and PSOs

0 – No Correlation 1 – Low 2 – Medium 3 – High

Soft Skills III – Computing Skills	L	T	P	C
	4	--	--	4

Course Outcomes (CO): Upon successful completion of this course, the learner would be able to	
CO1	To create awareness and understanding on the basic functions of MS Excel
CO2	To elucidate the students on the various advanced functions of MS Excel
CO3	To educate the students on MS Access and its application in database management
CO4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs

Unit No.	Detailed Course Content	Hrs
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text – Statistical	6
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6

IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6

References (Latest Editions of)

1	Humphrey M.L., Excel For Beginners
2	Richard Rost, Learning MS Access
3	Sachin Srivastava, Google Cloud Platform
4	Google Workspace For Dummies, Wiley Publications
5	MOS Study Guide for Microsoft Excel Expert, Microsoft Press

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	1	1	1	1	1
CO2	1	1	1	1	1	1	0
CO3	0	1	1	0	1	0	1
CO4	1	1	0	1	1	1	1
Total Score	3	4	3	3	4	3	3

Level of Correlation between COs and POs

0 – No Correlation   1 – Low   2 – Medium   3 – High

MAPPING of COs with PSOs

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	1	0	0	1	1	0	1
CO2	0	1	1	1	0	1	1
CO3	1	1	1	0	1	1	1
CO4	1	1	1	1	1	1	1
Total Score	3	3	3	3	3	3	4

Level of Correlation between COs and PSOs

0 – No Correlation   1 – Low   2 – Medium   3 – High