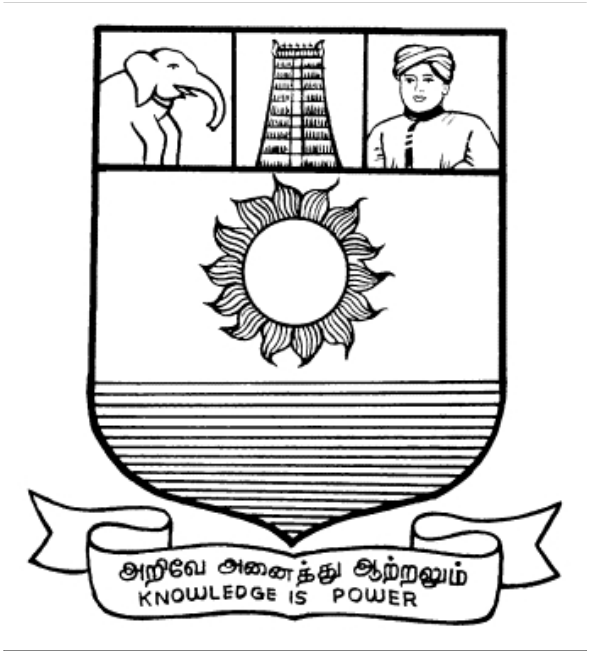
Department of Management Studies
Manonmaniam Sundaranar University
Tirunelveli – 627 012



Master of Business Administration
Choice **B**ased **C**redit **S**ystem – **U**niversity **D**epartment
(MBA - CBCS - UD)

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.

VISION OF THE DEPARTMENT

To be recognized as the one of the best management education institutions in the world through participatory and skill-based learning

MISSION OF THE DEPARTMENT

In pursuit of Excellence

- By providing quality education, especially for the rural and the unreached
- Through innovation in teaching, research, and extension activities
- By promoting human values for social harmony

NAME OF THE PROGRAM

MASTER OF BUSINESS ADMINISTRATION (MBA)

PREAMBLE

Department of Management Studies, Manonmaniam Sundaranar University offers MBA program in Choice Based Credit System. The program is designed to offer various courses spread across four semesters based on the requirements of the prospective students, primarily from rural places of the southernmost districts of Tamilnadu taking into consideration, the regulations of UGC and AICTE in this regard. Students are given opportunity to select their courses in the specializations of Entrepreneurship, Finance, Human Resource, Marketing, Production, Logistics and Systems. The program offers scope for learning many concepts and skills to enable the students to become a successful and ethical citizen as an entrepreneur or a manager.

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

1. 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.

2. 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.

3. PSO – Programme Specific Outcomes –Department of Management Studies

Upon successfully completing the **Master of Business Administration** degree offered by the Department of Management Studies, the student will be able to:

PSO1: Become an effective planner of an organization with the comprehensive knowledge acquired by scanning the environmental requirements related to business development.

PSO2: Analyze and compare the factual data / situation relating to various functional areas of management and integrate them to formulate them in to a conceptual model to critically evaluate and offer cost effective pragmatic business solutions.

PSO3: Translate the theoretical knowledge and philosophies learned and the skills acquired for formulating theoretical research problem with underlying assumptions and solve for tangible business results with an entrepreneurial zeal.

PSO4: Think reflectively and visualize the unprecedented business problems based on the case and classroom discussions and industry exposure during the program and become an industry ready professional with self-directed lifelong learning attitude.

PSO5: Establish proficiency, cutting across national boundaries and adapt to cross cultural environment in all walks of business and management with social responsiveness by upholding ethical standards with corporate governance principles and green practices.

PSO6: Evaluate the market conditions based on various indicators available in digital platform and navigate the organization to ensure a prospective future.

PSO7: Exhibit professional skills and contribute to the sustainability of the business by being a responsible player and a leader, as required, for defined purposes.

4. 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 with a minimum of fifty percent (50%) marks in Part III Courses. For SC / ST candidates a Pass is enough through the same stream of education as mentioned above.

and

Should have taken up the Tamilnadu Common Entrance Test conducted by the Government of Tamilnadu / Entrance Test conducted by Manonmaniam Sundaranar University, attended the Personal Interview and participated in the Group Discussion conducted by our university

or

Any other norms prescribed by our university in this regard from time to time.

5. Program structure

The course work in an academic year shall be divided into various activities as given below:

Year	Semester	Period	Activity
I	I	16th July - 15th Nov	Classes and Continuous Internal Assessment
		16th Nov – 30th Nov	Semester End Examinations
	II	1st Dec – 15th April	Classes and Continuous Internal Assessment
		16th April – 30th April	Semester End Examinations
II	III	2nd May – 15th July	Internship
		16th July - 15th Nov	Classes and Continuous Internal Assessment
		16th Nov – 30th Nov	Semester End Examinations
	IV	01st Dec – 15th Jan	Project
		16th Jan – 15th April	Classes and Continuous Internal Assessment
		16th April – 30th April	End Semester Examinations

6. 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.

7. **Examinations**

a) **<u>External Marks-Semester End Examinations: Max. Marks-75 and Max. Time-3 Hours</u>**

Semester End Examinations: Question Paper Pattern:

<u>For Non-Quantitative Courses:</u>

Part A: 20 marks (5 questions * 4 marks) – No Choice

Part B: 40 marks (5 questions *8 marks) – Internal Choice

Part A and Part B will contain

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

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

Part C: 15 marks (1 case * 15 marks) – A case study – Compulsory at K6 Level

MODEL QUESTION PAPER

<Course Code>

MBA DEGREE EXAMINATION, <Month, Year>

<Semester>, Business Administration

CBCS – University Department

<Name of the Course>

(For those who joined from July 2026 onwards)

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

	Level of Question	Questions
		Part A – Answer All Questions (5 X 4 = 20 marks)
1	K1	Define Entrepreneurship and Give the characteristics of entrepreneurship.
2	K2	Explain Innovation and describe its uses and importance in business.
3	K4	Analyse the need for the concept of Minimum Viable Product (MVP) in a new business.
4	K5	Evaluate the role of Working Capital Management to a small business.
5	K4	Analyze the role of government support organizations in promoting entrepreneurship.
		Part B – Answer All Questions (5 X 8 = 40 marks)
6a	K2	Explain the importance of entrepreneurship and describe methods to identify new business opportunities.
		Or
6b	K2	Explain the classifications of entrepreneurship with suitable examples.
7a	K3	Apply different types of innovation to a business example and explain methods to protect innovation.

		Or
7b	K3	Apply SCAMPER technique and design thinking phases to develop an innovative solution.
8a	K5	Evaluate any three Minimum Viable Products (MVPs) in current market and recommend a suitable business plan
		Or
8b	K5	Rate the strategies followed by any three Minimum Viable Products (MVPs) available in the market
9a	K4	Analyze Venture Capital in terms of its importance, types, and challenges.
		Or
9b	K4	Discuss about the different sources of funding for a new venture. Explain them.
10a	K4	Analyze the process and formalities involved in the formation of an organization.
		Or
10b	K4	Mention the challenges associated in the running of enterprise. Discuss the methods to solve them..
		Part C – Compulsory Question (15 marks)
11	K6	Design a Minimum Viable Product (MVP) for managing waste batteries generated from electric vehicles. Develop a business plan and construct a Business Model Canvas to present to potential investors.

For Quantitative Courses: (Maximum of 40 % Descriptive)

Part A: 25 marks (5 questions * 5 marks) – No Choice

Part B: 50 marks (5 questions * 10 marks) – Internal Choice

Part A and Part B will contain

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, <Month, Year>
<Semester>, Business Administration
CBCS – University Department
<Name of the Course>
(For those who joined from July 2026 onwards)

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

	Level of Question	Questions
		Part A – Answer All Questions (5 X 5 = 25 marks)
1	K2	Describe Production management
2	K5	Decide the number of cycles for the joint cycle production of 3 products A, B, & C. Requirement of A is 75,000 units with a setting up cost of Rs. 750 and carrying cost of Rs. 2.15 per unit per year. Requirement of B is 55,000 units with a setting up cost of Rs. 1100 and carrying cost of Rs. 2.35 per unit per year. Requirement of C is 28,000 units with a setting up cost of Rs. 900 and carrying cost of Rs. 3.45 per unit per year.
3	K4	Criticize the preventive and breakdown maintenance policies in a production facility

<table>
<tr><td>4</td><td>K2</td><td>Enumerate the organization of quality circle and its functioning.</td></tr>
<tr><td>5</td><td>K4</td><td>Criticize the existing consignment tracking system in a multimodal transportation</td></tr>
<tr><td></td><td></td><td>Part B – Answer All Questions (5 X 10 = 50 marks)</td></tr>
<tr><td>6a</td><td>K4</td><td>Appraise the forecasting system that follow exponential smoothing (Moving average of 4) with RSFE, MAD, MFE, MAPE, & MSE
<table>
<tr><td>Year</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr>
<tr><td>Actual Demand</td><td>215</td><td>235</td><td>220</td><td>250</td><td>245</td><td>240</td></tr>
<tr><td>Forecast</td><td>225</td><td></td><td></td><td></td><td></td><td></td></tr>
</table></td></tr>
<tr><td></td><td></td><td>Or</td></tr>
<tr><td>6b</td><td>K4</td><td>Estimate the location scores by applying dimensional analysis for the given dimensional values and weightages using dimensional analysis and prioritize the location
<table>
<tr><td></td><td colspan="3">Location</td><td></td></tr>
<tr><td>Dimension</td><td>1</td><td>2</td><td>3</td><td>Weight</td></tr>
<tr><td>A</td><td>8</td><td>9</td><td>8</td><td>0.22</td></tr>
<tr><td>B</td><td>7</td><td>6</td><td>9</td><td>0.28</td></tr>
<tr><td>C</td><td>5</td><td>6</td><td>5</td><td>0.13</td></tr>
<tr><td>D</td><td>6</td><td>8</td><td>4</td><td>0.37</td></tr>
</table></td></tr>
<tr><td>7a</td><td>K4</td><td>Analyze different plant layouts against the situations requiring specific layout and the advantages and disadvantages of each type of layout.</td></tr>
<tr><td></td><td></td><td>Or</td></tr>
<tr><td>7b</td><td>K4</td><td>Criticize the Just in Time production and lean system against the practical consideration</td></tr>
<tr><td>8a</td><td>K5</td><td>Decide the ordering quantity when the supplier offers 15 % discount on orders with a minimum of 540 units of raw material, ‘X’. The annual requirement of ‘X’ is 15,000 units, ordering cost is Rs. 1200, fraction of carrying cost per unit per year is 0.075 and cost is Rs. 2000 per unit.</td></tr>
<tr><td></td><td></td><td>Or</td></tr>
<tr><td>8b</td><td>K5</td><td>Decide the safety stock when the demand is observed as following and the organisation has a service level of 80 %.
<table>
<tr><td>Demand</td><td>31</td><td>32</td><td>33</td><td>34</td><td>35</td><td>36</td></tr>
<tr><td>Days</td><td>8</td><td>12</td><td>16</td><td>14</td><td>11</td><td>9</td></tr>
</table></td></tr>
<tr><td>9a</td><td>K2</td><td>Explain the process of value engineering</td></tr>
<tr><td></td><td></td><td>Or</td></tr>
<tr><td>9b</td><td>K2</td><td>Write a short note on i. OC Curve; ii. Acceptance Sampling; iii.ZDP; and iv. TQM</td></tr>
<tr><td>10a</td><td>K2</td><td>Describe the responsibilities of logistics operators along with challenges and opportunities</td></tr>
<tr><td></td><td></td><td>Or</td></tr>
<tr><td>10b</td><td>K2</td><td>Describe - i. Pull strategy; ii. Bullwhip effect, iii. Supplier pyramid; and iv. Tracking</td></tr>
</table>

b) Internal Marks:

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.*

8. Internship / Project reports evaluation:

a) The student has to make an oral presentation of his/her Internship and Project before a joint session of the faculty members and students.

b) The faculty members shall evaluate the presentation for external component and record of marks shall be maintained. A consolidated-marks list duly signed by the Head of the Department and Project Coordinator shall be sent to the Controller of Examinations to be incorporated in the mark statement.

c) Any student who fails to defend his /her Internship / project report successfully shall have to undergo Internship / take up a project afresh and defend it in similar manner as laid down above.

d) All students are required to be present at the time of presentation. Their attendance is mandatory.

e) **The veracity / genuineness of the internship / project should be proved beyond doubt.** If proved otherwise, a case of malpractice is to be reported and necessary action can be initiated as per the University norms.

f) Any student failing to fulfill any of the above conditions has to be considered that he/she has to 'Reappear' for the Internship / Project which will be evaluated in the ensuing semester only.

i. For internship, the student has to go for a **Six Weeks of internship** in an organization of repute, after completing the program period.

ii. For project, the student has to take up a **project for a period of Six weeks** after completing the program period

g) Internal and External Components of Internship and Project:

Internal	External
Maximum Marks: 50 The evaluation is based on the Report submitted by the student and to be evaluated by the Faculty Guide only.	**Maximum Marks: 50** The evaluation is based on the performance in the Viva voce examination by the student and to be evaluated by a Panel of Examiners excluding the Faculty Guide / by an External Examiner.

h) 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**

i) 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**

Note: *Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.*

j) 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**

k) 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**

9. 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	Behavior Science	4	25	75	100	
3	First	Microeconomics	4	25	75	100	
4	First	Accounting Analysis for Managers*	4	25	75	100	
5	First	Quantitative Analysis for Business*	4	25	75	100	
6	First	Business Research Methods	4	25	75	100	
7	First	Executive Readiness Lab (**Practical**)	2	**50**	**50**	100	
8	Second	Marketing Management	4	25	75	100	
9	Second	Financial Management*	4	25	75	100	
10	Second	Managing People and Performance	4	25	75	100	
11	Second	Operations and Logistics Systems*	4	25	75	100	
12	Second	Macroeconomics	4	25	75	100	
13	Second	Innovation and Entrepreneurship	4	25	75	100	
14	Second	Managerial Readiness Lab (**Practical**)	2	**50**	**50**	100	
15	Second	***MOOC– I***	3	25	75	100	
	Second	**Value Added Course –** Marketing for the Future	This course will not reflect in the Mark sheet				
16	Third	Operations Research*	4	25	75	100	
17	Third	Legal Aspects of Business and Sustainability	4	25	75	100	
18	Third	Corporate Readiness Lab (**Practical**)	2	**50**	**50**	100	
19	Third	**Elective I**	3	25	75	100	
20	Third	**Elective II**	3	25	75	100	
21	Third	**Elective III**	3	25	75	100	
22	Third	**Internship**	4	**50**	**50**	100	
23	Third	***MOOC– II***	3	25	75	100	
	Third	**Value Added Course –** Technology Management	This course will not reflect in the Mark sheet				
24	Fourth	Strategic Management	4	25	75	100	
25	Fourth	Global Business Management	4	25	75	100	
26	Fourth	Business Analytics	4	25	75	100	
27	Fourth	**Elective IV**	3	25	75	100	
28	Fourth	**Elective V**	3	25	75	100	
29	Fourth	**Elective VI**	3	25	75	100	
30	Fourth	**Project**	4	**50**	**50**	100	
TOTAL			**106**	**875**	**2125**	**3000**	

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

(i) Every student has to select **ANY THREE** electives 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. Even otherwise, an elective can be offered after obtaining approval in a faculty meeting.

The List of Electives offered in the III and IV Semesters

CC	III Semester	CC	IV Semester
A. ENTREPRENEURSHIP			
E1	SME Management	E6	Family Business Management
E2	New Venture Creation	E7	Innovation and Intellectual Property Protection
E3	Social Entrepreneurship	E8	Rural Entrepreneurship
E4	Export and Import Management	E9	Entrepreneurial Finance
E5	Startup – Policies and Procedures	E10	Entrepreneurship Ecosystem
B. FINANCE			
F 1	Financial Institutions, Markets and Services	F 6	Mergers and Acquisitions
F 2	Security Analysis and Portfolio Management	F 7	Behavioral Finance
F 3	Digital Finance	F 8	Financial Analytics
F 4	Project Finance	F 9	Strategic Financial Management
F 5	International Financial Management	F 10	Commodities and Financial Derivatives
C. HUMAN RESOURCE			
H1	Training and Development	H 6	Cross Cultural and Diversity Management
H2	Performance Management	H 7	Compensation and Reward Management
H3	Knowledge Management	H 8	Managerial Counselling and Negotiation Skills
H4	Organizational Change and Development	H 9	Strategic Human Resource Management
H5	Human Resource Information System	H 10	Contemporary Employment Relations
D. MARKETING			
M 1	Social Media Marketing	M 6	Rural Marketing
M 2	Integrated Marketing Communication	M 7	Green Marketing
M 3	Marketing Research	M 8	Retail and Mall Operations Management
M 4	Consumer Behaviour	M 9	Services Marketing
M 5	Product and Brand Management	M10	Marketing Metrics
E. OPERATIONS MANAGEMENT			
P 1	Production Planning and Inventory Control	P 4	Manufacturing Techniques for Future
P 2	Total Quality Management	P 5	Value Engineering
P 3	Facilities Location and Product Design	P 6	Project Management
F. LOGISTICS MANAGEMENT			
L1	Fundamentals of Shipping Business	L6	Customs Laws and Procedure
L2	Maritime Economics	L7	Port Management
L3	Warehouse & Distribution Management	L8	Multimodal Transportation
L4	Air Cargo Management	L9	Laws for Logistics Operations
L5	Digital Supply Chain Management	L10	Green Logistics
G. SYSTEM			
S 1	System Analysis and Design	S 4	Internet and Intranet Technology Management
S 2	Database and Information Management System	S 5	IT Enabled Services
S 3	Strategic IT Consulting	S 6	Decision Support System

CC – Course Code

10. Revisions made based on the feedback

a. Courses namely Organisational Behaviour, Principles of Business Finance and Accounting, Quantitative Techniques, Research Methodology, Human Resource Management, Operations and Logistics Management, Global Business Environment, Production Planning and Control, Computer Integrated Manufacturing, Warehouse Management, and Supply Chain Management are revised into Behaviour Science, Accounting Analysis for Managers, Quantitative Analysis for Business, Business Research Methods, Managing People and Performance, Operations and Logistics Systems, Global Business Management, Production Planning and Inventory Control, Manufacturing Techniques for Future, Warehouse & Distribution Management, and Digital Supply Chain Management respectively based on the Feedback from the Faculty members and Academic External Experts.

b. Courses namely Entrepreneurship, Small Business Management, and Entrepreneurship Support System are revised into Innovation and Entrepreneurship, SME Management, and Entrepreneurship Ecosystem respectively based on the Feedback from the practicing entrepreneurs from Alumni.

c. Practical courses namely Executive Communication I (EC-I), EC-II, and EC-III are revised into Executive Readiness Lab, Managerial Readiness Lab, and Corporate Readiness Lab respectively based on the Feedback from the employers and Industrial Experts.

d. Courses namely Retail Management is revised into Retail and Mall Operations Management based on the Feedback from the employers and Industrial Experts.

e. New courses namely Financial Analytics, Air Cargo Management, Laws for Logistics Operations, and Green Logistics are introduced based on the feedback from the employers and Industrial Experts.

f. Production Management specialisation is renamed as Operation Management based on the Feedback from the Faculty members and Academic External Experts.

g. Courses namely Export and Import Management and Retail Store and Mall Operations Management are realigned with Entrepreneurship and Marketing specialization respectively based on the Feedback from the Faculty members and Academic External Experts.

h. Courses namely Working Capital Management, Strategic Marketing, Materials and Maintenance Management, E-Business, and Technology Management (in systems elective) are removed based on the coverage of the topics in other similar courses based on the feedback of the faculty members and academic experts.

11. 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.

12. The Department of Management Studies will offer **two** Massive Open Online Courses (MOOCs) for the Students in the Second and Third Semesters. The Courses to be offered will be decided by the Department, based on the list of courses offered by NPTEL in the respective semesters. These courses will have both Internal Assessment (25) and External Assessment (75) components and they are assigned **three** credits each. The examinations (both Continuous Internal Assessment and Semester End) will be conducted online by NPTEL and as per the norms of the University, relating to MOOCs as decided as when required.

13. The Department will offer Two Value Added Courses for the students in the Second and Third Semesters. These courses are offered as the courses over and above the minimum requirements for the award of the degree. (**Extra Credit Courses**). The department will coordinate to conduct the CIA Tests by the Course Facilitator and Semester End Examinations by the Controller of Examinations and offer a Certificate of Merit, upon successful completion of the courses.

14. Internship

(a) Every student has to undergo a **Six weeks Internship** in an organization of repute in India or abroad after the completion of Second Semester examinations which will be evaluated for third semester examinations.

(b) Proper Joining Report duly counter signed by the organization guide has to be sent to the Project Coordinator within the date specified. Attendance Certificate from the organization for the Internship is a pre-requisite for the acceptance of Internship report.

15. Project

(a) Every student has to undertake a **Six Weeks Project** work in an organization of repute in India or abroad after the completion of Third Semester examinations which will be evaluated for fourth semester examinations.

(b) Strict adherence to the procedure, schedule and suggestions offered by the Faculty Guide for the project are pre-requisite for the acceptance of the project report by the Project Coordinator.

16. **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	2	3	2	2	2	2	15
Behaviour Science	2	3	2	2	2	2	3	16
Microeconomics	3	2	2	2	1	1	1	12
Accounting Analysis for Managers	3	3	2	2	2	2	2	16
Quantitative Analysis for Business	1	3	3	3	0	3	1	14
Business Research Methods	2	3	3	3	1	2	3	17
Executive Readiness Lab	3	2	2	2	3	1	3	16
Marketing Management	3	2	2	3	2	1	2	15
Financial Management	3	2	3	1	1	1	2	13
Managing People and Performance	2	3	2	2	2	2	2	15
Operations and Logistics Systems	3	3	3	3	3	3	2	20
Macroeconomics	2	2	2	3	2	1	2	14
Innovation and Entrepreneurship	2	2	3	3	1	1	2	14
Managerial Readiness Lab	3	3	3	3	2	1	3	18

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	Understand the fundamentals about the different principles and its functions of management to practice in the organization.				
CO2	Comprehend the different factors influencing the management style across the organizations present worldwide.				
CO3	Remember the successful management practices followed by the organizations and to understand the knowhow of the strategies.				
CO4	Explain the real time cases related to management practices.				
Unit No.	**Detailed Course Content**				Hrs
I	Nature and functions of Management – Administration vs Management - Skills and levels of managers – Characteristics of a Manager - Different approaches to management – systems approach – Management Environment – Internationalization of management				12
II	Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – TOWS matrix – Business portfolio matrix – Decision making process – Models of decision making - Formal / Informal organization – Organizational structure – organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal				12
III	Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Committee – Team – Group decision making - System and process of controlling – Control techniques – Organizational change and Development – Strategies for efficient OC and OD – Productivity – Operations management - Use of IT in management functions				12
IV	Ethics and values in Management – Professional values – Definition of Ethics – Evolution of Ethics - Ethical theories – Global perspective – Cooperative ethics - Ethical development and challenges				12
V	Corporate social responsibility (CSR) – Business for social responsibility (BSR) – Barriers to CSR – Corporate governance – Clarity of goals – work committed culture – Blind management – Mind management – common sense in management – TQM – consumer protection and safety – Environmental protection				12
References (Latest Editions of)					
1	Harold Koontz, Heinz Weihrich, Essentials of Management – An International Perspective, TATA McGraw Hill				
2	Hellriegel and Slocum, Management: A competency based approach, Thomson Learning				
3	A B Rao, Business ethics and Professional values, Excel Books				
4	Marianne M. Jennings, Cases in Business ethics, Cengage Learning				
5	R C Sekhar, Ethical choices in Business, Sage Publications				
Course designed by – Prof. Dr. P. Ravi					

MAPPING of COs with POs

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

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	3	1	2	3	2
CO2	3	2	3	2	2	1	2
CO3	1	3	1	2	3	2	3
CO4	2	2	3	2	2	3	2
Total Score	7	8	10	7	9	9	9

Level of Correlation between COs and PSOs

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

BEHAVIOUR SCIENCE		**L**	**T**	**P**	**C**
		4	**--**	**--**	**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Analyse the behaviour of individuals and groups in organizations				
CO2	Handle the conflicts and effectively build teams				
CO3	Understand the culture and the climate of organizations				
CO4	Explain group dynamics and demonstrate skills required for working in groups.				
Unit No.	**Detailed Course Content**				Hrs
I	The concept of Organizational Behaviour - Importance of Employees behaviour to the field of Management – Hawthorne Studies - Approaches to Organizational Theory – Organizational Behaviour Models - Opportunities and Challenges for individual and group behaviour – Disciplines that contribute to behaviour science in the organizations				12
II	Learning – Theories, Principles and Process – Perception – Importance - Perception Model - Factors influencing Perception – Personality – Determinants and Theories – Attitudes and Values – Motivation – Nature, Techniques and Theories				12
III	Group Dynamics – Group Formation – Group Norms – Group Decision making – Group Cohesiveness – Team Building – Leadership – Styles and Theories – Power and Politics – Conflict Management – Types and Sources – Conflict Resolution				12
IV	Organizational Culture – Organizational Climate - Organizational Change: Approaches and Resistance to change– Organizational Development – Organizational Structure - Communication: Meaning, Types, Process and Barriers				12
V	Power – Sources of Power – Leadership – Theories and Styles – Quality of Work Life - Work life balance – Stress Management – Importance and techniques – Emotional Intelligence				12

References (Latest Editions of)	
1	Stephen Robbins, Timothy A. Judge, Organizational Behaviour, PHI Pvt. Ltd.
2	Nelson, Quick, Khandewal, Organizational Behaviour, Cengage Learning
3	Williams, Tripathy, MGMT-Principles of Management, Cengage Learning.
4	L.M.Prasad, Principles and Practice of Management, Sultan and Chand
5	Udai Pareek and Sushama Khanna, Organization Behavior, Oxford Publishing

Course designed by – Prof. Dr. P. Ravi

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	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 PSOs

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

MICROECONOMICS		**L**	**T**	**P**	**C**
		4	**0**	**0**	**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Enumerate and elaborate the basic economic concepts in managerial decision making.				
CO2	Establish the relationship between demand, supply and various market conditions.				
CO3	Estimate the various investment decisions and make the right choice at the firm level.				
CO4	Evaluate the pricing process in various market conditions and maximize the profit.				
Unit No.	**Detailed Course Content**				**Hrs**
I	Introduction to Managerial Economics, Approach to Managerial Decision making through Economics, Concept of firm				15
II	Basic Concepts in Economics, Demand and Supply analyses				15
III	Production Analysis, Cost concepts and Analysis, Capital Budgeting decisions				15
IV	Pricing methods and decisions, Pricing in various market structures – Monopoly, Perfect Competition				8
V	Pricing methods and decisions, Pricing in various market structures - Monopolistic Competition and Oligopoly Competition				7

References (Latest Editions of)	
1	P L Mehta, Managerial Economics, Sultan Chand and Sons
2	Paul A Samuelson, Economics, McGraw Hill
3	Peterson & Lewis, Managerial Economics, PHI
4	Atmanand, Managerial Economics, Excel Books
5	Yogesh Maheshwari, Managerial Economics, PHI
Course designed by: Prof. Dr. S. Madhavan	

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	1	2	1	1	2
CO2	2	2	2	1	1	1	3
CO3	2	2	2	2	1	1	2
CO4	2	2	1	1	1	1	3
Total Score	8	8	6	6	4	4	10

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	1	1	1	0	0	1
CO2	2	2	2	1	1	1	1
CO3	3	3	1	1	0	0	1
CO4	2	2	2	1	1	1	1
Total Score	10	8	6	8	2	2	4

Level of Correlation between COs and PSOs

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

Accounting Analysis for Managers		**L**	**T**	**P**	**C**
		4			**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Understand accounting concepts, standards, and preparation of financial statements.				
CO2	Analyze and interpret financial statements using ratios and cash flow analysis.				
CO3	Apply cost accounting and managerial accounting techniques for business decision-making.				
CO4	Evaluate budgeting systems, variance analysis, and strategic accounting practices for organizational performance improvement.				
Unit No.	**Detailed Course Content**				Hrs
I	Meaning, Nature, Scope, and Objectives of Accounting, Accounting Concepts, Conventions, and Principles, Types of Accounting: Financial, Cost, and Management Accounting, Users of Accounting Information, Accounting Standards and IFRS – Overview, Journal, Ledger, Trial Balance, and Accounting Cycle, Preparation of Financial Statements: Trading Account, Profit & Loss Account & Balance Sheet				12

II	Meaning and Objectives of Financial Statement Analysis, Comparative and Common Size Statements, Trend Analysis, Ratio Analysis: Liquidity Ratios, Profitability Ratios, Activity Ratios, Solvency Ratios, Coverage Ratios, DuPont Analysis, Cash Flow Statement Analysis, Funds Flow Statement: Statement of Changes in Working Capital, Funds from Operations, Sources and Applications of Funds, Interpretation of Financial Performance	12
III	Meaning and Classification of Costs: Cost Sheet Preparation, Material, Labour, and Overhead Cost Control, Allocation, Apportionment, and Absorption of Overheads, Marginal Costing vs Absorption Costing, Cost-Volume-Profit (CVP) Analysis, Break-Even Analysis and Margin of Safety, Decision-Making Techniques: Make or Buy Decisions-Sales Mix Decisions-Key Factor Analysis, Activity-Based Costing (ABC) – Introduction	12
IV	Budgetary Control System, Fixed and Flexible Budgets, Cash Budget and Master Budget, Standard Costing, Variance Analysis: Material Variance-Labour Variance-Overhead Variance-Zero Base Budgeting (ZBB)-Responsibility Accounting-Performance Measurement and Balanced Scorecard	12
V	Strategic Cost Management, Accounting Information for Strategic Planning, Financial Forecasting and Business Valuation – Basics, Transfer Pricing, Sustainability Accounting and ESG Reporting, Digital Accounting Systems and ERP, Artificial Intelligence in Accounting, Forensic Accounting and Fraud Detection, Contemporary Trends in Managerial Accounting	12

References: (Latest Editions of)

1. Drury, C.. Management and Cost Accounting. Cengage Learning.
2. Penman, S. H.. Financial Statement Analysis and Security Valuation. McGraw-Hill Education.
3. Zimmerman, J. L. Accounting for Decision Making and Control. McGraw-Hill Education.
4. Jain, S. P., & Narang, K. L.. Cost and Management Accounting. Kalyani Publishers.
5. Kaplan, R. S., & Atkinson, A. A.. Advanced Management Accounting. Pearson Education.

Course designed by Dr. Marimuthu KN

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

QUANTITATIVE ANALYSIS FOR BUSINESS		L	T	P	C
		4			4
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Understand different mathematical and statistical tools used in managerial decision making				
CO2	Apply different formulae as per business situations and needs				
CO3	Examine the calculated values for supporting business decision making				
CO4	Design systematic application of different mathematical and statistical concepts				
Unit No.	**Detailed Course Content**				Hrs
I	Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business Applications of Matrix.				12
II	Arithmetic and Geometric Progression. Time series - Trend (Secular, cyclical, seasonal and random) – use of time series in business and forecasting.				12
III	Statistics - Meaning, scope, characteristics and Limitations. Probability – addition and multiplication – Baye's theorem. Probability distribution – Theoretical probability distributions – Binomial, Poison and normal - Characteristics.				12
IV	Measures of Central tendency-Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean. Measures of dispersion – Range – Moments - Standard deviation - Co-efficient of variation- Skewness and Kurtosis.				12
V	Index number – Types of index numbers. Correlation and Regression - Rank correlation. Multivariate analysis – ANOVA, Factor Analysis, Cluster Analysis, Discriminent Analysis, Multidimensional Scaling				12
References (Latest Editions of)					
1	Levin, R. L & Rubin, D. S, Statistics for Management, Pearson.				
2	Gupta S. P, S. Statistical Methods, Chand Publishing				
3	Hooda R. P, Statistics for Business and Economics, Vikas Publishing				
4	Trivedi, K and Trivedi, C, Business Mathematics, Pearson				
5	Elhance, D. N, and Elhance, R, Business Mathematics and Statistics, Taxmann Books				
Course designed by Prof. Dr. N. Rajalingam					

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

BUSINESS RESEARCH METHODS		**L**	**T**	**P**	**C**
		4			**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Understand the need for the research and tools required for effective researching and preparing the reports in business				
CO2	Calculate the statistical values different formulae as required for the objectives of the research				
CO3	Analyze the calculated values against the standards statistical values				
CO4	Formulate research objectives and develop a proposal for research with analytical tools				
Unit No.	**Detailed Course Content**				Hrs
I	Research-meaning-purpose - types. Research design- Factors affecting research design -Pure, applied, historical, analytical, descriptive and Experimental- Significance of research in social sciences- Process of research- Scientific method- Induction and deduction.				12
II	Research Problem- identification- Selection– formulation. Review of literature. Hypothesis- meaning – Sources - Types - Formulation- Survey- Census method- sampling method (advantages and disadvantages). Sampling-principles-design- Selection of a sample–Sample Size determination- Essentials of a good sampling. Methods of sampling-probability and non-probability.				12
III	Sources of data-primary–secondary. Modes of data collection -analytical method - case study–observation-survey-Interview. Tools of data collection–pre-testing (reliability, Validity and their importance)–administration (Interview Schedule, Questionnaire, Observation Chart/Sheet and Scaling techniques). Data - Primary and secondary. Data collection - Scale – Types & Characteristics (Nominal to Ratio scale).				12
IV	Processing the data-editing-coding- classification- Frequency Distribution - tabulation (Univariate & Bi-variate)-diagrams (Bar Charts – Pie Diagram – Line graphs). Statistical tools for analysis (Univariate & Bi-variate only) and hypothesis testing. Testing- errors. Interpretation-Guidelines for making valid interpretation.				12
V	Report–Importance-types– format- pagination- using quotations-presenting foot notes– abbreviations- Presentation of tables and figures- referencing-documentation - Use and format of appendices-Indexing.				12
References (Latest Editions of)					
1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi				

2	O. R. Krishnaswami and M. Ranganatham, Methodology of Research in social Sciences, Himalaya Publishing House, Mumbai
3	C.R. Kothari and Gourav Garg, Research Methodology– Methods and Techniques, New Age International Publishers, New Delhi
4	Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi
5	Panneerselvam. R, Research Methodology, PHI Learning
Course designed by Prof. Dr. N. Rajalingam	

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

EXECUTIVE READINESS LAB		**L**	**T**	**P**	**C**
				4	**2**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	To make the students understand the basic nuances of communication used in the business parlance				
CO2	To make the student to think on his foot that is required for a business personality by enabling him to understand himself on his Strength and weakness				
CO3	To get acquainted to the nuances of public speakingby making the student to read, present and express regularly on business topics by perusing business dailies.				
CO4	To understand the nuances of working in team by making them participate and organize on team activity.				
Module	**Detailed Course Content**				
Mod. 1	Business News Awareness Presentation for 5 Mins. for 60 students. Source: Business Magazines/Dailies				
Mod. 2	Understanding self - Strength and Weakness Identification				
Mod. 3	Team Activity – Quiz on Business concepts/personalities/brands/captions/slogans – Round 1				

Mod. 4	Field Work: Visiting the field and interviewing the business personalities operating a small petty shop (Individual assignment), Departmental Store (Two member team assignment)
Mod. 5	Company Report Perusal – Phase I Understanding the corporate happening by searching, identifying, downloading and perusing the annual report to find the business, its history, promoters, current business leaders, their vision & mission, current financial parameters and future prospects.
Mod. 6	Business News Awareness Presentationwith 2 news clips of same theme presentation for 5 Mins. for 60 students. Source: Business Magazines/Dailies.
Mod. 7	Understanding self through reflection on continuous basis on the Strength and Weakness.
Mod. 8	Field Work: Visiting the field and interviewing the business personalities operating a super market (4 membered team assignment), Hyper Market (8 member team assignment)
Mod. 9	Company Report Perusal – Phase II Comparing the details of the report in Phase I comparing it with any two co competitors.
Mod. 10	Team Activity – Quiz on Business concepts/personalities/brands/captions/slogans – Round 2
Mod. 11	Business News Awareness Presentation with 5 news clips of same theme presentation for 5 Mins. for 60 students. Source: Business Magazines/Dailies not more than 30 days old
References (Latest Editions of)	
1.	K Sundar, A. Kumara Raj, Essentials of Business Communication Vijay Nicole Imprinting (P) Ltd.
2.	Dr. Amitabh Kishor Dwivedi, Communication Skills For Professionals And Students, Notion Press
3.	Winning Series, Get Set Goals : Making Your Dreams Real, Embassy Books
4.	Chakraborty Indranil, Stories At Work, Penguin Portfolio
5.	Sanjay Shah, Business Management Simplified: Practical, Actionable Solutions for Entrepreneurs
Course designed by Dr. G. Magesh Kuttalam	

MAPPING of COs with POs

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

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	3	3	3	1	3
CO2	3	2	2	1	2	1	3
CO3	3	1	2	1	2	0	3
CO4	3	3	2	3	3	1	3
Total Score	12	8	9	8	10	3	12

Level of Correlation between COs and PSOs

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

SEMESTER II

MARKETING MANAGEMENT		**L**	**T**	**P**	**C**
		4	**--**	**--**	**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Understand and explore the basics of the marketing and its presence in the current business scenario.				
CO2	Analyse the different marketing concepts and formulate strategies.				
CO3	Understand and apply the concepts on par with the real time situations.				
CO4	Understanding the buyer behavior and its implication on marketing practices				
Unit No.	**Detailed Course Content**				Hrs
I	Marketing – Basic concepts – Evolution – Marketing management process - Marketing environment - Internal and External factors – Integrated marketing management – Marketing vs Selling – Global Marketing –Issues and Challenges				12
II	Analysing consumer needs – Identifying and selecting markets – segmentation – targeting – positioning - Marketing strategy formulations - Competitor analysis - Strategic Marketing Mix components				12
III	Product planning and development - Product life cycle - New product Development and Management – Product line decisions – Product differentiation - Branding - Channel Management – Managing dealer network – Retailing - Promotional mix and its decisions - Pricing Objectives - Policies and methods				12
IV	Understanding industrial and individual buyer behavior - Influencing factors - Buyer Behaviour Models - Online buyer behavior - Building and measuring customer satisfaction - Customer relationships management - Customer acquisition – Retaining - Defection				12
V	Marketing Information System - Research Process - Concepts and applications – viral marketing – Green marketing – Trends in Retail - Customer driven organizations - Cause related marketing - Ethics in marketing - Online marketing trends				12
References (Latest Editions of)					
1	Philip Kotler and Armstrong, Principles of marketing, Prentice Hall India				
2	Ramasamy &Namakumari, Marketing Management, McGraw Hill Education.				
3	Adrian Palmer, Introduction to Marketing, Oxford university press				
4	Arunkumar and N Meenakshi, Marketing Management, Vikas Publishing House Pvt. Ltd.				
5	Micheal R.Czinkota& Masaaki Kotabe, Marketing Management, Thomson Learning.				
Course designed by – Prof. Dr. P. Ravi					

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

FINANCIAL MANAGEMENT		**L**	**T**	**P**	**C**
		4	**0**	**0**	**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Examine in detail the basic financial concepts in managerial decision making.				
CO2	Relate the various decisions like Financing, Investing and dividend decisions.				
CO3	Analyze the Time Value of Money in all the financial decisions taken by a firm.				
CO4	Integrate the theory and applications and prepare oneself to become a Finance Professional.				
Unit No.	**Detailed Course Content**	Hrs			
I	Nature and Scope of Financial Management, Financial Decisions, Use of Financial Statements in Financial Decision-making process, Profit Maximization vs Wealth Maximization, Risk and Return analysis. Indian Financial System – An overview	12			
II	Investment Decisions: Long term Investment Decisions – Capital Rationing, Capital Budgeting with risk analysis	12			
III	Short Term Investment Decisions: Working Capital Management – Gross and Net working capital, Working Capital Policies, Various approaches, factors affecting Working Capital, Management of Cash, Inventory and Receivables	12			
IV	Financing Decisions: Various sources of Finance – Both Long term and short term, Capital Structure, Various approaches to Capital Structure, Leverage, Types of leverage and their impact on the profit of the company, Cost of Capital, Cost of all components of cost and Weighted Average cost of Capital	12			
V	Dividend Decisions: Dividend Policies, Dividend theories, Walter's Model, Gordon's Model, MM Approach to Dividend, Relevance of Dividends in the	12			

	Indian Corporate with specific reference to Indian Capital Market. An Introduction to various Financial Services as an off shoot of Financial Management	
References (Latest Editions of)		
1	Prasanna Chandra, Financial Management, Tata McGraw Hill	
2	I M Pandey, Financial Management, Vikas Publishing House	
3	S N Maheswari, Financial Management, Sultan Chand	
4	James C. Van Horne, Fundamentals of Financial Management, Prentice Hall	
5	M Y Khan and P K Jain, Financial Management, Tata McGraw Hill	
Course designed by: Dr. M. Bhoopal		

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 POs

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

Managing People and Performance	**L**	**T**	**P**	**C**
	4			**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to				
CO1	Understand the concepts, functions, and strategic importance of Human Resource Management in modern organizations.			
CO2	Analyze and apply human resource planning, recruitment, selection, and HRIS practices in organizational settings.			
CO3	Evaluate employee training, development, performance appraisal, and career management systems.			
CO4	Apply motivational theories, participative management, labour relations, compensation, and knowledge management practices for effective people management and organizational performance.			

Unit No.	Detailed Course Content	Hrs
I	Meaning, Nature, Scope, and Evolution of HRM -Challenges faced by HRM - Human Resource Functions- HR Structure and HR Strategy - Strategic Human Resource Management - HRM for Corporate Excellence - Role of Government in HRM - Personnel Environment and Legal Framework - HRM Practices in Multinational Corporations (MNCs) - Emerging Trends in HRM.	12
II	Human Resource Planning (HRP): Meaning and Importance - Origin and Evolution of HRP - Role of HRP Professionals - HRP at National and Corporate Levels - Problems and Challenges in HRP - Impact of Technology on HRP - Human Resource Information System (HRIS): Capabilities and Functions - Steps in Implementing HRIS - Benefits and Limitations of HRIS. Recruitment: Sources of Recruitment - E-Recruitment - Selection: Selection Process, Interviews, Tests, and Placement.	12
III	Employee Socialization: Meaning and Types - Orientation and Induction - Training and Development - Human Resource Development (HRD) – Concept and Scope Performance Appraisal System: Objectives and Methods - Traditional and Modern Appraisal Methods - Potential Appraisal and Succession Planning - Career Planning and Development - Assessment Centres - Talent Management and Employee Retention.	12
IV	Motivation: Meaning and Importance - Motivational Theories - Participative Management: Types and Degree of Participation - Quality Circles - Implementation Plan - Structure, Organization, and Functions of Participative Management - Employee Empowerment - Job Evaluation - Employee Morale - Flexible Working Practices - Work-Life Balance - Stress Management and Employee Wellbeing.	12
V	Labour Relations and Industrial Relations - Trade Unions and Their Role - Collective Bargaining - Managing Organizational Conflicts - Employee Grievances and Redressal Mechanisms - Administration of Welfare Measures and Fringe Benefits - Reward System and Incentive Schemes - Compensation Management - Strategic Compensation Practices - Knowledge Management - Ethical and Sustainable HR Practices.	12

References: (Latest Editions of)

1. Dessler, G.. Human Resource Management. Pearson Education.
2. Rao, P. S.. Personnel and Human Resource Management. Himalaya Publishing House.
3. Gupta, C. B.. Human Resource Management. Sultan Chand & Sons.
4. Mello, J. A.. Strategic Human Resource Management. Cengage Learning.
5. Aswathappa, K.. Human Resource Management: Text and Cases. McGraw Hill Education.

Course designed by Dr. Marimuthu KN

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

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	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

OPERATIONS AND LOGISTICS SYSTEM		**L**	**T**	**P**	**C**
		4			**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Understand the activities involved in Production, Operations, and Logistics Management (POLM)				
CO2	Apply appropriate tools, techniques, and methods for improving efficiency and effectiveness of the systems				
CO3	Examine the measured performance against the quality standards and offer recommendations for improvements				
CO4	Formulate policies, procedures, models, and strategies for effective POLM				
Unit No.	**Detailed Course Content**				Hrs
I	Production and Operations Management – Definition – Scope – Importance. Systems View. Forecasting – Methods – Prerequisites and Pitfalls – Measures of error and correction. Capacity Planning. Plant Location – Selection techniques (new and expansion). Stores Location. Layout – Types – Advantages – Techniques – Applicability. Cellular Layout.				12
II	PPC – Aggregate Production / Operations planning, Planning strategies. Master Production Schedule – EBQ – Joint Cycle – Multiple Products. Just-in-time and lean systems. CIM. Process flow charts. Work Study – Procedures – Applicability. Maintenance Management				12
III	Materials Management – MRP – Budgeting - Inventory System – P & Q Systems – ROL – ROP - Maximum and Minimum level (Under certainty) - EOQ (with and without discounts) – Safety Stock. Classification of Materials. Material Handling.				12
IV	Statistical Quality control - Acceptance Sampling - Operating Characteristic (OC) curve – QC Charts. TQM. Quality certifications. Zero defect programme. Quality Circles. Value Engineering. Industrial Safety.				12
V	Overview of Logistics – logistics operator – Responsibilities – Challenges and Opportunities. SCM – Value Chain – Supplier Pyramid – drivers. SCM strategy – push / Pull strategy - Bullwhip effect. Freight forwarding logistics – tracking of consignments – IT systems in multi-modal transportation – Warehouse management.				12
References (Latest Editions of)					
1	Buffa, E. S., Modern Production and Operations Management, Wiley India Edition				
2	Chary, S. N., Production and Operations Management, Mc Graw Hill				
3	Panneerselvam, R., Production and Operations Management, PHI Learning				

4	Ronald, H. B., Business Logistics Supply Chain Management and Logware, Prentice Hall
5	Nandi, S. K. and Ganapathi, S. L., Logistics Management, Oxford University Press
Course designed by Prof. Dr. N. Rajalingam	

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

MACROECONOMICS		**L**	**T**	**P**	**C**
		4	**0**	**0**	**4**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	Enumerate and elaborate the basic macroeconomic concepts in managerial decision making.				
CO2	Establish the relationship between micro, macro and international market conditions.				
CO3	Estimate the various components the Budget at both Union and State Government levels.				
CO4	Evaluate the various economic models with respect to foreign exchange determination.				
Unit No.	**Detailed Course Content**				**Hrs**
I	Basic Concepts – Stock and Flow, Ex Ante and Ex Post, Basic Concepts – Deduction and Induction, Exogeneous and Endogenous, Circular flow of Economic activity – 2 and 4 Factors Models, Domestic Territory, Normal Residents, Factor Income and Transfer Income, Final Goods, Intermediate Goods, Consumption Goods and Capital Goods, Gross Investment and Net Investment, Depreciation – Micro and Macro, Net Indirect Taxes and Net Factor Income from Abroad.				15
II	Business Cycle, National Income – A bird's Eye view, Basic Aggregates of National Income, Measurement of National Income – Value Added Method, Income Method, Expenditure Method, Nominal GDP and Real GDP, Evolution				12

	of money from Barter System to Bullion Standards, Evolution of money from Currency notes to Cryptocurrencies, Functions of Money, Money Supply, Inflation and its types.	
III	Indian Banking System and its structure, Central Bank of the country – India and its functions, Commercial Banking System in India, Money Creation or Credit Creation, Monetary Policy, Meaning and various components of Aggregate Demand, Meaning and various components of Aggregate Supply, Consumption function, Saving Function, Investment Function.	12
IV	Full Employment, Unemployment, Determinants of Equilibrium, Income determination and Investment Multiplier, Excess Demand Vs Deficient Demand, Measures to control excess demand, Measures to control deficient demand, Fiscal Policy – An overview, Meaning, Objectives and Components of Government Budget, Budget Receipts, Budget Expenditure, Revenue Receipts, Capital Receipts, Types of Budgets – Balanced, Surplus and Deficit Budgets, Measures to control Deficits, Overview of recent Union Budget and TN Budgets	15
V	Meaning of Foreign Exchange Rate, Foreign Exchange Market, Currency Appreciation and Currency Depreciation, Types of Foreign Exchange Rate System, Demand for Foreign Exchange, Supply of Foreign Exchange, Determination of Foreign Exchange Rate, Fluctuations in Exchange Rate, Balance of Trade, Balance of Payment.	6

References (Latest Editions of)

1	P L Mehta, Managerial Economics, Sultan Chand and Sons.
2	Paul A Samuelson, Economics, McGraw Hill.
3	Gregory Mankiw, Macroeconomics, Macmillan Worth Publishers.
4	Rudiger Dornbusch, Stanley Fischer and Richard Startz, Macroeconomics, Tata McGraw Hill.
5	Dwivedi, D.N, Macroeconomics – Theory and Policy, Tata McGraw Hill.

Course designed by: Prof. Dr. S. Madhavan

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	1
CO2	2	2	2	1	1	2	1
CO3	2	3	2	3	1	2	3
CO4	1	2	2	1	3	2	2
Total Score	8	9	8	7	6	7	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	3	2	2	3	2	1	1
CO2	1	2	2	2	3	1	2
CO3	2	3	1	3	1	2	2
CO4	1	2	3	2	1	1	1
Total Score	7	9	8	10	7	5	6

Level of Correlation between COs and PSOs

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

INNOVATION AND ENTREPRENEURSHIP			L	T	P	C
			4			4
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to						
CO1	To introduce the concept of entrepreneurship and innovation					
CO2	To enable them to identify an opportunity so as to prepare them for venturing a business.					
CO3	To help explore the funding avenues for new ventures.					
CO4	To expose and facilitate the venture formation formalities					
Unit No.	**Detailed Course Content**	Hrs				
I	Basics for Entrepreneurship Mindset: Introduction to Entrepreneurship – Types – Traits and Qualities - Entrepreneurial Opportunity & Identification methods – Ethics for entrepreneurs.	12				
II	Innovation and Entrepreneurship: Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking – IPR – Licensing – Patent Rights.	12				
III	Ideation and Preparation of Business Plan: Problem Identification – Creative Problem Solving- Development of Minimum Viable Product – Market testing and research – Preparation of Business Plan- Business Model Canvas.	12				
IV	Funding for New Venture: Financing the New Venture- Venture Capital – Angel Investment- Crowd Financing Role of Banks – Institutional Finance to Small Industries – Incentives – Institutional Arrangement. Capital structure and working capital financing,	12				
V	Venture Formation and Sustenance: Schemes and Plans for entrepreneurs – Support Organization – Funding Support - Formation of a legal organization – Management of the new Venture.	12				
References (Latest Editions of)						
1.	Raj Shankar, Entrepreneurship-Theory and Practice, Vijay Nicole Imprints Pvt Ltd.					
2.	Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House					
3.	M.L. Sharma, Entrepreneurship Development and Management, Khanna Publishers					
4.	Dr. G.K. Varshney, Fundamentals of Entrepreneurship Sahitya Bhawan					
5.	Peter F. Drucker, Innovation and Entrepreneurship, Routledge					
Course designed by Dr. G. Magesh Kuttalam						

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	0	2	2	2	0	1
CO2	2	2	2	2	1	1	2
CO3	2	2	3	3	1	1	2
CO4	2	2	2	2	2	0	1
Total Score	8	6	9	9	6	2	6

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	0	1	2
CO2	2	2	2	3	1	1	2
CO3	2	2	3	3	1	1	2
CO4	2	2	3	3	0	0	2
Total Score	9	9	11	12	2	2	8

Level of Correlation between COs and PSOs

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

MANAGERIAL READINESS LAB		**L**	**T**	**P**	**C**
				4	**2**
Course Outcomes (CO):Upon successful completion of this course, the learner would be able to					
CO1	To make the students understand the basic nuances of communication used in the industry in general/chosen industry in specificby enabling him to understand himself on his Strength and weakness and also by networking with industry.				
CO2	To improve upon the public speaking ability by making the students learn from their peer/outsider and made to present/express on business topics on regular basis about their chosen industry.				
CO3	To sensitize on the current business happenings through regular reading and visiting field both individually as well in team and present on the contemporary business news about their chosen industry				
CO4	To understand the nuances of working in team by making them participate/organize team activity, visit field in team and exhibit the results based on management/business on their chosen industry.				
Module	**Detailed Course Content**				
Mod. 1	Business News Analysis Presentation with detailed news, the clips to be submitted by all students and the presenters to be chosen randomly. submission of hand written document compulsory before the lot picking. Source: Business Magazines/Dailies not more than 15 days old				
Mod. 2	Understanding self: Identifying right industry suitable to the skill and interest Accessing their annual report and analysing their business on multiple dimension and setting right Goal suitable linking the personality and job				
Mod. 3	Field Work: Visiting the field and interviewing the business personalities operating a micro manufacturing Unit (4 member team assignment), SME Manufacturing Unit (8 member team assignment)				
Mod. 4	Industry Connect: Identifying Industry Mentor by each student (4 Nos.-each from a different company and different cities) in their respective chosen industry and establishing rapport with them				
Mod. 5	Company Report Perusal – Phase III Comparing the different parameters of the the business of the mentors on the parameters used in Phase I & Phase II.				
Mod. 6	Team Activity – Caselet Presentation, Case based Management Games/Group Discussion, Case Based Situation role play with participants' feedback – Round 1				
Mod. 7	Field Work: Visiting the field and interviewing the business personalities operating a micro service activity Unit (4 member team assignment), SME Service activity Unit (8 member team assignment)				

Mod. 8	Team Activity – Case study Presentation, Cased based Management Games/Group Discussion, Case Based Situation role playwith feedback from the participants – Round 2
Mod. 9	Industry Connect: Understanding the industry through Industry Mentor by each student in their
Mod. 10	Business News Analysis Presentation with detailed news about their above identified industry, the clips to be submitted by all students and the presenters to be chosen randomly. submission of hand written document compulsory before the lot picking. Source: Business Magazines/Dailies not more than 15 days old
Mod. 11	Business News Analysis Presentation with detailed news about their dream industry, the clips to be submitted by all students and the presenters to be chosen randomly. submission of hand written document compulsory before the lot picking. Source: Business Magazines/Dailies not more than 15 days old
References (Latest Editions of)	
1.	K Sundar, A. Kumara Raj, Essentials of Business Communication Vijay Nicole Imprinting (P) Ltd.
2.	Dr. Amitabh Kishor Dwivedi, Communication Skills For Professionals And Students, Notion Press
3.	Winning Series, Get Set Goals : Making Your Dreams Real, Embassy Books
4.	Chakraborty Indranil, Stories At Work, Penguin Portfolio
5.	Sanjay Shah, Business Management Simplified: Practical, Actionable Solutions for Entrepreneurs
Course designed by Dr. G. Magesh Kuttalam	

MAPPING of COs with POs

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

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	3	2	0	3
CO2	3	3	3	3	2	2	3
CO3	3	3	3	3	1	0	3
CO4	3	3	2	3	3	1	3
Total Score	12	11	10	12	8	3	12

Level of Correlation between COs and PSOs

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