

MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati – 517 102



SCHOOL OF COMMERCE AND MANAGEMENT

B.B.A. - Bachelor of Business Administration
(3 Years Degree)

Bachelor of Business Administration (Hons.)
(4 Years Degree)

CURRICULUM AND SYLLABUS
(From 2025-26 Admitted Batches)

FULLY FLEXIBLE CHOICE BASED CREDIT SYSTEM (FFCBCS)



MOHAN BABU UNIVERSITY

Vision

To be a globally respected institution with an innovative and entrepreneurial culture that offers transformative education to advance sustainability and societal good.

Mission

- ❖ Develop industry-focused professionals with a global perspective.
- ❖ Offer academic programs that provide transformative learning experience founded on the spirit of curiosity, innovation, and integrity.
- ❖ Create confluence of research, innovation, and ideation to bring about sustainable and socially relevant enterprises.
- ❖ Uphold high standards of professional ethics leading to harmonious relationship with environment and society.

SCHOOL OF COMMERCE AND MANAGEMENT

Vision

To be the preferred choice for commerce and management education recognised for excellence, innovation, entrepreneurship and societal consciousness

Mission

- ❖ Impart relevant knowledge of commerce and management, a broad set of skills, and an inquisitive attitude to provide appropriate and distinctive solutions to serve industry and community
- ❖ Offer an experience par excellence with our state-of-the-art research, innovation, and incubation ecosystem to realise our learners' fullest entrepreneurial potential
- ❖ Provide continued education and research support to working professionals in the field of commerce and management to augment their domain expertise in the cutting-edge technologies used for business developments
- ❖ Inculcate the true spirit of societal consciousness in managers of tomorrow in solving challenges in commerce and management.

DEPARTMENT OF MANAGEMENT

Vision

To become the centre of excellence for management education and research in the country, wherein learners are empowered with the advanced management knowledge to effectively utilise their potential in their career and as entrepreneurs for betterment of the society.

Mission

- ❖ To provide management knowledge to instil the spirit of curiosity, compassion, courage and commitment through effective teaching learning process.
- ❖ To uphold the leadership excellence among the learners through research and mentoring.
- ❖ To create an effective learning environment that empowers the learners with the right blend of skills with theory and practice to build a dynamic society.

B.B.A. – Bachelor of Business Administration

PROGRAM EDUCATIONAL OBJECTIVES

After few years of graduation, the graduates of B.B.A. will:

- PEO1.** Pursue higher education in the field of management in functional areas - Marketing, Finance and Human Resources and Digital Marketing, Business Analytics, Financial Technology, E Commerce and Supply chain management, Digital Transformation, International business, Logistics and supply chain management or any other areas of their interest.
- PEO2.** Solve key challenges of management in general and functional areas in particular through professional career in industry/teaching/research.
- PEO3.** Get inspiration to engage in entrepreneurial career.
- PEO4.** Manage teams through effective leadership skills.
- PEO5.** Exhibit societal consciousness and ethical behaviour in practicing management along with learnability.

PROGRAM OUTCOMES

On successful completion of the Program, the graduates of B.B.A. will be able to:

- P01.** Gain the knowledge of management concepts relevant to corporate issues.
- P02.** Analyse the real time problems of the contemporary management.
- P03.** Develop solutions to the contemporary management challenges.
- P04.** Interpret the emerging issues in management through proper investigations and analysis.
- P05.** Utilize appropriate tools and techniques to solve managerial problems.
- P06.** Provide solutions for managerial problems with social consciousness.
- P07.** Offer sustainable and environmental friendly strategies in solving managerial issues.
- P08.** Establish highly ethical and moral standards in the given environment in solving managerial challenges.
- P09.** Lead the people and work with teams for acceptable outcomes.
- P010.** Communicate effectively in all forms to the stakeholders.
- P011.** Manage businesses effectively in a given environment.
- P012.** Learn continuously on the contemporary issues and practice in the field of management.

PROGRAM SPECIFIC OUTCOMES

On successful completion of the Program, the graduates of B.B.A. will be able to:

- PSO1.** Use fundamental knowledge of management domains to solve complex business problems.
- PSO2.** Use simulated problems, case analysis, projects, and industrial training to gain multidisciplinary knowledge
- PSO3.** Make competent management professionals through life-long learning who are ethically sound and have an understanding of societal and ecological issues relevant to their profession



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Centre for Distance and Online Education

B.B.A. – Bachelor of Business Administration

Academic Year 2025-26

Course Structure

I-Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	S	
1.	MG25UG0201L	BUSINESS COMMUNICATION	2	-	2	-	3
2.	MG25UG0101L	BUSINESS ECONOMICS	3	-	-	-	3
3.	MG25UG0301L	FUNDAMENTALS OF ACCOUNTING	3	-	-	4	4
4.	MG25UG0102L	BUSINESS ENVIRONMENT	3	-	-	-	3
5.	MG25UG0103L	BUSINESS STATISTICS	3	-	-	-	3
6.	MG25UG0104L	FINANCIAL MATHEMATICS	3	-	-	-	3
TOTAL			17	-	2	4	19



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Centre for Distance and Online Education

B.B.A. – Bachelor of Business Administration

Academic Year 2025-26

Course Structure

II-Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	S	
1.	MG25UG0202L	BASICS OF COMPUTERS	2	-	2	-	3
2.	MG25UG0105L	FINANCIAL MANAGEMENT	3	-	-	-	3
3.	MG25UG0106L	MANAGEMENT CONCEPTS	3	-	-	-	3
4.	MG25UG0107L	ORGANISATIONAL BEHAVIOUR	2	1	-	-	3
5.	MG25UG0108L	PRODUCTION AND OPERATIONS MANAGEMENT	3	-	-	-	3
6.	MG25UG0109L	ENVIRONMENTAL SCIENCE	2	-	-	-	2
7.	MG25UG0110L	INTRODUCTION TO DIGITAL MARKETING	3	-	-	-	3
8.	MG25UG0111L	LEADERSHIP IN DYNAMIC BUSINESS ENVIRONMENT	3	-	-	-	3
9.	MG25UG0112L	PERSONALITY DEVELOPMENT	3	-	-	-	3
TOTAL			24	1	2	-	26



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Academic Year 2025-26

Course Structure

III-Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	S	
1.	MG25UG0113L	MANAGEMENT ACCOUNTING	3	-	-	-	3
2.	MG25UG0114L	FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT	3	-	-	-	3
3.	MG25UG0115L	MARKETING MANAGEMENT AND CONSUMER BEHAVIOUR	3	-	-	-	3
4.	MG25UG0116L	CORPORATE GOVERNANCE AND BUSINESS ETHICS	3	-	-	-	3
5.	MG25UG0117L	BUSINESS RESEARCH AND STATISTICAL TOOLS	3	-	-	-	3
6.	MG25UG0118L	ESSENTIALS OF CYBER SECURITY	2	-	-	-	2
7.	MG25UG0119L	DECISION MAKING FOR EFFECTIVE MANAGERS	2	1	-	-	3
8.	MG25UG0120L	INFLUENCER MARKETING STRATEGY	3	-	-	-	3
9.	MG25UG0121L	CAREER READINESS AND LEADERSHIP MANAGEMENT	3	-	-	-	3
TOTAL			28	-	-	-	29

Course Code	Course Title	L	T	P	S	C
MG25UG0201L	BUSINESS COMMUNICATION	2	-	2	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: Business Communication is designed to equip individuals with essential skills and strategic practices for effective interaction and relationship-building among businesses, clients, and stakeholders						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Demonstrate proficiency in error-free writing using accurate business vocabulary and grammar.					
CO2.	Analyze multiple levels of organizational communication and identify potential barriers, fostering a deeper understanding of communication as a dynamic organizational process.					
CO3.	Compose effective business correspondence with clarity, precision, and conciseness.					
CO4.	Cultivate critical thinking by developing coherent, well-structured, and articulate writing skills					
CO5.	Integrate modern technology to enhance communication practices and strategies.					

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	2	-	3	-	-	-	-	1	-
CO2	2	3	-	-	-	-	2	-	2	-	-	-	1	-	-
CO3	2	2	-	-	-	-	2	-	3	-	-	-	1	-	-
CO4	2	-	-	-	-	-	2	-	3	-	-	-	-	1	-
CO5	-	2	-	-	2	-	2	-	3	-	-	-	-	-	1
Course Correlation Mapping	2	2	-	-	2	-	2	-	3	-	-	-	1	1	1

Correlation Levels:

3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO BUSINESS ENGLISH (09 Periods)

Understanding Communication, Communication Process, Introduction to Business communication, Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

Module 2: BUSINESS CORRESPONDENCE (09 Periods)

Types of business letters, Format of a business letter, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters, Interoffice Memo, Notices.

Module 3: BUSINESS REPORT WRITING (09 Periods)

Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, and determine the process of writing a report.

Module 4: BUSINESS MEETINGS (09 Periods)

Types of meeting, importance of business meetings, Conducting meetings, seminars, conferences, opening and closing, meetings, GDs, presentation guidelines for delivery, Agenda, Minutes, Difference between Meeting and GD.

Module 5: TECHNOLOGY IN BUSINESS COMMUNICATION (09 Periods)

Utilizing technology in business communication, The strategic importance of e-communication: E-mail, text messaging, Instant messaging, Project Management Tools, Voice over IP (VoIP), Cloud storage, Video conferencing, and Social networking.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Role-playing exercises (e.g., client meetings, negotiations)
2. Make a PowerPoint presentation on the modern communication system of any organization.
3. Analyze the pros and cons of video conferencing.
4. Prepare visual aids to support the presentation
5. Make a detailed study on social networking and its impact on modern business.
6. Case study on the e-commerce websites with reference to their communication strategy. Deliver individual presentation using PowerPoint on a business topic of your choice

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXTBOOK:

- 1 Vikram Bisen & Priya. Business Communication. New Age International, 2009.

REFERENCE BOOKS:

1. Guffey Mary Ellen, Loewy Dana Almonte & Richard. Essentials of business communication. Nelson College Indigenous, 2018.
2. Anjanee Sethi & Bhavana Adhikari. Business Communication. Tata Mc Graw Hill, 2009.
3. P. D. Chaturvedi, & Mukesh Chaturvedi. Business Communication: for B. Com course of Uttar Pradesh Universities Pearson Education. 2011.
4. Jones, Leo & Richard Alexander. New International Business English. CUP, 2003.
5. Bovee. Courtland L & John V.Thill, Business Communication Today, Pearson Education, 2021
6. Levi, Daniel. Group Dynamics for Teams. 3 ed. Sage Publications India Pvt. Ltd. New Delhi, 2011.
7. Dona J. Young, Foundation of Business Communication: An Integrative Approach, Tata McGraw-Hill Publishing Company Limited, New Delhi.2005
8. R. C. Sharma& Krishna Mohan. Business correspondence and report writing: a practical approach to business & technical communication. Mc Graw Hill India, 2017.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110105052>
2. https://edurev.in/courses/14522_Business-Communication-The-Ultimate-Guide
3. <https://youtu.be/2hLe-dSD0rg>

WEB RESOURCES:

1. <http://www.rapodar.ac.in/pdf/elearn/Business%20Communication%20Semester%20I%20notes>.
2. <https://ebooks.inflibnet.ac.in/mgmt07/chapter/purpose-of-business-reports-and-its-types/>
3. <https://www.vedantu.com/commerce/barriers-in-communication>
4. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001401/M011193/ET/1532666465Mod5QuadIBarriersofCommunication.pdf
5. <https://theintactone.com/2019/02/19/rm-u4-report-writing/>
6. <https://qnazone.com/types-of-business-communication/>
7. <https://clearinfo.in/blog/technology-in-business-communication/>

Course Code	Course Title	L	T	P	S	C
MG25UG0101L	BUSINESS ECONOMICS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course aims to make the students aware of how the Economy deals in Micro (Small/single) market and get a better understanding of the business environment and real organizational problems.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Understand the principles of Managerial Economics.
- C02.** Analyze the demand and supply in business.
- C03.** Apply the production and its cost elements in practice.
- C04.** Analyze the Market Structure and Pricing practices to solve business problems.
- C05.** Understand the impact of macroeconomics on business.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	2	2	2	2	1	1	1	1	2	2	2	3	2	1
C02	3	3	3	2	3	1	1	1	1	2	2	2	3	2	1
C03	3	2	3	2	3	1	1	1	1	2	3	2	3	3	1
C04	3	3	3	3	3	2	1	1	2	2	3	2	3	3	2
C05	3	3	2	3	2	2	2	2	2	2	2	3	3	2	3
Course Correlation Mapping	3	3	3	2	3	1	1	1	1	2	2	2	3	2	2

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1: INTRODUCTION TO ECONOMICS

(09 Periods)

Introduction–Basic concepts, Economic rationale of optimization, Nature and scope of business economics, Macro and Micro economics, Basic problems of an economy, Marginalism, Equi marginalism, Opportunity cost principle, Discounting principle.

Module 2: THEORY OF UTILITY

(09 Periods)

Theory of utility, cardinal and ordinal utility theory, law of diminishing marginal utility, law of Equi marginal utility, indifference curves, consumer equilibrium, consumer surplus

Module 3: CONCEPT OF DEMAND AND SUPPLY

(09 Periods)

Different concepts of demand, demand curve, Determinants of demand, Law of demand, Demand forecasting methods, Concepts of elasticity. Concept of supply, supply curve, Conditions of supply, Elasticity of supply.

Module 4: PRODUCTION AND COST ANALYSIS

(09 Periods)

The production function, Short-run and Long-run production function, law of diminishing returns and returns to scale. Fixed, variable and other cost concepts, least cost-input combination.

Module 5: PRICING IN DIFFERENT MARKET STRUCTURES

(09 Periods)

Market – Types – Structures – Features - Price determination (long run and short run) in Perfect Competition, Monopoly, Monopolistic and Oligopoly markets, pricing strategies.

Total Periods:45

EXPERIENTIAL LEARNING

1. To expose students of under graduates in management to basic Micro Economics Concepts and inculcate and the analytical approach to the subject matter.
2. To stimulate the student's interest by showing the relievable and use of various economic theories.
3. To apply economic reasoning to problems of business.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Ahuja H.L. Business Economics (Micro Economic Analysis), S.Chand Publishing, 13th Edition, 2019.
2. Koustsoyianni. A , Modern Micro Economics, Macmillan New Delhi, 2nd Edition, 2012.
3. DN Dwivedi, Managerial Economics, Vikas Publishing, 10th Edition, 2024.

REFERENCE BOOKS:

1. Mithani, D. M, Fundamentals of Business Economics-II, Himalaya Publishing House, 1st Edition, 2012.
2. Dr. Anupam Agarwal, Anju Agarwal, Business Economics, SBPD Publications, 1st Edition, 2023.
3. M.John Kennedy, Fundamentals of Business Economics, Himalaya Publishing, First Edition, 2015.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110101005>
2. <https://www.pearson.com/channels/microeconomics/learn/brian/ch-10-the-costs-of-production/average-total-cost-short-run-and-long-run>

WEB RESOURCES:

1. <https://www.geektonight.com/business-economics-notes-pdf>
2. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001405/M022215/ET/1504609919Module-19.pdf
3. <https://targetstudy.com/courses/bba-be.html>
4. <https://www.icsi.edu/media/webmodules/publications/New%20Full%20Final%20BE%2011.07.2014.pdf>

Course Code	Course Title	L	T	P	S	C
MG25UG0301L	FUNDAMENTALS OF ACCOUNTING	3	-	-	4	4
Pre-Requisite	---					
Anti-Requisite	---					
Co-Requisite	---					

COURSE DESCRIPTION: The objective of the course is to equip the students with the understanding of accounting process and double entry system. The course is designed so that the students can understand the scientific preparation of accounting books with relevant interpretation. The course also provides students with knowledge of preparation of final accounts.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Apply the double-entry system to record the business transactions.
- CO2** Prepare different types of subsidiary books to record the business transactions.
- CO3** Understand and analyze Receipts and Payments A/c and Income and Expenditure A/c, and write Rectification entries for the errors in the books of accounts.
- CO4** Determine the closing balance of assets under different Depreciation methods and measure the financial performance of the business at the end of the year.

CO-PO-PSO Mapping Table:

Course Outcome s	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	-	-	-	1	-	-	-	1	-	1	-
CO2	3	1	-	1	-	-	-	1	1	-	-	1	1	-	-
CO3	3	1	-	1	-	-	-	1	1	-	-	1	1	-	-
CO4	3	1	-	-	-	-	-	1	1	-	-	1	-	1	-
CO5	3	1	-	-	-	1	-	-	1	-	-	1	-	-	1
Course Correlation Mapping	3	1	-	1	-	1	-	1	1	-	-	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module-1: ACCOUNTING PROCESS

(09 Periods)

Introduction–Evolution and Definition–Accounting Functions–Advantages and Limitations–Users of Accounting Information–Branches of Accounting–Accounting Principles: Concepts and Conventions– Double Entry System - Classification of Accounts - Accounting Cycle–Journal– Ledger and Trial Balance. (Including problems)

Module-2: SUBSIDIARY BOOKS

(08 Periods)

Meaning –Types - Purchases Book - Purchases Returns Book - Sales Book - - Sales Returns Book - Bills Receivable Book - Bills Payable Book – Cash Book - Single Column, Two Column, Three Column, and Petty Cash Book - Journal Proper (Including problems)

Module-3: NON-TRADING CONCERN

(08 Periods)

Introduction - Meaning – Definitions, features of Non-Trading Concern - Receipts and Payments A/c - Income and Expenditure A/c - Differences between Receipts and Payment A/c and Income and Expenditure A/c. (Including problems)

Module-4: RECTIFICATION OF ERRORS AND DEPRECIATION

(10 Periods)

Errors and their Rectification: Types of Errors - Suspense Account – Effect of Errors on Profit. Depreciation (AS-6): Meaning – Causes –Depreciation, Amortization and Depletion - Objectives of providing for depreciation – Factors affecting depreciation – Accounting Treatment – Methods of depreciation: Straight Line Method - Diminishing Balance Method – Annuity Method – Depletion Method (Including problems)

Module 5: FINAL ACCOUNTS

(10 Periods)

Final Accounts of Sole Trader: Capital and Revenue Expenditure – Capital and Revenue Receipts - Differed Revenue Expenditure. - Preparation of Final Accounts - Manufacturing, Trading and Profit & Loss Account and Balance Sheet – Adjustments –(Including problems)

Total Periods: 45

Course Code	Course Title	L	T	P	S	C
MG25UG0102L	BUSINESS ENVIRONMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course will prepare future entrepreneurs to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. It will ensure that They will be able to assess the impact of these different environments on the potential to succeed in their new business.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand the concept, significance and changing dimensions of Business Environment.
- CO2** Interpret the role of economic systems and economic environment and its impact on business.
- CO3** Infer the importance and impact of legal and political, Socio- Cultural environment on the business.
- CO4** Understand the importance of Multinational corporations, foreign collaborations and international institutions in business.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	-	-	-	-	-	-	3	-	-	-	2	2	-
CO2	3	2	-	-	-	-	-	2	-	-	-	-	2	2	-
CO3	3	2	-	-	-	-	-	2	-	-	-	-	2	2	-
CO4	3	2	-	-	-	-	-	-	-	-	-	-	2	2	-
Course Correlation Mapping	3	2	-	-	-	-	-	2	3	-	-	-	2	2	-

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: BUSINESS ENVIRONMENT

(09 Periods)

Concept, Nature, Scope, Significance, Types of Environments, Internal and External Environment, Factors Influencing Business Environment, Techniques of Environmental Scanning and Monitoring, Emerging Dimensions of Business Environment.

Module 2: ECONOMIC ENVIRONMENT**(09 Periods)**

Concept, Nature, Scope, Elements of Economic Environment, Economic System and Business Environment, Economic planning, Industrial policy, Fiscal policy, Monetary Policy, New economic policy.

Module 3 POLITICAL AND LEGAL ENVIRONMENT**(09 Periods)**

Concepts, Political institutions, Rationale and Extent of State Intervention, Reasons for State Intervention, Types of Intervention, Government Business Interface, Legal Environment, Changing Dimensions of Legal Environment.

Module 4 SOCIO- CULTURAL ENVIRONMENT**(09 Periods)**

Concept, Elements of Socio, Cultural Environment, Impact, Social Responsibility of Business, Business Ethics, Corporate Governance.

Module 5 GLOBAL ENVIRONMENT**(09 Periods)**

Concept, Nature, Scope, Significance, Foreign Investment in India, Benefits and problems of MNCs, Strategies for Going Global, EXIM Policy, FEMA, Emerging Challenges of Global Business.

Total Periods: 45**EXPERIENTIAL LEARNING**

- 1 Prepare a mini project report regarding recent trends and changes in the Indian economic environment.
 - 2 Submitting the assignment on emerging challenges of global business.
 - 3 Presentation of seminar on the topics selected topics.
- All the above is detailed in CHO.

RESOURCES**TEXT BOOKS:**

- 1 K. Aswathappa, Essentials of Business environment, Himalaya Publishing House
- 2 Francis Cherunilam, Business environment – Text and cases, Himalaya Publishing House

REFERENCE BOOKS:

- 1 Sundaram & Black. International Business Environment Text and cases, PHI
- 2 Pandey G.N. Environmental Management, Vikas publishing house

VIDEO LECTURES:

- 1 <https://www.youtube.com/watch?v=dUoRQia5e6k>
- 2 https://www.youtube.com/watch?v=AOng_0C2g6M

Web Resources:

- 1 <https://archive.nptel.ac.in/>
- 2 <https://ncert.nic.in/textbook/pdf/lebs103.pdf>
- 3 <https://ncert.nic.in/textbook/pdf/lebs103.pdf>

Course Code**Course Title****L T P S C****MG25UG0103L****BUSINESS STATISTICS**

3 - - - 3

Pre-Requisite -**Anti-Requisite** -**Co-Requisite** -

COURSE DESCRIPTION: This course makes students learn and apply statistical tools in daily life and create quantitative models to solve real-world problems in appropriate contexts. Also, able to understand the importance of Statistics in real life by providing the necessary data analysis for solving business problems

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the basics of statistics, tabulation, and graphical representation of data.
- CO2.** Apply Statistical tools and techniques in Decision making.
- CO3.** Examine the measures of dispersion and skewness.
- CO4.** Develop knowledge of Correlation and Regression concepts.
- CO5.** Interpret the results of statistical tests and make statistically relevant conclusions/decisions.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	-	-	-	-	-	-	-	-	-	3	3	-	-
CO2	3	3	3	-	-	-	-	-	-	-	2	3	3	-	-
CO3	3	3	3	-	-	-	-	-	-	-	2	3	3	-	-
CO4	3	2	3	-	-	-	-	-	-	-	2	3	3	-	-
CO5	3	3	3	-	-	-	-	-	-	-	2	3	3	-	-
Course Correlation Mapping	3	3	-	-	-	-	-	-	-	-	-	3	3	-	-

Correlation Levels:**3: High;****2: Medium;****1: Low**

COURSE CONTENT

Module 1: INTRODUCTION

(09 Periods)

Introduction to Statistics: Meaning, Definition, Features, Importance and limitations of statistics. Types of Statistics, Types of Variables, Data types, meaning and difference between primary and secondary data, data collection methods. Classification and tabulation of data (problems).

Module 2: MEASURES OF CENTRAL TENDENCY

(09 Periods)

Introduction to Measures of Central Tendency. Characteristics of an ideal measure of Central Tendency; Types of Measures of Central Tendency - mean, median, mode, geometric mean and harmonic mean. Merits, Limitations and Suitability of averages. Relationship between averages.

Module 3: MEASURES OF DISPERSION

(09 Periods)

Meaning and Significance. Absolute and Relative measures of dispersion Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, and Kurtosis.

Module 4: CORRELATION AND REGRESSION

(09 Periods)

Meaning, Definition, and Use of Correlation, Scatter diagram, Types of correlation - Karl Pearson's correlation coefficient, Spearman's Rank correlation, Probable Error. Regression-Meaning and utility of Regression analysis, Comparison between Correlation and Regression, regression lines -X on Y, Y on X, Regression Equations, and Regression Co-efficients.

Module 5: INDEX NUMBERS

(09 Periods)

Hypothesis-Procedure for testing hypothesis - Setting of Hypothesis, Types of errors in hypothesis testing - Level of significance, Test of significance for Large and small sample tests, Z and t-tests for mean, Chi-square test for goodness of fit and independence of attributes. Simple problems only.

Total Periods:45

EXPERIENTIAL LEARNING

1. Below is the frequency distribution

Selling Prices (Rs. thousands)	Frequency
15 up to 18	8
18 up to 21	23
21 up to 24	17
24 up to 27	18
27 up to 30	8
30 up to 33	4
33 up to 36	2
Total	80

Construct a histogram. What conclusions can you reach based on the information presented in the histogram?

- Calculate the arithmetic mean for the wages of workers in a Factory

Wages (Rs).	4	6	8	10	15	16
Workers	5	15	6	7	8	2

- Calculate the correlation coefficient between X and Y and comment on their relationship.

X	1	3	5	7	8
Y	2	5	7	9	10

- The following sample observations were randomly selected.

X	4	5	3	6	10
Y	4	6	5	7	7

- The following sample observations were randomly selected.

X	5	3	6	3	4	4	6	8
Y	13	15	7	12	13	11	9	5

- Determine the regression equation.
- Determine the value of Y' when X is 7.

RESOURCES

TEXT BOOKS:

- Lind, D. A., Marchal, W. C., & Wathen, S. A. (2021). *Basic statistics for business and economics*. McGraw-Hill.
- Sharma, J.K (2014) Business Statistics 4th edition Delhi: Vikas Publishing House
- S.P.Gupta, Statistical Methods. Sultan Chand and sons.

REFERENCE BOOKS:

- Das and Swain, Business statistics for managerial decision, HPH
- Pillai & Bagavathi (2015) Statistics, S Chand
- Levin, R. I., & Rubin, D. S. (2014). Statistics for management. Delhi: Pearson.

VIDEO LECTURES:

- <https://www.digimat.in/nptel/courses/video/110107114/L01.html>
- https://www.youtube.com/watch?v=ImpxCMX2i_k&list=PLd605q1Prvz8TlgPXANEQyuDBNb6VSYFj

WEB RESOURCES:

- <https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf>
- <https://www.ascdegreecollege.ac.in/wp-content/uploads/2020/12/Business-Statistics-by-Gupta.pdf>
- <http://web.uvic.ca/~nkarlson/col11776-1.34.pdf>

Course Code	Course Title	L	T	P	S	C
MG25UG0104L	FINANCIAL MATHEMATICS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION:

This course enables knowledge on various mathematical tools, techniques and models which help in dealing with real-life business problems and provide solutions.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the basic concepts of indices and functions.
- CO2.** Apply the concept of matrices to solving business problem.
- CO3.** Understand the concept of Calculus and Methods of differentiations and Integration.
- CO4.** Analyze the basic concepts of economics and their importance in business decisions.
- CO5.** Apply the results of mathematical calculations to help evaluate various options in reaching financial decisions.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	1	1	1	1	2	2	3	2	2
CO2	2	3	3	2	3	1	1	1	1	1	3	2	3	3	2
CO3	2	3	2	3	3	1	1	1	1	1	3	2	3	3	2
CO4	2	3	3	3	3	2	1	2	2	1	3	3	3	3	2
CO5	2	3	3	3	3	2	2	2	2	2	3	3	3	3	3
Course Correlation Mapping	2	3	2	3	3	1	1	1	1	1	3	2	3	3	2

Correlation Levels:

3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: BASIC MATHEMATICS

(09 Periods)

Theory of Indices: Definition, types of indices, properties of indices, basic problems on indices. Functions and its applications to business, limits of function and continuity.

Module 2: VECTORS AND MATRICES

(08 Periods)

Geometrical and physical interpretation of vectors, Introduction to Matrices
Multiplication of Matrices, Inverse of a Matrix, Rank of a Matrix and Matrix applications in management.

Module 3: ELEMENTARY CALCULUS

(09 Periods)

Differentiation: Definition, rules of differentiation, logarithmic differentiation, partial differentiation of first and second order, maxima & minima. Integration: Definition, some standard rules of integration, integration by substitution.

Module 4: APPLICATION OF CALCULUS

(10 Periods)

Elasticity of demand, Average revenue, Marginal revenue, Average cost, Marginal cost, Total cost, Consumer's surplus, Supply curve of short period and long period in perfect competition, Maximum revenue, Minimum Cost.

Module 5: MATHEMATICS FOR FINANCE

(09 Periods)

Progressions: Arithmetic and Geometric progressions and their applications. Simple interest, Compound interest, Annuity, Concept of present value and amount of sum types of annuities, present value and amount of an annuity including the cases of continuous compounding, problems relating to sinking fund.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Select any three products observe demand and supply or Demand and Price in the market. Using the data Construct the relationship.
2. A finance company has offices located in every division, every district and every taluka in a certain state in India. Assume that there are 5 divisions, 30 districts and 200 taluka in the state. Each office has one Head Clerk, One Cashier, One Clerk and One Peon. A divisional office has, in addition, an Office Superintendent, 2 Clerks, one Typist and one Peon. A district office has in addition, one clerk and one peon. The basic monthly salaries are as follows: Office Superintendent Rs. 5000; Head Clerk Rs. 2000; Cashier Rs. 1750; Clerk and Typist Rs. 1500 and Peon Rs. 1000. Using matrix notations find.

The total number of posts of each kind in all the offices taken together,
The total basic monthly salary bill of each kind of office, and
The total basic monthly salary bill of all the offices taken together.
3. Identify any five products. Gather information about the price and quantity demanded. Classify them according to whether their demand is elastic or inelastic.
4. Identify any two or three banks/NBFCs. Gather Information about the schemes and interest rates. Do a comparative study and summarize the report.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Akhilesh & Balasubrahmanyam — *Mathematics and Statistics for Management*, Vikas Publishing House, 1st Edition, 2008.
2. Dr.C.Sancheti and V.K.Kapoor, *Business Mathematics*, Sultan Chand & Sons, 11th Edition, 2011.

REFERENCE BOOKS:

1. Peter Brusov, Tatiana Filatova, Natali Orekhova, *Financial Mathematics : Exercises and Solutions*, Springer, 1st Edition, 2024.
2. J.K Singh, *Business Mathematics*, Himalaya Publishing House, 3rd Edition, 2025.
3. Dr.Amarnath Dikshit & Dr.Jinendra Kumar Jain , *Business Mathematics*, Himalaya Publishing House, First Edition, 2026.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=92A3Z71Uzss>
2. <https://www.youtube.com/watch?v=JpczImBYsQE>
3. https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_me90

WEB RESOURCES:

1. https://cbseacademic.nic.in/web_material/Manuals/appliedmaths/Chapter11_Basics_Financial_Mathematics.pdf
2. https://onlinecourses.nptel.ac.in/e-learning/preview/noc21_me24
3. https://www.google.co.in/books/edition/Financial_Mathematics/4wGeEAAAQBAJ?hl=en&gbpv=1&dq=FINANCIAL+MATHEMATICS&pg=PA486&printsec=frontcover

Course Code	Course Title	L	T	P	S	C
MG25UG0202L	BASICS OF COMPUTERS	2	-	2	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course consists of an introduction to basic vocabulary and terminology related to computer and word processing, Microsoft Word, the Internet, web search and email.

COURSE OUTCOMES : After successful completion of the course, students will be able to:

- CO1.** Apply MS Word, Excel, and PowerPoint tools to create professional documents and presentations.
- CO2.** Design effective PowerPoint presentations for academic and professional use.
- CO3.** Perform and analyse mathematical and statistical calculations using Excel functions.
- CO4.** Explain and Utilize MS Access and database concepts for data management.
- CO5.** Demonstrate the use of Internet and social networking tools for communication and information sharing.
- CO6.** Work independently or in team to solve problems with effective communication.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	2	1	1	2	2	2	1	3	2	3
CO2	2	2	3	2	1	2	1	1	3	2	2	1	2	2	3
CO3	3	3	3	2	2	2	1	1	1	2	2	1	3	2	3
CO4	3	2	2	3	2	2	1	1	1	2	2	1	3	3	-
CO5	2	2	2	1	2	3	2	2	3	2	1	1	2	2	1
CO6	2	2	3	2	2	3	2	2	3	3	2	2	2	2	1
Course Correlation Mapping	3	2	3	2	2	2	1	1	2	2	2	1	3	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: BASICS OF COMPUTERS

(05 Periods)

Introduction – Meaning – Characteristics – Types – Advantages and Limitations of a Computer – Computer Input Devices: Key Board – Mouse Scanners – Digital Camera – Touch Screen. Output Devices: Monitors – Printers. Storage Devices: Hard Disk – RAM – CD-ROM, Operating Systems: Windows.

Module 2: MS WORD

(07 Periods)

Introduction – Menus – Shortcut menus – Tool bars Files: Creating – Opening – Saving – Renaming – Closing Documents and Text Format & Paragraph: Formatting and Paragraphs – Attributes – Moving – Copying – Pasting Bulleting: Bullet and Number lists – Nested lists – Formatting lists tables : Draw – Insert – Rows & Columns – Moving– Resizing – Table Properties. Page Formatting: Margins Page Size & Orientation – Headers and Footers – Page Numbers –Preview and Printing-mail merge.

Module 3: MS EXCEL

(06 Periods)

Introduction to spread sheet – components of EXCEL opening screen Building worksheet. Entering data in worksheet – editing, deleting, copying and moving cells and ranges adjusting column width and row height – inserting and deleting cells, rows and columns using auto-fill – creating and working with formula – functions in EXCEL – Graphs and Charts: Types of charts – elements of a chart – creating a chart.

Module 4: MS ACCESS

(07 Periods)

Introduction to Access and Database – Database objects – creating database – Creating tables: creating a table using data sheet, design view and table wizard – data types – primary key – entering and modifying data in a table – Creating forms: creating auto forms – creating forms using design view and form wizard – entering and editing records in forms – Creating queries: types of queries – creating queries using query wizard – Creating reports: creating auto reports – creating reports using report wizard.

Module 5: INTERNET

(05 Periods)

Internet – Scope – Uses and advantages - Applications of internet in business – Email - Opening an Email Account– Sending and Receiving e-mails using internet Introduction to online shopping.

Total Periods: 30

EXPERIENTIAL LEARNING

1. Perform MS DOS commands in command prompt.
2. Create the Resume in MS word
3. Create an advertisement in MS Word document using page and content borders, patterns, and text formatting.
4. Create organization letterhead by using of MS office
5. Perform Mail-merge in MS word
6. Apply mathematical function and generate students grade sheet in excel
7. Represent sales forecasting of a firm using charts in excel
8. Create a data base in MS Access
9. Create email id
10. Sent a formal email to multiple persons using any emailing application

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Archana Kumar , Computer Basics with Office Automation, I.K. International Publishing House Pvt. Limited, (Latest Revised Edition), 2019.
2. Sanjay Saxena, S. Mohan Naidu, Rajneesh, Computer Application in Management, Agarwal Amit K Kashyap & Vikas Publishing House, 2016.
3. Nasib Singh Gill, Handbook of Computer Fundamentals, Khanna Publication, New Delhi, 1st Edition, 2025.

REFERENCE BOOKS:

1. S.V. Srinivasa Vallaban, Computer Applications in Business, Sultan Chand and Sons, 3rd Edition, 2006.
2. V.Rajaraman, Niharika Adabala., Fundamentals of Computers, PHI Learning Pvt., Ltd., 7th Edition, 2025.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=BUE-XJEHp7g>
2. <https://www.youtube.com/watch?v=sMHzfjgUxz4>

WEB RESOURCES:

1. <https://testbook.com/learn/computer-fundamentals/>
2. <https://excel.cloud.microsoft/en-us/>
3. <https://www.simplilearn.com/learn-ms-excel-free-training-course-skillup>

Course Code**Course
Title****L T P S C****MG25UG0105L****FINANCIAL MANAGEMENT**

3 - - - 3

Pre-Requisite -**Anti-Requisite** -**Co-Requisite** -

COURSE DESCRIPTION: This course provides a detailed discussion on various sources of finances for corporate and utilization of funds for taking effective decisions related to capital structure, financing and investment in order to achieve maximum business growth.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

CO1. Understand the basic concepts of Corporate Finance and practical application of time value of money concept.

CO2. Understand the importance of cost of capital and analyse the leverage of the firm.

CO3. Evaluate the optimal capital structure on the basis of cost of capital.

CO4. Analyse the right investment decisions based on cost-benefit analysis.

CO5. Understand the dividend payout and analyse the dividend decisions for retaining the funds.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	1	2	-	-	-	-	-	2	2	3	1	1
CO2	2	3	2	2	3	1	1	1	1	1	3	2	3	2	2
CO3	2	3	3	3	3	1	1	1	2	1	3	2	3	3	2
CO4	2	3	3	3	3	2	1	1	2	1	3	2	3	3	2
CO5	2	3	3	2	3	1	1	2	2	1	3	2	3	2	3
Course Correlation Mapping	2	3	2	2	3	1	1	1	2	1	3	2	3	2	2

Correlation Levels:**3: High;****2: Medium;****1: Low**

COURSE CONTENT

Module 1: FINANCIAL MANAGEMENT FUNCTIONS

(08 Periods)

Introduction to Financial Management: Meaning and scope - Profit vs. Wealth maximization- Functions of Financial manager in the modern age- Time value of money-Agency problem.

Module 2: COST OF CAPITAL & LEVERAGE

(12 Periods)

Cost of capital: Sources of finance- Estimating the Cost of Capital: meaning- significance - computation of cost of specific sources of finance (cost of Debt, Equity & Preference shares & Retained earnings)- Computation of weighted average cost of capital-Marginal cost of capital (Theory and Problems)

Leverages: Meaning- Types- Financial Leverage- Operational Leverage- Composite Leverage- EBIT and EPS Analysis (Theory and Problems)

Module 3: FINANCING DECISIONS

(09 Periods)

Capital Structure: Introduction – Importance – Factors determining Capital Structure-Optimal Capital structure-Theories of Capital Structure: Relevance and Irrelevancy theories- (Theory and Problems)

Module 4 INVESTMENT DECISION

(10 Periods)

Capital Budgeting Decisions: Traditional methods, discounted cash flow methods, risk analysis in capital budgeting.

Working capital Management: Operating cycle estimation, Cash management, Inventor management, receivable management.

Module 5 DIVIDEND DECISIONS

(06 Periods)

Dividend decisions: influencing factors, forms and special dividends. Walter, Gordon and MM models Linter's model, dividend practices in India. Buy back of shares, taxation of dividends and capital gains.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Take Nifty 50 companies and understand their capital structure.
2. Analyze the financial statements of BSE SENSEX- 30 companies

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. I.M.Pandey, Financial Management, Vikas Publishing, 11th edition, 2015.
2. James C. Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, 12th Edition, 2011.
3. Eugene F Brigham, Michael C. Ehrhardt, Financial Management Theory and Practice, Cengage Learning, 14th edition, 2014.

REFERENCE BOOKS:

- 1 Khan M.Y, Jain P.K, Financial Management- Text, Problems and Cases, McGraw Hill, 7th edition, 2014.
- 2 Prasanna Chandra, Financial Management : Theory and Practice, McGraw Hill, 8th edition, 2011.

VIDEO LECTURES:

- 1 <https://www.youtube.com/watch?v=uoksQDoZqRM>
- 2 https://www.youtube.com/watch?v=Sx-dy96_tCQ

WEB RESOURCES:

- 1 [ca-inter-fm-sm-section-a-fm-chapter-8-dividend-decisions-by-icai-1770787296.pdf](#)
- 2 <https://testbook.com/ugc-net-commerce/capital-budgeting-decisions>
- 3 <https://www.scribd.com/presentation/642221099/EBIT-EPS-analysis>

Course Code	Course Title	L	T	P	S	C
MG25UG0106L	MANAGEMENT CONCEPTS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course enables the students to study the evolution of management, functions and principles of management, application of the principles in an organization, system and process of effective controlling in the organization.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Understand the fundamental concepts, principles, functions, and theories of management and their application in organizations.
- C02.** Apply planning and decision-making techniques to achieve organizational objectives effectively.
- C03.** Analyze organizational structures, authority relationships, delegation, and departmentalization for efficient organizational functioning.
- C04.** Analyse and apply staffing, directing, controlling, motivation, and coordination techniques in managing organizational resources.
- C05.** Evaluate emerging management practices for organization development and Corporate Social Responsibility (CSR).

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO 1	PO2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO1 2	PSO1	PSO 2	PSO 3
C01	3	2	2	2	2	2	1	2	2	2	2	2	3	2	2
C02	2	3	3	3	3	2	2	2	3	2	2	2	3	3	3
C03	2	3	3	3	3	2	1	2	2	2	2	2	3	3	2
C04	2	3	3	3	3	3	2	2	3	2	2	3	3	3	3
C05	2	3	2	3	3	3	2	3	2	2	2	2	3	3	3
Course Correlation Mapping	2	3	3	3	3	2	2	2	2	2	2	2	3	3	3

Correlation Levels:

3: High;

2: Medium;

1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO MANAGEMENT (08 Periods)

Meaning, definition, concept, scope and principles of management; Evolution of management thought - Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

Module 2: PLANNING – IMPORTANCE (08 Periods)

Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making

Module 3: ORGANIZING (09 Periods)

Meaning, importance, principles of organizing, span of management, Patterns of organization – formal and informal organizations, Common organizational structures; departmentalization, Authority- delegation, centralization and decentralization, Responsibility – line and staff relationship;

Module 4: STAFFING (10 Periods)

Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Coordination – Need and types and techniques of co-ordination - Distinction between coordination and co- operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination.

Module 5: EMERGING ISSUES IN MANAGEMENT (10 Periods)

Total Quality Management, Technology Management, Talent and Knowledge Management, Leadership, Organizational change and Development, Corporate Social responsibility.

Total Periods:45

EXPERIENTIAL LEARNING

1. Analyze a real-life organization and identify management functions (POSDCORB) and management theories practiced. Prepare and present findings in groups.
2. Case of Amazon India on Planning and Staffing personnel for its timely delivery in rural area
3. Students solve organizational scenarios involving structured and unstructured decisions and justify their choices using decision-making models.
4. Visit an organization or NGO, study its CSR initiatives, and submit a report evaluating their social impact.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Charles W.L. Hill and Steven L. McShane, Principles of Management, Tata Mc-craw-Hill Company, New Delhi, 1st Edition,2017.
2. Griffin, Ricky W., Management, AITBS Publishers and Distributors, New Delhi, 13th e, 2021.

REFERENCE BOOKS:

1. Hitt, MA., J.S., Black and Porter, L.W., Management, Pearson Education, New Delhi, 3rd Edition, 2012.
2. Laurie J. M., Management and Organizational Behaviour, Pearson, New Delhi, 13th Edition, 2023.
3. Stephen P.Robbins, Mary Coulter, David De Cenzo, Fundamentals of Management: Essential Concepts and Applications, Pearson Education India, 10th Edition, 2017.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=4mk3L0yfjYI>
2. <https://www.youtube.com/watch?v=1bc4geMhWHU>
3. <https://www.youtube.com/watch?v=lmXdrjaET4g>

WEB RESOURCES:

1. <https://anucde.info/bba1a.pdf>
2. <https://www.geeksforgeeks.org/business-studies/posdcorb-meaning-full-form-and-elements/>
3. <https://www.geeksforgeeks.org/business-studies/organizational-change-nature-causes-and-change-process/>

Course Code
MG25UG0107L

Course Title
**ORGANISATIONAL
BEHAVIOUR**

L T P S C
2 1 - - 3

Pre-Requisite

Anti-Requisite

Co-Requisite -

COURSE DESCRIPTION: This course enables the students to know the principles in an organization, the system and process of effective controlling in the organization.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Explain organizational behavior concepts, perception processes, and workplace behavioral perspectives.
- CO2.** Understand the managerial strategies in achieving the organizational goals of an organization
- CO3.** Demonstrate the impact of motivation and leadership in group dynamics.
- CO4.** Solve organizational conflicts through negotiation and team building.
- CO5.** Evaluate communication, organizational change, development interventions, and resistance management.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	1	2	2	3	2	3	3	2	2
CO2	3	3	3	2	3	2	2	2	3	3	2	3	3	3	2
CO3	2	3	2	2	2	2	1	2	3	3	2	2	3	2	2
CO4	2	2	3	2	2	3	1	2	3	3	2	2	3	2	2
CO5	2	2	2	3	2	2	2	3	3	3	2	3	3	3	3
Course Correlation Mapping	2	2	2	2	2	2	1	2	3	3	2	3	3	2	2

Correlation Levels: 3: High; 2: Medium;

1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(09 Periods)

Nature and scope – Linkages with other social sciences- Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process.

Module 2: LEARNING

(09 Periods)

Learning - Learning Process- Theories- (Pavlov, Skinner and Thorndike) - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs.

Module 3: MOTIVATION AND LEADERSHIP

(09 Periods)

Definition and nature of motivation, Theories of Motivation (Maslow, Alderfer) - Leadership –Traits-Styles –Leadership skills– Challenges to leaders– Groups – stages formation of groups – Group Dynamics – Collaborative bargaining Processes in Work Groups - Johari -Window theory.

Module 4: ORGANIZATIONAL CONFLICTS

(09 Periods)

causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem, Solving Techniques Stress, types of stress causative factors of stress in organizations, preventive measures.

Module 5: ORGANIZATIONAL COMMUNICATION

(09 Periods)

Communication, Types and process, importance and barriers – Organizational change - Change process - resistance to change – Organizational development and OI interventions.

Total Periods:45

EXPERIENTIAL LEARNING

1. Collect the case studies related to recent topics in OB and other Contemporary OB Practices and Present them as a seminar.
2. Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.
3. The case studies will be collected as Assignments and the same will be evaluated.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Robbins.P. Stephen, Organizational Behaviour, Pearson Education, New Delhi, 2006.
2. Luthans Fred, Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi, 1998.
3. K.Aswathappa, Organisational Behaviour-Text, Cases and Games, Himalaya Publishing House, New Delhi, 2008.

REFERENCE BOOKS:

1. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: Organisational Behaviour, TMH Education, New Delhi, 2008.
2. Pareek Udai, Understanding Organizational Behaviour, Oxford University Press, New Delhi, 2007.
3. Jerald Greenberg and Robert. A. Baron, Organizational Behaviour, PHI learning Private Ltd., New Delhi, 2009.

VIDEO LECTURES:

1. https://www.youtube.com/watch?v=Sg64udtQ300&list=PL3Y_p3e-Lne2no2K5cNa8y7ti1uqCjZw8
2. <https://www.youtube.com/watch?v=pHg3ZfGk5j0>

WEB RESOURCES:

1. <https://www.icmrindia.org>
2. <https://www.geeksforgeeks.org/business-studies/organizational-behaviour-meaning-fields-nature-and-foundations/>

Course Code	Course Title	L	T	P	S	C
MG25UG0108L	PRODUCTION AND OPERATIONS MANAGEMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course deals with the design and operation of the systems for production of goods and services. It will explore the approaches and analyze strategic decisions in operations management with a focus on designing products and processes, allocating scarce resources to strategic alternatives, and do long-range capacity and facility planning

- COURSE OUTCOMES:** After successful completion of the course, students will be able to:
- CO1.** Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness
 - CO2.** Evaluate concepts of facilities location and maintenance in the production department
 - CO3.** Analyse and evaluate Production Schedule for Competitive Advantage
 - CO4.** Explain the key terms, Methods, and techniques of inventory control in the field of Production practices in the organization.
 - CO5.** Assess the tools and techniques for project review and evaluation

CO-PO-PSO Mapping Table:

Course Outcome s	Program Outcomes												Program Specific Outcome s		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	1	1	1	1	3	2	3	2	2
CO2	2	3	2	2	3	1	1	1	1	1	3	2	3	3	2
CO3	2	3	3	3	3	2	1	1	2	1	3	2	3	3	2
CO4	2	3	2	3	3	1	1	1	1	1	3	2	3	3	2
CO5	2	3	3	3	3	2	2	2	2	2	3	3	3	3	3
Course Correlation Mapping	2	3	2	3	3	1	1	1	1	1	3	2	3	3	2

Correlation Levels:

3: High;

2: Medium;

1: Low

COURSE CONTENT

Module 1: INTRODUCTION (09 Periods)

Introduction to operations: Nature, scope and Importance, Evolution Scope and Development Stages of Operation Management, Operations strategy: As a competitive weapon & Concept of productivity

Module 2: PLANT LOCATION AND LAYOUT (09 Periods)

Plant location-Plant Layout-Classification and merits. Plant Maintenance Methods-Breakdown, Preventive and Productive maintenance. Replacement Policies-Unit and Group Replacement policies

Module 3: CAPACITY PLANNING (10 Periods)

Planning Capacity Across the Organization, Planning Long-Term Capacity, Capacity Timing and Sizing Strategies

Module 4: MATERIALS MANAGEMENT (09 Periods)

Materials Handling, Role of purchase department, Inventory Basics, ERP, KANBAN System, Lean operations and JIT.

Module 5: PERT & CPM (08 Periods)

Concepts of project Management, CPM, PERT and Project Network Crashing and Cost Analysis, Applications of Network techniques.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Give a seminar on operation strategy as a competitive tool and submit a report.
2. Generate the idea of a new product and develop a prototype product.
3. Collect any case study of material management related to manufacturing company and present a summary report.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Richard B. Chase, Ravi Shankar and F. Robert Jacobs, Operations & Supply Chain Management; McGraw-Hill, 16th Edition, 2021.
2. Chary S. N. Production and Operations Management, Tata McGraw Hill, 6th Edition, 2019.

REFERENCE BOOKS:

1. Aswathappa K, Production and Operations Management, Himalaya Publishing House, 3rd Edition, 2025.
2. Russell S. Roberta & Taylor, Operations Management, Prentice Hall, 10th Edition, 2023.

VIDEO LECTURES:

1. https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg53
2. <https://www.youtube.com/watch?v=YV6e3JOjB8>

WEB RESOURCES:

1. <https://www.investopedia.com/terms/o/operations-management.asp>
2. <https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/>
3. <https://journals.sagepub.com/home/PAO>

Course Code	Course Title	L	T	P	S	C
MG25UG0109L	ENVIRONMENTAL SCIENCE	2	-	-	-	2
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides a detailed discussion on natural resources, ecosystems, biodiversity, environment pollution and control, social issues and environment, human population and environment.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Analyze natural resources to solve complex environmental problems and natural resource management considering society, environment and sustainability.
- CO2.** Analyze ecosystems and biodiversity to solve complex environmental problems by following environmental ethics considering society, environment and sustainability besides communicating effectively in graphical form.
- CO3.** Analyze various types of pollution and their control measures to solve environmental problems through appropriate tools and techniques following latest developments considering society, ethics, environment and sustainability.
- CO4.** analyze social issues and its impact on environment, environmental acts to solve complex environmental problems considering society, environment and sustainability besides communicating effectively in graphical form.
- CO5.** analyze human population and its impact on environment to solve complex environmental problems through team work and using appropriate tools and techniques considering ethics, society, environment and sustainability.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcome s		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	-	2	-	1	-	-	-	1	-	2	3	2	2
CO2	3	3	-	2	-	1	1	-	1	-	-	2	3	3	2
CO3	3	3	-	2	1	1	1	-	-	-	1	2	3	3	2
CO4	3	3	-	3	-	1	1	-	1	-	-	2	3	3	2
CO5	3	3	-	2	1	1	1	1	-	-	-	3	3	3	3
Course Correlation Mapping	3	3	-	3	1	1	1	1	1	1	1	2	3	3	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: NATURAL RESOURCES

(07 Periods)

Multidisciplinary nature of environment; Natural Resources: Renewable and non-renewable resources; Forest, Water, Mineral, Food and Energy resources -Causes, Effects, Remedies, Case studies; Role of an individual in conservation of natural resource and equitable use of resources for sustainable lifestyles.

Module 2: ECOSYSTEMS AND BIODIVERSITY

(07 Periods)

Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem - Producers, Consumers, Decomposers; Food chains, Food webs, Ecological pyramids - Types; Characteristic features, Structure and functions of forest ecosystem, Desert ecosystem, Aquatic ecosystem.

Biodiversity: Concept and value of biodiversity, Role of biodiversity in addressing new millennium challenges, Hot spots of biodiversity, Threats to biodiversity, Man-wild life conflicts, Endemic, Endangered and extinct species of India, Conservation of biodiversity - In-situ and ex-situ.

Module 3: ENVIRONMENTAL POLLUTION AND CONTROL

(06 Periods)

Causes, Adverse effects and control measures of pollution - Air pollution, Water pollution, Soil pollution, Noise pollution, Thermal pollution, Nuclear pollution, Solid waste management - Urban waste, industrial waste; Carbon management; Latest developments in pollution control, Hazards and disaster management - Floods, Earthquakes, Tsunamis, Case studies.

Module 4: SOCIAL ISSUES AND THE ENVIRONMENT

(06 Periods)

Sustainable development, Urban problems related to energy, Environmental ethics - Issues, Solutions; Global warming, Acid rain, Ozone layer depletion, Nuclear accidents and case studies, Wasteland reclamation, Consumerism and waste products, Concept of green technologies, Environment justice: National Green Tribunal and its importance; Environment protection act, Air act, Water act, Wildlife protection act, Forest conservation act, Issues involved in enforcement of environmental legislation, Public environmental awareness.

Module 5: HUMAN POPULATION AND THE ENVIRONMENT

(04 Periods)

Population growth, Population characteristics and variation among nations, Population explosion, Family welfare programme, Environment and human health, Human rights, Value education, HIV/AIDS, Women and child welfare, Environmental Impact Assessment, Life cycle Analysis, Role of information technology and AI in environment and human health; Case studies - Field Work/Assignment/Seminar on Environmental assets - Water bodies/Forest/Grassland/Hill/Mountain.

Total Periods: 30

EXPERIENTIAL LEARNING:

1. Visit a nearby villages and know the status of availability of local resources that can be improved through proper education.
2. Make an awareness program in the villages for the development of natural resources, ecosystems and biodiversity.
3. Prepare a document by visiting a local urban waste dumping yard near to the Tirupati city.

4. Visit a local village and find a barren land and make the land into a useful land by planting plants or providing the soil and fertilizers required to improve the soil.
5. Visit a local zoological park and identify the species variety and variability.

(Note: It's an indicative one. Course Instructor may change activities and shall be reflected in course Handout)

RESOURCES

TEXT BOOKS:

1. Anubha Kaushik and Kaushik, C.P., *Perspectives in Environmental Studies*, New Age International (P) Ltd. Publications, 6th Edition, 2018.
2. Erach Barucha, *Environmental Studies*, Orient Blackswan, 3rd Edition, 2021.

REFERENCE BOOKS:

1. Cunningham, W. P. and Cunningham, M. A., *Principles of Environmental Science*, Tata McGraw-Hill Publishing Company, New Delhi, 8th Edition, 2016.
2. Benny Joseph, *Environmental Studies*, Tata McGraw-Hill, 2nd Edition, 2009.
3. Anji Reddy, M., *Text Book of Environmental Science and Technology*, BS Publications, Revised Edition, 2014.
4. Rajagopalan, R., *Environmental Studies*, Oxford University Press, 3rd Edition, 2015.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/105107213>
2. <https://nptel.ac.in/courses/127105018>
3. <https://nptel.ac.in/courses/109105203>

WEB RESOURCES:

1. <https://moef.gov.in/>
2. <https://cpcb.nic.in/>
3. <https://www.who.int/health-topics/environmental-health>
4. https://www.tutorialspoint.com/environmental_studies/environmental_studies_environment.htm

Course Code	Course Title	L	T	P	S	C
MG25UG0110L	INTRODUCTION TO DIGITAL MARKETING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course is designed to provide the student with a good understanding of the concepts, strategies, and trends associated with digital marketing and provide insights into key strategies using Internet-based platforms. It helps the students to explore the skills in technological based marketing approaches.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand basic knowledge about Digital marketing.
- CO2.** Know various Digital marketing tools used for Business.
- CO3.** Understand the social media marketing strategies.
- CO4.** Analyze e- mail and mobile marketing strategies.
- CO5.** Understand the various data analytics and measurement tools in digital marketing.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	1	2	1	1	1	1	1	2	2	3	2	2
CO2	2	2	2	2	3	1	1	1	1	2	3	2	3	3	2
CO3	2	3	2	2	3	2	1	1	2	3	3	2	3	3	2
CO4	2	3	3	3	3	2	1	1	2	2	3	2	3	3	2
CO5	2	3	3	3	3	2	2	2	2	2	3	3	3	3	3
Course Correlation Mapping	2	2	2	2	3	2	1	1	2	2	3	2	3	3	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO DIGITAL MARKETING (09 Periods)

Origin and Development of Digital Marketing – Traditional vs Digital Marketing – Opportunities & Challenges- Online Marketing Mix

Module 2: DIGITAL MARKETING TOOLS (09 Periods)

Content Marketing – Content creation process – Content pillar - Types – A/B Testing – Display Advertising – Search Engine Marketing –Search Engine Optimization (On page & Off page optimization) - Email Marketing, – Mobile Marketing

Module 3: SOCIAL MEDIA MARKETING (09 Periods)

Introduction, Types of Social Media/Key Terms to Understand, How Social Media Influences

Audience and Google, integrating social media into your Website and Blogs, How to Choose Right social media for your Business/Brand

Module 4: EMAIL MARKETING VS MOBILE MARKETING (09 Periods)

Introduction, email marketing process, design and content, delivery, discovery. Concept and Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps.

Module 5: DIGITAL ANALYTICS & MEASUREMENT (09 Periods)

Importance of Analytics in digital space – Data capturing in online space – Types – Tracking Mechanism – Google Analytics structure – Conversion tracking – Digital Engagement funnel

Total Periods: 45

EXPERIENTIAL LEARNING

- 1 Conduct a brief analysis of the target audience and market opportunities and Develop an online marketing mix strategy.
- 2 Prepare Sample Social Media Posts, Ads, and Email Templates
- 3 Prepare a sample email marketing campaign and a mobile marketing strategy and present in the report.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXTBOOKS:

- 1 Chaffey, D. Smith, P.R., Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing, 5th Edition, Routledge , 6th Edition, 2023.
- 2 Damian Ryan , Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation , Kogan Page Ltd., 4th Edition 2017.

REFERENCE BOOKS:

- 1 Chaffey, D. and Ellis-Chadwick, F., Digital Marketing Strategy, Implementation and Practice, Pearson Education Limited, Harlow, 8th Edition, 2022.
- 2 Dr.Jessica, The Digital Marketing Landscape, Business Expert Press, First Edition, 2021.

VIDEO LECTURES:

- 1 https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview
- 2 <https://sk.sagepub.com/hnbk/edvol/the-sage-handbook-of-digital-marketing/toc>

WEB RESOURCES:

- 1 <https://www.simplilearn.com/history-and-evolution-of-digital-marketing-article>
- 2 <https://www.zazzlemedia.co.uk/blog/coca-cola-digital-marketing/>
- 3 <https://www.simplilearn.com/history-and-evolution-of-digital-marketing-article>
- 4 <https://www.digitalseoguide.com/digital-marketing/how-to-create-a-digital-marketing-strategy/>

Course Code	Course Title	L	T	P	S	C
MG25UG0111L	LEADERSHIP IN DYNAMIC BUSINESS ENVIRONMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION:

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the concepts, types, and components of the business environment and their influence on business organizations.
- CO2.** Examine the impact of social and cultural factors on business operations, organizational behavior, and corporate social responsibility.
- CO3.** Analyze the economic environment, including economic policies, conditions, and structure, and their effect on business decisions.
- CO4.** Demonstrate an understanding of leadership traits, skills, styles, and leadership development practices required for effective leadership.
- CO5.** Evaluate the leadership qualities and contributions of notable business leaders and derive insights for personal and professional development.

CO-PO-PSO Mapping Table:

Course Outcome s	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	1	1	1	2	2	3	1	2	1
CO2	3	3	1	2	3	1	1	1	1	2	3	3	1	3	1
CO3	3	3	1	2	3	2	1	1	1	2	3	3	2	3	1
CO4	3	3	2	2	3	2	1	1	2	2	3	2	3	3	2
CO5	3	3	2	2	3	2	1	2	2	2	3	3	3	3	2
Course Correlation Mapping	3	3	3	3	3	2	1	1	1	2	3	2	3	3	1

Correlation Levels:

3: High;

2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION (09 Periods)

Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.

Module 2: SOCIAL ENVIRONMENT (09 Periods)

Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.

Module 3: ECONOMIC ENVIRONMENT (09 Periods)

Nature of economy, structure of the economy, economic policies, economic conditions.

Module 4: LEADERSHIP (09 Periods)

Leadership - Traits, Skills and Styles- Leadership Development - Qualities of a Good Leader.

Module 5: NOTABLE LEADERS (09 Periods)

Profiles of a few Inspirational Leaders in Business – Jemshedji Tata - Aditya Birla - Swaraj

Paul - L N Mittal - N R Narayana Murthy - Azim Premji, etc

Total Periods: 45

EXPERIENTIAL LEARNING

1. Select a local business and analyze its internal, external, micro, and macro environmental factors. Findings are presented in a report and seminar.
2. Conduct a survey on how economic factors such as inflation, taxation, or government policies affect local businesses and present the results.
3. Analyze the leadership journey, management practices, and achievements of renowned business leaders and present key lessons learned.
4. Students perform SWOT analysis of a business organization and recommend strategies for improving competitiveness in the business environment.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Neelmegham, Business Environment, Vrinda Publication, First Edition, 2012.
2. Aswathappa K, Essentials of Business environment, Himalaya Publishing house, 16th Edition, 2025.
3. Dave Ulrich, Norm Smallwood, Leadership Sustainability: Seven Disciplines to Achieve the Changes Great Leaders Know They Must Make , McGraw-Hill, 1st Edition,2013.

REFERENCE BOOKS:

1. Agnieszka Stachowiak, Coping With Dynamic Business Environments, Taylor & Francis, 1st Edition, 2024.
2. Heller, Robert, Effective Leadership (Essential Managers), DK Publishing, First Edition,1999.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=ODSmjK-2avc>
2. <https://study.com/academy/lesson/video/what-is-the-economic-environment-in-business-definition-importance-factors.html>

WEB RESOURCES:

1. <https://www.nmac.org/wp-content/uploads/2015/04/Leadership-Development.pdf>
2. <https://www.geeksforgeeks.org/business-studies/difference-between-micro-environment-and-macro-environment/>

Course Code	Course Title	L	T	P	S	C
MG25UG0112L	PERSONALITY DEVELOPMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course gives awareness to students about the various dynamics of personality development.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Demonstrate knowledge in Self-Management and Planning Career
- CO2.** analyze the functional knowledge in attitudes and thinking strategies
- CO3.** Learn and apply soft skills for professional success.
- CO4.** action effectively as an individual and as a member in diverse teams
- CO5.** communicate effectively in public speaking in formal and informal situations.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	-	-	-	-	-	2	3	3	-	3
CO2	2	-	-	-	-	-	2	3	3	-	3
CO3	2	-	-	-	-	-	2	3	3	-	3
CO4	2	-	-	-	-	-	2	3	3	-	3
CO5	2	-	-	-	-	-	2	3	3	-	3
Course Correlation Mapping	2	-	-	-	-	-	2	3	3	-	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: SELF-ESTEEM & SELF-IMPROVEMENT

(09 Periods)

Know Yourself – Accept Yourself; Self-Improvement: Plan to Improve – Actively Working to Improve Yourself- Exercises- case studies

Module 2: DEVELOPING POSITIVE ATTITUDES

(09 Periods)

How Attitudes Develop – Attitudes are Catching – Improve Your Attitudes – Exercises- case studies

Module 3: SELF-MOTIVATION & SELF-MANAGEMENT

(09 Periods)

Show Initiative – Be Responsible Self-Management; Efficient Work Habits – Stress Management – Employers Want People Who can Think – Thinking Strategies- Exercises- case studies

Module 4: GETTING ALONG WITH THE SUPERVISOR

(09 Periods)

Know your Supervisor – Communicating with your Supervisor – Special Communication with your Supervisor – What Should you Expect of Your Supervisor? – What your Supervisor expects of you – Moving Ahead Getting Along with your Supervisor- Exercises- case studies

Module 5: WORKPLACE SUCCESS

(09 Periods)

First Day on the Job – Keeping Your Job – Planning Your Career – Moving Ahead- Exercises- case studies

Total Periods: 45

EXPERIENTIAL LEARNING

1. Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of yourself and prepare a personal development plan for the next three years.
2. Analyze the personality traits and leadership styles of successful personalities from business, science, sports, or public service and present the findings through a seminar.
3. How do different personality types influence self-motivation and self-management? Discuss with suitable examples.
4. As a team coordinator, explain various forms of professional communication used in the workplace and their importance.
5. Imagine you have joined a new organization. Describe and analyze the experiences, challenges, and opportunities you may encounter on your first day at work.

(Note: It's an indicative one. Course instructor may change the activities and the same shall be reflected in course handout)

RESOURCES

TEXTBOOK:

1. Mitra, Barun K. *Personality Development and Soft Skills*. 2nd ed., Oxford University Press, 2023.
2. Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ*. Updated ed., Bloomsbury Publishing, 2020.

REFERENCE BOOKS:

1. Robbins, Stephen P., and Timothy A. Judge. *Organizational Behavior*. 19th ed., Pearson, 2023.
2. Carnegie, Dale. *How to Win Friends and Influence People*. Updated ed., Simon & Schuster, 2022.
3. Covey, Stephen R. *The 7 Habits of Highly Effective People*. 30th Anniversary ed., Simon & Schuster, 2020.
4. Duckworth, Angela. *Grit: The Power of Passion and Perseverance*. Scribner, 2021.
5. Clear, James. *Atomic Habits: An Easy and Proven Way to Build Good Habits and Break Bad Ones*. Avery, 2023.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=6Y5VWBLi1es>
2. <https://www.youtube.com/watch?v=H9qA3inVMrA>
3. <https://nptel.ac.in/courses/109107121?>
4. https://www.ted.com/talks/carol_dweck_the_power_of_believing_that_you_can_improve?

WEB RESOURCES:

1. [:ps://www.skillsyouneed.com/ips/communication-skills.html?](https://www.skillsyouneed.com/ips/communication-skills.html?)
2. [:ps://asana.com/resources/self-management](https://asana.com/resources/self-management)
3. [:ps://www.youtube.com/watch?v=Tuw8hxrFBH8](https://www.youtube.com/watch?v=Tuw8hxrFBH8)
4. [:ps://www.thebalancemoney.com/work-benefits-6265536](https://www.thebalancemoney.com/work-benefits-6265536)

Course Code	Course Title	L	T	P	S	C
MG25UG0113L	MANAGEMENT ACCOUNTING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: A study of accounting concepts and reporting techniques applied in a management decision-making context, Students analyze accounting data from real-world case studies and present their analysis, conclusions, and recommendations.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand management accounting concepts, functions, scope, limitations, and analytical tools.
- CO2** Analyze financial statements using comparative, common-size, and trend analysis techniques.
- CO3** Apply marginal costing and break-even analysis for managerial decision-making.
- CO4** Prepare fund flow statements and assess changes in working capital.
- CO5** Construct cash flow statements and evaluate organizational cash flow positions.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	1	1	1	1	2	2	2	3	2	1
CO2	3	3	3	3	2	1	1	1	2	2	2	3	3	3	2
CO3	2	3	2	3	3	1	1	1	1	2	2	3	3	3	1
CO4	2	3	3	3	3	1	1	1	2	3	2	2	3	3	2
CO5	3	2	3	3	2	1	1	2	2	3	2	3	3	2	2
Course Correlation Mapping	3	3	3	3	2	1	1	1	2	2	2	3	3	3	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT:

Module 1: INTRODUCTION TO MANAGEMENT ACCOUNTING (05 Periods)

Management Accounting: Meaning – Nature and Importance Scope and Limitations – Functions - Financial Accounting and Cost Accounting vs. Management Accounting – Tools and Techniques of Management Accounting (Theory only)

Module 2: FINANCIAL STATEMENT ANALYSIS (10 Periods)

Financial Statement Analysis - Financial Statement analysis and Interpretation Comparative Statements – Common Size Analysis and Trend Analysis (Theory and Simple Case Studies).

Module 3: MARGINAL COSTING AND BREAK EVEN ANALYSIS (10 Periods)

Marginal Costing – Characteristics – Assumptions – Marginal Cost Equation – Profit Volume Ratio – Break Even Analysis – Graphic Method – uses of break even point – Limitations of Break even charts – Margin of safety – Angle of incidence – Profit Volume graph. (Theory and Simple Case Studies)

Module 4: FUND FLOW STATEMENT (10 Periods)

Fund Flow Statement: Concept of fund – uses and limitations of Funds Flow Statement - preparation of changes in Working Capital – Funds from Operations – Funds Flow Statement. (Theory and Simple Case Studies).

Module 5: CASH FLOW STATEMENT (10 Periods)

Cash Flow Statement: Concept of cash flow – Classification of Cash Flows – Cash Flows from Operating Activities – Cash Flows from Investing Activities – Cash flows from Financing Activities - Preparation of Cash Flow Statement - Uses and Limitations of Cash Flow Analysis (Theory and simple Case Studies).

Total Periods:45

EXPERIENTIAL LEARNING:

1. Assignments and Quiz
2. Seminars
3. Group Discussions

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

- 1 Subramanyam, K.R., John J Wild., Financial Statement Analysis, Tata McGrawHill, 11th Edition, 2020.
- 2 R.K.Sharma and Shashi K Gupta, Management Accounting Principles and Practice, Kalyani Publishers, 15th Edition, 2021.

REFERENCE BOOKS:

- 1 S P Jain and K L Narang, Cost Accounting, Kalyani Publishers, 16th Edition, 2019.
- 2 Gupta MP, Gupta Ajay, Cost and Management Accounting, Sultan Chand & Sons,

1st Edition, 2023.

- 3 Madhu Vij, Deepika Dhingra, Management Accounting , Taxmann, 2nd Edition, 2025

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=9XTrTqOBtN0>
2. <https://www.youtube.com/watch?v=eUMwwp5zDW0>
3. <https://nptel.ac.in/courses/110101003>
4. <https://opentuition.com/acca/ma/acca-management-accounting-ma-lectures/>

WEB RESOURCES:

- 1 https://www.academia.edu/27871831/MANAGEMENT_ACCOUNTING_STUDY_NOTES
- 2 <https://www.ifrs.org/issued-standards/list-of-standards/ias-7-statement-of-cash-flows/>
- 3 <https://www.geektonight.com/managerial-accounting-pdf/>

Course Code**Course Title****L T P S C****MG25UG0114L****FOUNDATIONS OF HUMAN
RESOURCE MANAGEMENT**

3 - - - 3

Pre-Requisite -**Anti-Requisite** -**Co-Requisite** -

COURSE DESCRIPTION: This course highlights the basics of contemporary and key human resource management skills that are required by management professionals.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand the basic concepts in the functional areas of HRM.
CO2 Evaluate the concepts of Recruitment and Selection, Hiring platforms
CO3 Evaluate the Training and Development activities of the organizations.
CO4 Analyze the Compensation and Wage Policies, Promotion policies of the Employees.
CO5 Understand the various aspects to improve employer employee relationship

CO-PO-PSO Mapping Table :

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	1	2	2	2	2	2	3	2	2
CO2	2	3	3	3	3	2	2	2	3	2	2	2	3	3	3
CO3	2	3	3	3	3	2	1	2	2	2	2	2	3	3	2
CO4	2	3	3	3	3	3	2	2	3	2	2	3	3	3	3
CO5	2	3	2	3	3	3	2	3	2	2	2	2	3	3	3
Course Correlation Mapping	2	3	3	3	3	2	2	2	2	2	2	2	3	3	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(06 Periods)

Human Resource Management – Meaning, Nature and Scope, Importance Functions of HRM and Role of HR Manager Challenges of HRM–Digital Transformation in HRM, Recent Trends in HRM

Module 2: HRM PLANNING

(10 Periods)

HRM planning – objectives and process. Job Analysis, Job description, job specification, Job design recruitment, E Recruitment and Hiring Platforms selection, process, placement and induction and socialization.

Module 3: TRAINING & DEVELOPMENT

(09 Periods)

Definition, Significance of training and development, Methods of training, job change – career planning and development, E Learning, Executive Development,

Module 4: PERFORMANCE APPRAISAL & COMPENSATION

(10 Periods)

Concept, Methods, Promotions, Transfers, Separations Job evaluation –Compensation: factors influencing compensation, Compensation Analytics – Methods of wage, payment, Types, advantages, Wage system in India

Module 5: INTEGRATION & CONTEMPORARY ISSUES IN HRM

(10 Periods)

Trade unions, collective bargaining, grievance handling, Worker's participation in management, Quality of work life- HR metrics, HR Audit

EXPERIENTIAL LEARNING

- 1 Study how AI is used in recruitment, employee screening, and performance management.
- 2 Prepare a business plan for a startup HR consultancy offering recruitment, training, payroll, and HR audit services.
- 3 Study how a company has adopted digital HR practices such as HRIS, e-learning, employee self-service portals, or analytics.
- 4 Design a dashboard showing key HR metrics such as employee turnover, absenteeism, training hours, and employee satisfaction.
- 5 Develop an HR Audit checklist and evaluate the effectiveness of HR functions.
- 6 Design a job advertisement, candidate screening criteria, and interview questions.
- 7 Develop a one-week virtual onboarding plan for newly recruited employees.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

- 1 Sandra Steen, Raymond Noe, John Hollenbeck, Barry Gerhart & Patrick Wright, Human Resource Management, McGraw-Hill, 6th Edition, 2023.
- 2 Robert L. Mathis, John H. Jackson, Sean R. Valentine & Patricia Meglich, Human Resource Management, Cengage Learning, 17th Edition, 2024.

REFERENCE BOOKS:

- 1 National – Susan L. Verhulst, David A. DeCenzo & Promila Agarwal, Human Resource Management: An Indian Adaptation Wiley India, 15th Edition, 2025.

- 2 Gupta, Human Resource Management for Organisational Success, Palgrave Macmillan, First Edition, 2025.
- 3 Gary Dessler & Biju Varkkey, Human Resource Management, Pearson Education, 17th Edition, 2023
- 4 Derek Torrington, Laura Hall, Stephen Taylor & Carol Atkinson, Human Resource Management , Pearson, 12th Edition, 2025.

VIDEO LECTURES

- 1 <https://nptel.ac.in/courses/110105069>
- 2 https://onlinecourses.nptel.ac.in/e-learning/preview/noc22_hs63

WEB RESOURCES

- 1 <https://www.bjvm.ac.in/doc/KR/sunita/bcom/sem1/2022/UNIT-1%20PERFORMANCE%20APPRAISAL.pdf>
- 2 <https://www.slideshare.net/slideshow/contemporary-issues-in-hrm-242764190/242764190>

Course Code	Course Title	L	T	P	S	C
MG25UG0115L	MARKETING MANAGEMENT AND CONSUMER BEHAVIOUR	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course enhances students' knowledge as regards to basics of marketing, develop practical insights into application of marketing concepts.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01** Understand marketing concepts, customer value, and STP strategies in business.
- C02** Apply marketing mix elements to develop effective marketing strategies.
- C03** Analyze emerging marketing trends and technology-driven marketing practices.
- C04** Examine consumer behavior, perception, attitudes, and industrial buying decisions.
- C05** Evaluate global consumer behavior, online buying patterns, and ethical issues

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	2	1	1	2	1	1	1	1	2	3	2	3	2	2
C02	2	3	3	2	3	2	1	1	2	2	3	2	3	3	2
C03	2	3	3	3	3	2	2	1	2	2	3	3	3	3	2
C04	2	3	2	3	2	2	1	2	2	2	3	2	3	2	2
C05	2	3	3	3	3	3	2	3	2	2	3	3	3	3	3
Course Correlation Mapping	2	3	2	2	3	2	1	2	2	2	3	2	3	3	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO MARKETING AND SEGMENTATION (09 Periods)

Concept, scope, and Value of marketing, core marketing principles, Marketing and Customer Value. Market Segmentation, Targeting & Positioning (STP)-Requirement for effective segmentation, Selecting Target Market Segmentation and Positioning.

Module 2: MARKETING MIX (09 Periods)

Concept of Marketing Mix- Product, Price, Place, Promotin, Processes, and Physical evidence.

Module 3: RECENT TRENDS IN MARKETING (09 Periods)

Relationship Marketing, Digital Marketing, Post-modern marketing, market sustainability and ethics, Global marketing, Virtual marketing, E-buying behavior -Meaning, Importance, and Use of Information Technology in marketing practices

Module 4: INTRODUCTION TO CONSUMER BEHAVIOUR (10 Periods)

Meaning, Definition – Scope and Application of consumer behavior in Marketing – Nature and Characteristics of Indian Consumers – Consumer Perception & Consumer Attitudes- Industrial Buying behavior, Consumer Research Process

Module 5: GLOBAL CONSUMER BEHAVIOUR (10 Periods)

The Global consumer behavior and online buying behavior – Consumer buying habits and perceptions – Issues of privacy and ethics

Total Periods:45

EXPERIENTIAL LEARNING

- 1 Customer feedback collection and analysis to assess customer satisfaction and expectations.
- 2 Mini market research project to study and analyze customer preferences for selected product categories.
- 3 Business Plan presentations focusing on 7Ps.
- 4 Global brand comparison activities to study differences in marketing strategies and consumer behavior across countries.
- 5 Online shopping behavior analysis to understand consumer decision-making in e- commerce platforms.
- 6 Case discussions and fish bowl exercises on marketing issues and challenges.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXTBOOKS:

- 1 Kotler, P., & Keller, K. L., *Marketing Management*, Pearson Education, 15th Edition, 2016.
- 2 Schiffman, L. G., & Wisenblit, J., *Consumer Behavior*, Pearson, 12th ed, 2019.

REFERENCE BOOKS:

- 1 Solomon, M. R., Consumer Behavior : Buying, Having, and Being , Pearson, 14th ed., 2020.
- 2 Dr. Suja R. Nair, Consumer Behaviour and Marketing Research, Himalaya Publishing House, 2nd Edition, 2024.

VIDEO LECTURES:

- 1 <https://www.youtube.com/watch?v=Ymou1pPBCd4>
- 2 <https://www.youtube.com/watch?v=SZ5mTzW9Z3s>

WEB RESOURCES:

- 1 <https://dl.icdst.org/pdfs/files4/6d0a8463fc6caaf1bf454e7ca1177ddb.pdf>
- 2 <https://www.ijedr.org/papers/IJEDR2305388.pdf>
- 3 <https://www.geeksforgeeks.org/marketing/stp-segmentation-targeting-and-positioning/>

Course Code	Course Title	L	T	P	S	C
MG25UG0116L	CORPORATE GOVERNANCE AND BUSINESS ETHICS	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course makes the student Understand ethical issues related to business and good governance necessary for long term survival of business.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

CO1. Understand the principles and significance of corporate governance in organizational functioning.

CO2. Describe the corporate governance framework and practices followed in India.

CO3. Explain the role and importance of ethics in business organizations.

CO4. Analyze ethical issues and their impact on managerial decision-making processes.

CO5. Evaluate business situations and recommend ethical solutions for responsible decision-making.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	2	3	2	2	2	2	3	2	2
CO2	3	2	2	3	2	2	2	3	2	2	2	2	3	2	2
CO3	2	2	2	2	2	3	2	3	2	2	2	2	2	2	3
CO4	2	3	3	3	2	3	2	3	2	2	2	2	3	3	3
CO5	2	3	3	3	3	3	3	3	3	3	2	3	3	3	3
Course Correlation Mapping	2	2	2	3	2	3	2	3	2	2	2	2	3	2	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO CORPORATE GOVERNANCE (09 Periods)

Concept, and Need for Corporate Governance, Features of good governance, Role played by regulators to improve governance, Rights and privileges of shareholders, investor's problems and protection, Duties and responsibilities of auditors in corporate governance, Indian Perspective of Corporate Governance.

Module 2: CORPORATE GOVERNANCE AND CSR (09 Periods)

Ethical issues in Corporate Governance, Factors influencing Corporate Governance, Models of Corporate Governance (Anglo American, Japanese, German & Indian), Theories of Corporate Governance (Agency, Political, Stake holder, Legitimacy, Resource dependency, Stewardship &

Social contract theory). Corporate Social Responsibility. Corporate Citizenship.

Module 3: BUSINESS ETHICS AND VALUES

(09 Periods)

Meaning, Nature of business ethics, Importance of business ethics, Factors influencing business ethics, Ethical theories, Types of ethical dilemmas. Values: Meaning, Types of values. Role of various agencies in ensuring ethics in corporation.

Module 4: ETHICS IN MANAGEMENT

(09 Periods)

Ethics in HRM- Importance, Managing ethical issues in HRM; Marketing ethics- Importance, Ethical issues in marketing, Ethical behaviour in relation to suppliers, competitors; Ethics in Finance and Accounts. Business Ethics in Different Organizational Contexts.

ETHICS IN DECISION MAKING

Module 5:

(09 Periods)

Nature of ethical decision making, Process- Problem identification, Factors influencing ethical decision making- Individual influences (Age & Gender, National and cultural characteristics, Education & employment, psychological factors, Personal values, Personal integrity and moral imagination); Situational influences- (Issue related factors and Context related factors).

Total Periods:45

EXPERIENTIAL LEARNING

- 1 Learn how to Develop Ethical Practices within Organizations and how to Apply Ethical Principles to Decision-Making.
- 2 Learn About Values and Ethics, Ethical Behavior, and the Role of Leadership in Promoting Ethical Behavior
- 3 Understand Various BUSINESS RESEARCH AND STATISTICAL TOOLS theories and Models for solving Ethical issues that arise in Organizations.
- 4 Learn About Various Ethical Issues that arise in Business, Including those in Marketing, Finance, Human Resources, and Information Technology.
- 5 Analyze the CSR activities of various Indian corporations

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

- 1 J Usha Rani, K Aswathappa, Sunanda GundaVajhala, Business Ethics, Himalaya Publishing house; 1st Edition, 2017.
- 2 Dr. S S Khanka, Business Ethics and Corporate Governance (Principles and Practices), S. Chand Publishing, 1st Edition, 2014.
- 3 Satheesh Kumar, Corporate Governance: Principles and Practices, Oxford University Press, 1st Edition, 2010.

REFERENCE BOOKS:

- 1 M.G. Velasquez, Business Ethics : Concepts and Cases, Prentice Hall India Limited, 8th Edition, 2021.
- 2 C.S.V. Murthy, Business Ethics (Text & Cases), Himalaya Publishing House, 1st Edition, 2024.
- 3 Bob Tricker, Corporate Governance, Principles, Policies, and Practices, Oxford University Press, 5rd Edition, 2025.

VIDEO LECTURES:

- 1 <https://www.youtube.com/watch?v=t80QDkdz3DI>- You Tube
2. https://www.youtube.com/watch?v=HmPijVi1S_8
- 3 <https://www.youtube.com/watch?v=n0uwTBrgqxI> - YouTube

WEB RESOURCES:

- 1 <https://www.directors-institute.com/post/comparative-analysis-of-corporate-governance-models-across-different-cultures-how-cultural-differen>
- 2 <https://www.indeed.com/career-advice/career-development/business-ethics>
- 3 <https://cleartax.in/s/corporate-governance-in-india>

Course Code	Course Title	L	T	P	S	C
MG25UG0117L	BUSINESS RESEARCH AND STATISTICAL TOOLS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course gives an overview of the research process including research problem definition, research design, data collection, data analysis, writing of reports, and ethical issues involved.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the concepts, and significance of research in managerial decisions.
- CO2.** Understand the research process and able to identify the research problem and analyze various research designs, sampling methods, measurement scales, and data collection techniques suitable for business research.
- CO3.** Apply appropriate methods for data processing, statistical analysis, interpretation, and hypothesis testing using suitable statistical tools.
- CO4.** Evaluate research findings using descriptive and inferential statistical techniques and draw meaningful conclusions for decision-making.
- CO5.** Develop a research proposal and prepare a well-structured research report by following ethical standards, academic writing conventions, and referencing styles.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	1	1	1	1	2	2	2	3	2	1
CO2	3	3	3	3	2	1	1	1	2	2	2	3	3	3	2
CO3	2	3	2	3	3	1	1	1	1	2	2	3	3	3	1
CO4	2	3	3	3	3	1	1	1	2	3	2	2	3	3	2
CO5	3	2	3	3	2	1	1	2	2	3	2	3	3	2	2
Course Correlation Mapping	3	3	3	3	2	1	1	1	2	2	2	3	3	3	2

Correlation Levels:

3: High;

2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO BUSINESS RESEARCH (09 Periods)

Meaning and Importance of Business Research - Types of Business Research - Technologies used in Business Research - Role of Business Research in Managerial Decisions - Ethics in Business Research. Research Design or Plan : Importance and Preparation of the research design, Contents of a research design.

Module 2: RESEARCH PROCESS (09 Periods)

Research Planning Process – Selection of a Problem for Research – Formulation of the Selected Problem. Review of Literature: Need and Sources of Literature - Online Data Bases Useful for Business Research. Hypotheses: Meaning and Types of Hypotheses – The Role of Hypotheses.

Measurement in Research: Functions and Levels of Measurement. Sampling: Merits and Limitations, Techniques or Methods of Sampling.

Module 3: DATA COLLECTION, ANALYSIS AND PROCESSING (08 Periods)

Meaning and Importance of data- Sources of data - Methods of Collecting data – Tools for data collection – Steps in Processing of Data Analysis.

Module 4: STATISTICAL ANALYSIS OF A DATA (11 Periods)

Purpose of Statistical Analysis – Types of Statistical Analysis: Descriptive and Inferential Analysis. Steps in Statistical Testing of Hypotheses – Tests of Significance: The Parametric and Non-parametric tests. Computerized Analysis - Software Used for Statistical Analysis : SPSS Statistics, Microsoft Excel, R, Stata, SAS, Minitab, Jamovi (Theory).

Module 5: REPORT WRITING (08 Periods)

Meaning – Types of Reports – Planning Report Writing – Research Report Format – Principles of Writing – Documentations : Footnotes and Bibliography – Writing the Report – Typing the Report- Briefing – Evaluation of a Research Report.

Total Periods:45

EXPERIENTIAL LEARNING

1. Select any case study related to sample size determination and submit an assignment
2. For each of the following situations, decide whether the research should be exploratory descriptive or casual. Elaborate briefly on the reasons for your choice.
Identify target market demographics for a shopping center.
I. Establishing the functional relationship between advertising and sales.
II. Investigate consumer reactions to the idea of new laundry detergent that prevents shrinkage in hot water.
III. Estimate sales potential for a new lathe machine.
3. Prepare a questionnaire on customer OTT buying behavior and collect a sample of 100 observations.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. C.R. Kothari, Gaurav Garg, Research Methodology, New Age International Publishers, 2019
2. Uma Sekaran, Research Methods for Business–A Skill Building Approach, John Wiley & Sons (Asia) Pvt. Ltd, 2013.
3. Deepak Chawla & Neena Sondhi , Research Methodology(Concepts and cases), Vikas Publishing, 2016.
4. O.R.Krishnaswami and M.Ranganatham, Methodology of Research in Social Sciences, Himalaya Publishing House, 2nd Edition, 2025.

REFERENCE BOOKS:

1. Zikmund- Babin-Carr- Adhikari-Griffin, Business Research Methods, Cengage learning, 2017.
2. Donald R Cooper and Pamela S Schindler , Business Research Methods, ,9/e,Tata McGrawHill Publishing Company Limited, 2017.
3. Michael, V.P., Research Methodology in Management, Himalaya Publishing, 2019.

VIDEO LECTURES:

- 1 https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
- 2 <https://www.youtube.com/watch?v=Tb72Jz36e8s>

WEB RESOURCES:

- 1 <https://study.sagepub.com/sites/default/files/Wilson%202014%20-%20CH1.pdf>
- 2 <https://egyankosh.ac.in/bitstream/123456789/12267/1/Unit-1.pdf>

Course Code	Course Title	L	T	P	S	C
MG25UG0118L	ESSENTIALS OF CYBER SECURITY	2	-	-	-	2
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: Cybercrime, Cyber offenses, Phishing, Identity theft, Cybercrime in mobile and wireless devices, Organizational measures for handling mobile devices, Security implications on using mobile devices, Tools and methods used in cybercrime, Forensics of computer and handheld devices.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Analyze methods of cybercrime, cyber offenses to maintain cybersecurity.
- CO2.** Investigate tools used for cybercrime to protect computational assets.
- CO3.** Apply appropriate authentication mechanisms to reduce attacks on mobile and wireless devices.
- CO4.** Use appropriate cyber forensics tools and techniques to maintain cybersecurity.
- CO5.** Recognize the need for cybersecurity and practice ethics to protect privacy, property rights in cyberspace.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	1	1	-	1	-	-	-	1	3	2	-
CO2	2	-	3	2	-	1	2	1	-	-	1	1	3	-	1
CO3	2	2	-	3	2	2	2	-	-	-	1	-	3	3	2
CO4	2	2	-	3	-	2	-	-	1	-	1	1	-	-	-
CO5	-	3	2	3	-	2	3	-	-	1	2	1	3	3	1
Course Correlation Mapping	3	3	2	3	2	2	3	2	1	1	1	1	3	3	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: CYBERCRIME

(05 Periods)

Cybercrime and information security, Cybercriminals, Classifications of cybercrimes, How criminals plan the attacks, Social engineering

Module 2: CYBER OFFENSES

(07 Periods)

Cyber stalking, Cybercafe and cybercrimes, Botnets, Attack vector, Cloud computing, Phishing – Methods, Techniques, Spear phishing, Phishing scams, Phishing toolkits, Spy phishing, Countermeasures; Identity Theft – Personally identifiable information, Types, Techniques, Countermeasures, Effacing online identity.

Module 3: CYBERCRIME IN MOBILE AND WIRELESS DEVICES

(06 Periods)

Proliferation of mobile and wireless devices, Trends in mobility, Credit card frauds in mobile and wireless computing era, Security challenges posed by mobile devices, Registry settings for mobile devices, Authentication service security, Attacks on mobile/cell phones, Security implications of mobile devices for organizations, Organizational measures for handling mobile devices related security issues.

Module 4: TOOLS AND METHODS USED IN CYBERCRIME

(06 Periods)

Proxy servers and anonymizers, Password cracking, Keyloggers and spywares, Virus and worms, Trojan horses and backdoors, Steganography, DoS and DDoS attacks, SQL Injection, Buffer Overflow, Attacks on wireless networks.

Module 5: CYBER FORENSICS

(06 Periods)

Cyber forensics, Cyber forensics and digital evidence, Forensics analysis of e-mail, Forensics and social networking sites, Forensics of handheld devices – Smartphone forensics

Total Periods:30

EXPERIENTIAL LEARNING

1. Think of a recent cybercrime news report you read.
 - What type of cybercrime was it?
 - Who do you think were the cybercriminals behind it, and what might have been their motive?
 - How could this attack have been prevented?
2. Analyze a phishing email sample.
 - What were the clues indicating it was a phishing attempt?
 - How could an ordinary user fall for it?
 - Suggest three preventive actions users can take against phishing.
3. Reflect on your online presence.
 - List down all Personally Identifiable Information (PII) you share publicly.
 - What risks does this pose for identity theft?
 - What changes will you make to protect your online identity?
4. Our organization allowing BYOD (Bring Your Own Device).
 - What security challenges can arise?
 - Suggest practical measures to ensure device security in such an environment.

RESOURCES

TEXT BOOKS:

1. Nina Godbole and Sunit Belapure, *Cyber Security: Understanding Cyber Crimes, Computer Forensics and Legal Perspectives*, Wiley India, 3rd Edition, 2021.
2. William Stallings and Lawrie Brown, *Computer Security: Principles and Practice*, Pearson, 5th Edition, 2023.

REFERENCE BOOKS:

1. Bill Nelson, Amelia Phillips and Christopher Steuart, *Guide to Computer Forensics and Investigations*, Cengage Learning, 6th Edition, 2022
2. Nilakshi Jain, Ramesh Menon, *Cyber Security and Cyber Laws*, Wiley, 2020.
3. Charles J. Brooks, Christopher Grow, Philip Craig, Donald Short, *Cybersecurity Essentials*, 1st Edition, Sybex, 2018.
4. ErdalOzkaya, *Cybersecurity: The Beginner's Guide*, 1st Edition, Packt Publishing, 2019.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/106106129>
2. <https://www.coursera.org/specializations/intro-cyber-security>

WEB RESOURCES:

1. <https://www.interpol.int/en/Crimes/Cybercrime>
2. <https://owasp.org/www-project-mobile-top-10/>
3. <https://www.netacad.com/courses/cybersecurity-essentials?courseLang=en-US>

Course Code	Course Title	L	T	P	S	C
MG25UG0119L	DECISION MAKING FOR EFFECTIVE MANAGERS	2	1	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE OUTCOMES: After successful completion of the course, students will be able to understanding of various decision-making models and their applications in real-world business scenarios.

CO1. Understanding financial reporting concepts and their role in business decision-making.

CO2. Analyze industry, competitive, and corporate strategies for business decisions.

CO3. Apply decision-making models, SWOT analysis, and decision trees effectively

CO4. Evaluate financial and quantitative techniques for selecting business alternatives.

CO5. Assess crisis, sustainability, and innovation factors in strategic decisions.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	1	1	2	1	-	-	-	1	3	2	1
CO2	2	3	3	2	2	1	2	1	-	-	1	1	3	2	1
CO3	2	2	3	3	2	2	2	1	-	-	1	1	3	3	2
CO4	2	2	2	3	3	2	2	2	1	-	1	1	3	3	1
CO5	3	3	2	3	2	2	3	2	1	1	2	1	3	3	1
Course Correlation Mapping	3	3	2	3	2	2	3	2	1	1	1	1	3	3	1

Correlation Levels:

3: High;

2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO BUSINESS DECISION MAKING (09 Periods)

The Role of Financial Reporting in Capital Markets, From Business Activities to Financial Statements - Influences of the Accounting System on Information Quality, Accounting Conventions and Standards, Managers' Reporting Strategy, Auditing From Financial Statements to Business Analysis - Business Strategy Analysis, Accounting Analysis, Financial Analysis, Prospective Analysis.

Module 2: DECISION-MAKING MODELS AND FRAMEWORKS (09 Periods)

Industry Analysis - Degree of Actual and Potential Competition, Bargaining Power in Input and Output Markets

Competitive Strategy Analysis - Sources of Competitive Advantage, Achieving Competitive Advantage, Sustaining Competitive Advantage, Applying Competitive Strategy Analysis **Corporate Strategy Analysis** - Sources of Value Creation at the Corporate Level - Applying Corporate Strategy Analysis

Module 3: FUNDAMENTALS OF DECISION MAKING (09 Periods)

Introduction to Business Decision Making: Understanding the importance of decision-making in business, Types of decisions in a business context, The decision-making process: Steps and stages. Decision-Making Models and Tools: Rational decision-making model, SWOT analysis and decision Trees.

Module 4: DECISION-MAKING TECHNIQUES (09 Periods)

Financial Decisions-making techniques: payback Period, NPV and IRR.

Quantitative Decision Making Techniques: Cost-benefit analysis, Linear programming and Statistical decision-making.

Computerised Decision-making techniques: Introduction to decision support systems (DSS) Using data analytics and AI for decision support, Benefits and challenges of DSS.

Module 5: DECISION-MAKING IN CRISIS AND UNCERTAINTY (09 Periods)

Decision-making during crises and emergencies, Adaptive decision-making, Scenario analysis in crisis management, Sustainability in business decisions, Encouraging innovation through decision-making, Measuring the impact of sustainable decisions

Total Periods: 45

EXPERIENTIAL LEARNING

1. Study the company's business model, industry, and competitive environment and Identify a major decision undertaken by the company.
2. Analyze financial statements and key performance indicators and evaluate the quality of financial reporting and decision-related information.
3. Map the decision-making process followed by the company. Apply decision-making models such as Rational Model, Decision Tree, Cost-Benefit Analysis, or Scenario Analysis.
4. Students shall work individually or in groups (3–5 members) to select a company (local business, startup, SME, or listed company) and analyze a significant business decision taken by the organization.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Alan J. Baker, Business Decision Making, Taylor & Francis, 2018.
2. Joseph Bikart, The Art of Decision Making, Watkins Media, 2019.

REFERENCE BOOKS:

- 1 Azhar Kazmi, Strategic Management: Text and Cases, McGraw-Hill Education, 2020.
- 2 Fred R. David, Strategic Management: Concepts and Cases, Pearson Education, 2013
- 3 C. R. Kothari and Vikas Gupta, Quantitative Techniques for Decision Making, Wiley, 2013
- 4 Christian S. Albright, Wayne L. Winston, and Christopher Zappe, Business Analytics: Data Analysis and Decision Making, Cengage Learning India, 2010

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=raqi4gjMLm8&list=PLnD8JdB5BhfQAqqcyN7fe0posEQX9rvwO>
2. <https://www.youtube.com/watch?v=mdr1UHuSCGM>

WEB RESOURCES:

1. <https://www.geeksforgeeks.org/business-studies/decision-making/>
2. <https://study.com/academy/lesson/decision-making-models-definition-types-examples.html>
3. <https://repository.up.ac.za/items/cf7f80a2-9fe3-43fb-b5ca-8f823173f58b>

Course Code	Course Title	L	T	P	S	C
MG25UG0120L	INFLUENCER MARKETING STRATEGY	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course designed to provide students with a comprehensive understanding of influencer-driven digital marketing. The course explores the evolution of influencer marketing, the influencer ecosystem, campaign planning, content strategy, platform selection, audience engagement, performance measurement, and ethical considerations. Students will learn how brands collaborate with influencers to build awareness, generate leads, enhance customer engagement, and drive business growth.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand the concepts, evolution, and significance of influencer marketing in the digital business environment.
- CO2** Identify and evaluate different types of influencers, social media platforms, and audience segments for marketing campaigns.
- CO3** Design influencer marketing strategies aligned with brand objectives and target market requirements
- CO4** Develop engaging content and collaboration plans for influencer partnerships across multiple digital platforms.
- CO5** Evaluate ethical, legal, and regulatory issues associated with influencer marketing and recommend responsible marketing practices.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	1	2	2	2	2	2	3	2	2
CO2	2	3	3	3	3	2	2	2	3	2	2	2	3	3	3
CO3	2	3	3	3	3	2	1	2	2	2	2	2	3	3	2
CO4	2	3	3	3	3	3	2	2	3	2	2	3	3	3	3
CO5	2	3	2	3	3	3	2	3	2	2	2	2	3	3	3
Course Correlation Mapping	2	3	3	3	3	2	2	2	2	2	2	2	3	3	3

Correlation Levels: 3:High; 2:Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO INFLUENCER MARKETING (09 Periods)

Meaning, Nature and Scope of Influencer Marketing - Evolution of Influencer Marketing - Digital Marketing Ecosystem - Role of Influencers in Consumer Decision-Making - Types of Influencers: Nano, Micro, Macro, and Mega Influencers - Benefits and Challenges of Influencer Marketing - Emerging Trends in Influencer Marketing.

Module 2: INFLUENCER IDENTIFICATION AND AUDIENCE ANALYSIS (09 Periods)

Influencer Discovery and Selection Process - Influencer Evaluation Criteria - Audience Demographics and Psychographics - Influencer-Brand Fit Analysis - Social Media Platforms: Instagram, YouTube, LinkedIn, Facebook, X, and TikTok - Consumer Behavior in Social Media Environments - Influencer Credibility and Trust Building.

Module 3: INFLUENCER MARKETING STRATEGY DEVELOPMENT (09 Periods)

Campaign Objectives and Goal Setting - Market Segmentation, Targeting, and Positioning - Influencer Marketing Planning Framework - Budgeting and Resource Allocation - Collaboration Models and Partnership Strategies - Content Strategy and Storytelling Techniques - Building Long-Term Influencer Relationships.

Module 4: CAMPAIGN EXECUTION AND CONTENT MANAGEMENT (09 Periods)

Campaign Design and Implementation - Sponsored Content and Native Advertising - Video Marketing and Live Streaming - User-Generated Content (UGC) - Social Commerce and Influencer-Led Sales - Community Engagement and Brand Advocacy - Crisis Management in Influencer Campaigns.

Module 5: PERFORMANCE MEASUREMENT, ETHICS AND FUTURE TRENDS (09 Periods)

Influencer Marketing Metrics and KPIs - Reach, Engagement, Conversion and ROI Analysis - Analytics Tools and Performance Dashboards - Ethical Issues in Influencer Marketing - Disclosure Guidelines and Regulatory Frameworks - Artificial Intelligence and Influencer Marketing - Virtual Influencers and Future Trends.

Total Periods:45

EXPERIENTIAL LEARNING

1. Analysis of successful influencer campaigns from different industries. Present it in the report form.
2. Identify suitable influencers for a selected brand and prepare an influencer selection report.
3. Develop a complete influencer marketing plan for startup organizations.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

- 1 Gordon Glenister, *Influencer Marketing Strategy: How Influencers Can Help Grow Your Business*, Kogan Page, 2nd Edition, 2024.
- 2 Philip Kotler, Hermawan Kartajaya & Iwan Setiawan, *Marketing 5.0: Technology for Humanity*, Wiley Publications, First Edition, 2021.
- 3 Tracy L. Tuten & Michael R. Solomon, *Social Media Marketing*, SAGE Publications, 3rd Edition, 2018.

REFERENCE BOOKS:

- 1 Neal Schaffer, *The Age of Influence: The Power of Influencers to Elevate Your Brand*, HarperCollins Leadership, USA, 2020.
- 2 Dave Chaffey & Fiona Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, Pearson Education, 2016.
- 3 Melissa Barker et al. – *Social Media Marketing: A Strategic Approach* (Cengage Learning), 2022.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=PYKJjaqyVsk>
- 2 <https://edurev.in/t/501242/marketing-influencer-marketing-strategy-campaign-planning>
- 3 <https://www.youtube.com/watch?v=sKLYwcAkMgg>

WEB RESOURCES:

- 1 <https://www.creatoriq.com/blog/influencer-marketing-trends-2026>
- 2 <https://www.salesforce.com/ap/marketing/influencer-marketing/>
- 3 <https://aicontentfy.com/en/blog/art-of-storytelling-in-content-marketing>

Course Code	Course Title	L	T	P	S	C
MG25UG0121L	CAREER READINESS AND LEADERSHIP MANAGEMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course provides an in-depth understanding of reasoning skills and mathematical concepts, prepare students for job interviews, help learners to develop the vocabulary of a general kind by developing their reading skill, nurture a creative and professional mindset, develop life-long skills students can use to seek jobs, internships and make career changes.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Apply logical reasoning and aptitude skills to solve analytical problems.
- CO2.** Demonstrate interview, communication, and professional etiquette skills.
- CO3.** Analyze and interpret information using reading comprehension and verbal reasoning techniques.
- CO4.** Apply entrepreneurship and leadership concepts in business situations.
- CO5.** Evaluate managerial, ethical, and workplace challenges for effective decision-making.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	-	2	-	2	-	2	-	2	1	-	2
CO2	3	3	-	1	1	-	1	-	1	-	1	-	1	1	1
CO3	3	3	2	2	1	2	-	2	-	2	-	2	-	1	1
CO4	3	3	-	2	1	1	3	1	-	2	-	1	1	-	-
CO5	3	3	1	2	2		2	-	2	-	2	-	-	1	1
Course Correlation Mapping	3	3	1	3	1	1	1	1	1	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: PROBLEM SOLVING IN GROUP

(09 Periods)

Partnership, Partnership related solving problems, Cryptarithmic, Cryptarithmic – solving problems, Ordering, Ranking, Grouping, Venn Diagrams, Venn Diagrams solved questions, Races and Games, Problems on Ages, Clocks & Calendars, Identification of Cross Variable Relation.

Module 2: INTERVIEW SKILLS

(09 Periods)

Self-Image and Self-Presentation, Etiquettes, Interview Skills – Introduction, Do's and Don'ts During Interview, Mock Interview, HR Round – Practice Session, HR personal Interview –Session, Email Etiquettes, Email Drafting – Do's and Don'ts.

Module 3: READING COMPREHENSION

(09 Periods)

Extempore Practice Session, How to approach Virtual & In Person Interviews, Tips & Tricks to Crash Interview, Types of Paragraph, Paragraph Forming Questions, Types of Sentences, Ordering of Sentence Skimming & Scanning, Reading Comprehension, Restatement, Most Appropriate Restatement.

Module 4: ENTREPRENEURSHIP

(09 Periods)

Entrepreneurship – Introduction, Vision, Value Proposition, Business Model, Revenue Streams, Sales, Marketing Channels, Quality Control, Customer Feedback, Leadership Skills, Leadership Skills Strategy, Leadership Skills – Planning, Types of Leadership.

Module 5: DECISION MAKING

(09 Periods)

Decision Making, Decision Making – Activity, Leadership Skills - Ethics & Ethical Decision Making, Decision Making – Case Study, Management – Definition, Manager – Traits, Leadership Skills - Management Challenges, Change Management, Novel Ways to Manage Energy in Work Place – activity, Energy Management, Work Force management, Grievance Redressal Policy in Organisations.

Total Periods:45

EXPERIENTIAL LEARNING

1. Students shall identify a workplace or organizational problem (from a company, institution, startup, or a published case study) and submit it.
2. Students shall select a newspaper article, magazine article, editorial, or professional blog related to current affairs, business, technology, leadership, or career development and present in the class.
3. Group Mock Interview : Each group shall conduct a Mock Recruitment Drive by assigning the following roles: HR Manager, Technical Interviewer, Candidate(s) and Observer/Assessment Coordinator.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Kaushik Mitra, The Career Edge: The Unwritten Rules of Success, Penguin Business, 2025.

2. Venkatesan Chandramouli, Transform: The Ultimate Guide to Lead and Manage, Penguin Portfolio, 1st Edition, 2021.
3. Dr.A.Chandra Mohan, Leadership and Management, Himalaya Publishing House, 2nd e, 2017.

REFERENCE BOOKS:

1. Jim Hasse., 16 Career-readiness Strategies for Parents of College Students with Special Needs, Hasse Communication Counseling, LLC, First Edition 2014.
2. Craig E Johnson, Meeting the Ethical Challenges of Leadership, Sage publications, 8th Edition, 2024..
3. Sanjay Verma, Power of Leadership Mindset & Skills, Walnut Publication, First Edition, 2024.

VIDEO LECTURES:

1. https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_hs10
2. <https://www.youtube.com/watch?v=9OGuLu4gbS4>

Web Resources:

1. https://www.youtube.com/watch?v=q8tIgb_BtiI
2. <http://acl.digimat.in/nptel/courses/video/109105121/lec41.pdf>
3. <https://www.youtube.com/watch?v=IQ55dIv4OBs>