

MAHENDRA ARTS & SCIENCE COLLEGE

(AUTONOMOUS)

Affiliated to Periyar University, Salem.

Accredited by NAAC with 'A++' Grade & Recognized u/s 2(f) and 12(B) of the UGC Act 1956

Kalippatti-637501, Namakkal (Dt), Tamil Nadu, India



BACHELOR OF BUSINESS ADMINISTRATION

SYLLABUS FOR BBA

OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM

FOR THE STUDENTS ADMITTED FROM

THE ACADEMIC YEAR 2023 - 2024 ONWARDS

MAHENDRA ARTS & SCIENCE COLLEGE
(Autonomous)
(Affiliated to Periyar University)
Department of Business Administration

REGULATIONS FOR BBA PROGRAMME

OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM
(Effective from the academic year 2023-2024)

I - PREAMBLE

BBA programme imbibes the basic and essential knowledge regarding various activities undertaken and necessary to run socially responsible business organization, which will be useful in taking up any particular activity in a Global perspective of business that grooms the personality so as to become a responsible citizen with greater awareness about the Indian society and its culture.

II - GRADUATE ATTRIBUTES

- **In-depth knowledge and understanding of major concepts:** Understanding of theoretical principles and experimental findings in different sub-areas available in respective disciplines
- **Creative and Critical thinking:** The capability of using creative and critical thinking in respective areas
- **Analytical ability:** The ability to analyze issues and problems in all the disciplines
- **Problem-solving skills:** The capability towards solving problems
- **Entrepreneur skills:** The inclusion of leadership, business management, time management skills
- **Communication skills:** The ability to transfer complicated/technical information in a precise manner
- **Mutual and multidisciplinary competence:** The ability of teamwork in interdisciplinary fields
- **Digital literacy:** The capability of utilizing modern digital tools to carry out the simulation process
- **Moral and ethical awareness:** Ability to adopt moral ethics
- **Social responsibility:** Creating socially responsible citizens

III - PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):

The PEOs of a programme are the statements that describe the expected achievement of graduates in their career, and also in particular, what the graduates are expected to perform and achieve during the first few years after Graduation.

IV- PROGRAM OUTCOMES (POs)

PO1: Disciplinary knowledge: Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate Programme of study

PO2: Communication skills: Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.

PO3: Critical thinking: Capability to apply analytic thought to a body of knowledge; analyze and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development.

PO4: Problem solving: Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar problems, rather than replicate curriculum content knowledge; and apply one's learning to real life situations.

PO5: Analytical reasoning: Ability to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.

PO6: Research-related skills: A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesizing and articulating; Ability to recognize cause-and-effect relationships, define problems, formulate hypotheses, test

hypotheses, analyze, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation

PO7: Cooperation/Team work: Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team

PO8: Scientific reasoning: Ability to analyze interprets and draws conclusions from quantitative/qualitative data; and critically evaluates ideas, evidence and experiences from an open-minded and reasoned perspective.

PO9: Reflective thinking: Critical sensibility to lived experiences, with self awareness and reflexivity of both self and society.

PO10: Information/digital literacy: Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.

PO11: Self-directed learning: Ability to work independently, identifies appropriate resources required for a project, and manages a project through to completion.

PO12: Multicultural competence: Possess knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.

PO13: Moral and ethical awareness/reasoning: Ability to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behavior such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.

PO14: Leadership readiness/qualities: Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.

PO15: Lifelong learning: Ability to acquire knowledge and skills, including, learning how to learn”, that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill development/re-skilling.

V - PROGRAMME SPECIFIC OUTCOMES (PSOs):

PSO1: To enable students to apply basic micro-economic, macroeconomic and monetary concepts and theories in real life and decision making.

PSO 2: To sensitize students to various economic issues related to Development, Growth, International Economics, Sustainable Development and Environment.

PSO 3: To familiarize students to the concepts and theories related to Finance, Investments and Modern Marketing.

PSO 4: Evaluate various social and economic problems in the society and develop answer to the problems as global citizens.

PSO 5: Enhance skills of analytical and critical thinking to analyze effectiveness of economic policies.

VI - REGULATIONS

These regulations shall take effect from the academic year 2023-2024, i.e., for students who are to be admitted to the first year of the course during the academic year 2023-24 and thereafter.

1. Eligibility for Admission:

The eligibility for a student to join BBA course shall be a pass in HSC. Preference should be given for commerce and accountancy streams.

2. Duration of the Programme:

The candidates shall complete all the courses of the programme in 3 years from the date of admission. The programme of study shall consist of six semesters and a total period of three years with a minimum of 140 credits. The programme of study will comprise the course according to the syllabus.

3. Course of Study:

The course of study for the UG degree has been divided into the following five categories:

Part I : Tamil / Other Languages.

Part II: English Language.

Part III: Core Courses, Elective Courses Generic / Discipline Specific.

Part IV: Skill Enhancement Courses, SEC-(Non-Major Elective Course)

Enhancement Compulsory Courses, Professional Competency Skill Enhancement Course, Foundation courses.

Part V: Value added Courses and Extension Activity.

Extension Activity:

Every student shall participate compulsorily for period of not less than three years (6 semesters) in any one of the following programmes. NSS / Sports / YRC / Other Extra-curricular and Co-curricular activities (Club/IIC/EDC). The student's performance shall be examined by the staff in-charge of extension activities along with the Head of the respective department and a senior member of the Department on the following parameters.

The marks shall be sent to the Controller of Examinations before the commencement of the final semester examinations.

20% of marks for Regularity of attendance.

60% of marks for Active Participation in classes / camps / games / special Camps/programmes in the college / District / State / University activities.

10% of marks for Exemplary awards / Certificates / Prizes.

10% of marks for Other Social components such as Blood Donations, Fine Arts, etc.

The above activities shall be conducted outside the regular working hours of the college.

The mark sheet shall carry the gradation relevant to the marks awarded to the candidates.

A - Exemplary - 80 and above

B - Very good - 70-79

C - Good - 60-69

D - Fair - 50-59

E - Satisfactory - 40 – 49

This grading shall be incorporated in the mark sheet to be issued at the end of the semester. (Handicapped students who are unable to participate in any of the above activities shall be required to take a test in the theoretical aspects of any one of the above fields and be graded and certified accordingly).

4. Examinations

The course of study shall be based on semester pattern with Internal Assessment under Choice Based Credit System.

The examinations for all the papers consist of both Internal (Continuous Internal Assessment - CIA) and External (End Semester) theory examinations. The theory examinations shall be conducted for three hours duration at the end of each semester. The candidates failing in any subjects (s) will be permitted to appear for the same in the subsequent semester examinations.

Structure of the Programme:

SEMESTER: I

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
I	Language course-I	TAMIL - I	M23UFTA01	6	-	3	25	75	100
		HINDI - I	M23UFHI01						
		FRENCH- I	M23UFFR01						
II	Language course-II	ENGLISH - I - BASICS OF COMMUNICATIVE ENGLISH	M23UFEN01	6	-	3	25	75	100
III	Core Course-I	PRINCIPLES OF MANAGEMENT	M23UBA01	5	-	5	25	75	100
III	Core Course-II	ACCOUNTING FOR MANAGERS-I	M23UBA02	5	-	5	25	75	100
III	Generic Elective- I	MANAGERIAL ECONOMICS	M23UECGE1	4	-	3	25	75	100
IV	SEC- I (NME -I)	FUNDAMENTALS OF INFORMATION TECHNOLOGY	M23UCSN01	2	-	2	25	75	100
IV	FC	MANAGERIAL COMMUNICATION	M23UBAFC1	2	-	2	25	75	100
Total				30	-	23	175	525	700

SEMESTER: II

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
I	Language course-I	TAMIL - II	M23UFTA02	6	-	3	25	75	100
		HINDI - II	M23UFHI02						
		FRENCH - II	M23UFFR02						
II	Language course-II	ENGLISH - II - ENRICHED COMMUNICATIVE ENGLISH	M23UFEN02	6	-	3	25	75	100
III	Core Course-III	MARKETING MANAGEMENT	M23UBA03	5	-	5	25	75	100
III	Core Course-IV	ACCOUNTING FOR MANAGERS-II	M23UBA04	5	-	5	25	75	100
III	Generic Elective- II	INTERNATIONAL BUSINESS	M23UBAGE1	4	-	3	25	75	100
IV	SEC - II (NME-II)	OFFICE AUTOMATION	M23UCSN02	2	-	2	25	75	100
IV	SEC-III	BUSINESS ETIQUETTE AND CORPORATE GROOMING	M23UBAS01	2	-	2	25	75	100
Total				30		23	175	525	700

SEMESTER: III

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
I	Language course-I	TAMIL - III	M23UFTA03	6	-	3	25	75	100
		HINDI - III	M23UFHI03						
		FRENCH - III	M23UFFR03						
II	Language course-II	ENGLISH - III	M23UFEN03	6	-	3	25	75	100
III	Core Course-V	ORGANISATIONAL BEHAVIOUR	M23UBA05	5	-	5	25	75	100
III	Core Course-VI	FINANCIAL MANAGEMENT	M23UBA06	5	-	5	25	75	100
III	Generic Elective- III	BUSINESS STATISTICS	M23USTGE5	4	-	3	25	75	100
IV	SEC-IV	COMPUTER APPLICATIONS IN BUSINESS	M23UBAS02	2	-	2	25	75	100
IV	SEC-V	ENTREPRENEURIAL SKILL NEW VENTURE MANAGEMENT	M23UBAS03	2	-	2	25	75	100
Total				30		23	175	525	700

SEMESTER: IV

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
I	Language course-I	TAMIL – IV	M23UFTA04	6	-	3	25	75	100
		HINDI – IV	M23UFHI04						
		FRENCH – IV	M23UFFR04						
II	Language course-I	ENGLISH - IV	M23UFEN04	6	-	3	25	75	100
III	Core Course-VII	BUSINESS ENVIRONMENT	M23UBA07	4	-	4	25	75	100
III	Core Course-VIII	BUSINESS REGULATORY FRAME WORK	M23UBA08	5	-	5	25	75	100
III	Generic Elective- IV	OPERATION RESEARCH	M23USTGE7	3	-	3	25	75	100
IV	SEC-VI	TALLY	M23UBAS04	2	-	2	25	75	100
IV	SEC-VII	INTELLECTUAL PROPERTY RIGHTS	M23UBAS05	2		2	25	75	100
IV	ECC -I	ENVIRONMENTAL STUDIES	M23UES01	2	-	2	25	75	100
Total				30	-	24	200	600	800

SEMESTER: V

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
III	Core Course-IX	HUMAN RESOURCE MANAGEMENT	M23UBA09	5	-	4	25	75	100
III	Core Course-X	RESEARCH METHODOLOGY	M23UBA10	5	-	4	25	75	100
III	Core Course-XI	BUSINESS TAXATION	M23UBA11	5	-	4	25	75	100
III	Core Course-XII	MANAGEMENT INFORMATION SYSTEM	M23UBA12	5	-	4	25	75	100
III	Discipline Specific Elective - I	DIGITAL MARKETING	M23UBADSE1	4	-	3	25	75	100
		INDUSTRIAL RELATIONS	M23UBADSE2						
		FINANCIAL SERVICES	M23UBADSE3						
III	Discipline Specific Elective-II	FUNDAMENTALS OF LOGISTICS	M23UBADSE4	4	-	3	25	75	100
		E-BUSINESS	M23UBADSE5						
		STRATEGIC MANAGEMENT	M23UBADSE6						
IV	Internship	Second year Vacation Internship -45 hours (Viva-Voce)	M23UBAIS01	2	-	2	25	75	100
IV	ECC -III	VALUE EDUCATION	M23UVE01	-	-	2	40	60	100
Total				30	-	26	215	585	800

SEMESTER: VI

Part	Course Category	Course Name	Course Code	Hrs / Week		No. of Credits	Max. Mark		
				L	P		Int.	Ext.	Total
III	Core Course-XIII	ENTREPRENEURSHIP DEVELOPMENT	M23UBA13	6	-	4	25	75	100
III	Core Course-XIV	SERVICE MARKETING	M23UBA14	6	-	4	25	75	100
III	Core Course-XV	PRODUCTION AND MATERIALS MANAGEMENT	M23UBA15	6	-	4	25	75	100
III	Discipline Specific Elective -III	CONSUMER BEHAVIOUR	M23UBADSE7	5	-	3	25	75	100
		INNOVATION MANAGEMENT	M23UBADSE8						
		SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	M23UBADSE9						
III	Core -Project	PROJECT WITH VIVA –VOCE	M23UBAPR1	5	-	3	40	60	100
IV	PCS	QUANTITATIVE APTITUDE	M23UBAPCS1	2	-	2	25	75	100
V		EXTENSION ACTIVITIES	M23UEX01	-	-	1	-	-	-
Total				30	-	21	165	435	600

Summary of Credits, Hours and mark distribution

Part	Course Name	No. of Credits						Total Credits	Total Hour	No. of Courses	Max. Marks
		I	II	III	IV	V	VI				
I	Language - I	3	3	3	3	-	-	12	24	4	400
II	Language - II	3	3	3	3	-	-	12	24	4	400
III	Core Course	10	10	10	09	16	12	67	77	15	1500
	Discipline Specific Elective Course	-	-	-	-	6	3	9	13	3	300
	Generic Elective Course	3	3	3	3	-	-	12	15	4	400
	Discipline Specific Elective Project	-	-	-	-	-	3	3	5	1	100
IV	Skill Enhanced course	2	4	4	4			14	14	7	700
	Enhancement Compulsory Course	-	-	-	2	2	-	4	4	2	200
	Foundation course	2	-	-	-	-	-	2	2	1	100
	Internship	-	-	-	-	2	-	2	-	1	100
	PCS	-	-	-	-	-	2	2	2	1	100
V	Extension Activities	-	-	-	-	-	1	1	-	-	-
	Online Courses **	-	-	-	-	-	-				
Total		23	23	23	24	26	21	140	180	43	4300

* * The students will gain one extra credit for successful completion of online courses from SWAYAM / MOOC.

* On successful completion of Value Added course, the students will gain one extra credit.

GENERIC / DISCIPLINE ELECTIVE SUBJECTS FOR BBA STUDENTS

Semester	GENERIC ELECTIVE		
	Course Category	Course Title	Course Code
I	Generic Elective- I	Managerial Economics	M23UECGE1
II	Generic Elective- II	International Business	M23UBAGE1
III	Generic Elective- III	Business Statistics	M23USTGE5
IV	Generic Elective- IV	Operations Research	M23USTGE7
DISCIPLINE SPECIFIC ELECTIVE			
V	Discipline Specific Elective - I	Digital Marketing	M23UBADSE1
		Industrial Relations	M23UBADSE2
		Financial Services	M23UBADSE3
V	Discipline Specific Elective-II	Fundamentals Of Logistics	M23UBADSE4
		E-Business	M23UBADSE5
		Strategic Management	M23UBADSE6
VI	Discipline Specific Elective -III	Consumer Behaviour	M23UBADSE7
		Innovation Management	M23UBADSE8
		Security Analysis & Port Folio Management	M23UBADSE9

SKILL ENHANCEMENT COURSE

Semester	Course Category	Course Title	Course Code
IV	SEC- I(NME)	Fundamentals Of Information Technology	M23UCSN01
IV	SEC- II(NME)	Office Automation	M23UCSN02
II	SEC- III	Business Etiquette And Corporate Grooming	M23UBAS01
III	SEC- IV	Computer Applications In Business	M23UBAS02
III	SEC- V	Entrepreneurial Skill New Venture	M23UBAS03
IV	SEC- VI	Tally	M23UBAS04
IV	SEC- VII	Intellectual Property Rights	M23UBAS05

SEC - (NMEC) FOR OTHER DEPARTMENTS

Semester	Course Category	Course Title	Course Code
I	SEC- I	Basics of Event Management	M23UBAN01
II	SEC- II	Managerial Skill Development	M23UBAN02

I. SCHEME OF EXAMINATION:

1. Question Paper Pattern for Theory Examination

Time: Three Hours

Maximum Marks: 75

Knowledge Level	Sections		Marks	Total Marks	Meaning of K's
K1	Part - A 10 Questions - Objectives type *1 Marks (No Choice)	Two Questions from each unit	10	75	K1- Memory Level K2- Understanding Level K3 - Application Level K4 - Analytical Level K5- Longer essay K6-Discussion/ Presentation
K1,K2	Part - B 5 Questions *2 Marks (No Choice)	One Question from each unit	10		
K2,K3,K6	Part - C 5 Questions (either or type) * 5 Marks	One Question from each unit	25		
K2, K3, K4,K5, K6	Part - D 3 out of 5 Questions *10 Marks	One Question from each unit	30		

2. Question Paper Pattern for Practical Examination

Time: 3 hrs

Maximum Marks: 60

Questions from each Unit

Answer any three Questions out of 5 Questions (3x20 = 60)

3. Distribution of Marks:

The following are the distribution of marks for external and internal for End Semester Examinations and continuous internal assessment and passing minimum marks for Theory / Practical / Project / Internship papers of BBA programme.

ESE	CIA Total	EA Total	Total Marks Allotted	Passing Minimum for EA	Passing Minimum (ESE)
Theory	25	75	100	30	40
Project	40	60	100	24	40
Internship	40	60	100	24	40

The following are the Distribution of marks for the Continuous Internal Assessment in Theory / Practical / Project / Internship papers of BBA programme.

THEORY

EVALUATION OF INTERNAL ASSESSMENT

Test	: 15Marks
Assignment	: 05 Marks
Attendance	: 05 Marks
Total	: 25 Marks

PROJECT/ INTERNSHIP

EVALUATION OF INTERNAL ASSESSMENT

Review 1	: 10 Marks
Review 2	: 10 Marks
Review 3	: 10 Marks
Pre-Viva	: 10 Marks
Total	: 40 Marks

4. Passing Minimum:

The Candidates shall be declared to have passed the examination if he/she secures not less than 40 marks in total (CIA mark + Theory Exam mark) with minimum of 30 marks (out of 75 marks) in the End Semester Theory Examinations.

The Candidates shall be declared to have passed the examination if he/she secures not less than 40 marks in total (CIA mark + Practical Exam mark) with minimum of 24 marks (out of 60 marks) in the End Semester Practical Examinations.

5. Submission of Record Note Books for Practical Examinations

Candidates appearing for practical examinations should submit a bonafide record note books prescribed for practical examinations. The candidates failed to submit the record book shall not be permitted to appear for the practical examinations.

6. Internship/Project: Internship

Internship training (Minimum two week's period) for the UG programmes during second year vacation period.

The Internship training should be valued for 100 marks by an internal examiner; however the Viva-Voce examination should be conducted by the internal examiner / guide/ teacher concerned.

1. The Internship training Report may consist of minimum of 30 pages.

2. The candidate has to submit the Internship training Report 20 days before the commencement of the V Semester Examinations.

Project

The following guidelines to be followed for the Project with Viva-voce:

1. The project should be valued for 60 marks by an external examiner; however the Viva-Voce examination should be conducted by both the external examiner appointed by the College and the internal examiner/supervisor/faculty concerned.

2. The Project Report may consist of minimum of 40 pages.

3. The candidate has to submit the Project Report 10 days before the commencement of the VI Semester Examinations.

4. A candidate who fails in the Project/Dissertation or is absent may resubmit the report, on the same topic, with necessary modification / correction / improvements in the subsequent Even Semester Examinations for evaluation and shall undergo viva-voce Examination.

7.NOTE

a) SWAYAM / MOOC – Free Online Course

SWAYAM / MOOC are an instrument for self-actualization providing opportunities for a life-long learning. Here the student can choose from hundreds of courses, virtually every course taught at the college level, offered by the best teachers in India and elsewhere.

The students can choose an online SWAYAM / MOOC course during their period of study which will earn an extra credit and it will be transferred to the academic records of the students.

SEMESTER I

Core: I	Business Administration	Credits:5
Code: M23UBA01	PRINCIPLES OF MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES

1. To impart knowledge about evolution of management
2. To provide understanding on planning process and importance of decision making in organization
3. To learn the application of principles in organization
4. To study the process of effective controlling in organization
5. To familiarize students about significance of ethics in business and its implications.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Describe nature, scope, role, levels, functions and approaches of management	K3
CO2	Apply planning and decision making in management	K2
CO3	Identify organization structure and various organizing techniques	K4
CO4	Understand Direction, Co-ordination & Control mechanisms	K1
CO5	Relate and infer ethical practices of organisation.	K4

UNIT – I

15 Hours

Management-Importance – Definition – Nature and Scope of Management - Process – Role and Functions of a Manager – Levels of Management – Development of Scientific Management and other Schools of thought and approaches.

UNIT-II

15 Hours

Planning-Nature – Importance – Forms – Types – Steps in Planning – Objectives – Policies – Procedures and Methods – Natures and Types of Policies – Decision –making – Process of Decision – making – Types of Decision.

UNIT – III

15 Hours

Organizing- Types of Organizations – Organization Structure – Span of Control and Committees – Departmentalization – Informal Organization- Authority – Delegation – Decentralization – Difference between Authority and Power – Responsibility.

UNIT - IV

15 Hours

Direction – Nature and Purpose. Co- ordination – Need, Type and Techniques and requisites for excellent Co-ordination – Controlling – Meaning and Importance – Control Process.

UNIT - V**15 Hours**

Definition of Business ethics - Types of Ethical issues -Role and importance of Business Ethics and Values in Business - Ethics internal - Ethics External - Environment Protection - Responsibilities of Business.

TEXT BOOKS

1.	L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 8 th Edition.
2.	Dr.C.B.Gupta; Principles of Management, Sultan Chand& Sons, 3 rd Edition.
3	Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education, 2011
4	Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India
5	Robbins, S., Coulter, M., Sidani, D., and Jamali, D., Management: Arab World Edition, Pearson, 2014.

REFERENCE BOOKS

1	P.C. Tripathi & P.N Reddy; Principles of Management, Sultan Chand& Sons,6th Edition, 2017
2	JAF Stoner, Freeman R.E and Daniel R Gilbert "Management", 6th Edition, Pearson Education, 2004.
3	Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017
4	Harold Koontz, Hienz Weihrich, A Ramachandra Aryasri; Principles of Management, McGraw Hill, 2nd edition, 2015

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	M	M	S	S	S
CO 2	M	S	S	S	M
CO 3	M	S	S	M	S
CO 4	S	M	S	S	S
CO 5	M	S	S	S	S

S- STRONG**M-MEDIUM**

Core: II	Business Administration	Credits:5
Code: M23UBA02	ACCOUNTING FOR MANAGERS I	Contact Hour Per Week: 5

OBJECTIVES

1. To impart knowledge about basic concepts of accounting its applications
2. To analyze and interpret financial reports of a company
3. To understand the gross profit and net profit earned by organization
4. To foster knowledge on Hire Purchase system
5. To understand the procedures of Accounting under Single entry system.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Prepare Journal, ledger, trial balance and cash book	K1
CO2	Classify errors and making rectification entries	K2
CO3	Prepare final accounts with adjustments	K4
CO4	To understand Hire Purchase system	K3
CO5	Prepare single and double entry system of accounting.	K4

UNIT - I

15 Hours

Meaning and scope of Accounting, Basic Accounting Concepts and Conventions – Objectives of Accounting – Accounting Transactions – Double Entry Book Keeping – Journal, Ledger, Preparation of Trial Balance

UNIT - II

15 Hours

Subsidiary book – Preparation of cash Book – Bank reconciliation statement – rectification of errors – Suspense account.

UNIT - III

15 Hours

Preparation of Final Accounts – Adjustments – Closing stock, outstanding, prepaid and accrued, depreciation, bad and doubtful debts, provision and discount on debtors and creditors, interest on drawings and capital.

UNIT - IV

15 Hours

Hire Purchase System – Default and Repossession – Hire Purchase Trading Account – Installment System.

UNIT - V

15 Hours

Single Entry – Meaning, Features, Defects, Differences between Single Entry and Double Entry System – Statement of Affairs Method – Conversion Method

TEXT BOOKS

1	TS Reddy & A.Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019
2	Jain .S.P &Narang .K, 1999, Financial Accounting, Kalyani Publishers, Ludhiana, 4th edition

REFERENCES BOOKS

1	Dr.K.Ganesan & S.Ushena Begam – Accounting for Managers - Volume 1, Charulatha Publications, Chennai
2	TS Reddy & amp; A.Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019
3	David Koltitz; Financial Accounting – Taylor and Francis group, USA 2017
4	M N Arora; Accounting for Management- Himalaya Publications House 2019.
5	SN Maheswari; Financial Accounting - Vikas Publishing House, Jan 2018.
6	T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PS01	PS02	PS03	PS04	PS05
CO 1	M	M	M	M	M
CO 2	S	M	M	M	M
CO 3	S	M	M	M	M
CO 4	S	M	M	M	M
CO 5	S	M	M	M	M

S- STRONG**M-MEDIUM**

Generic Elective- I	Business Administration	Credits:4
Code: M23UECGE1	MANAGERIAL ECONOMICS	Contact Hour Per Week: 4

OBJECTIVES

1. To familiarize students with concepts of managerial economics and its relevant concepts of economics in current business scenario
2. To understand the applications & implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving.
3. To Understand the optimal point of cost analysis and production factors of the firm
4. To describe the pricing methods and strategies that are consistent with evolving marketing needs
5. To provide insights to the various market structures in an economy.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Analyze & apply the various managerial economic concepts in individual & business decisions.	K2
CO2	Explain demand concepts, underlying theories and identify demand forecasting techniques.	K3
CO3	Employ production, cost and supply analysis for business decision making	K4
CO4	Identify pricing strategies	K1
CO5	Classify market structures under competitive scenarios.	K4

UNIT - I

12 Hours

Nature and scope of managerial economics – definition of economics – important concepts of economics – relationship between micro, macro and managerial economics – nature and scope – objectives of firm.

UNIT- II

12 Hours

Demand analysis – Theory of consumer behavior – Marginal utility analysis – indifference curve analysis Meaning of demand – Law of demand – Types of demand- Determinants of demand – Elasticity of demand –Demand forecasting.

UNIT - III

12 Hours

Production and cost analysis – Production – Factors of production – production function – Concept – Law of variable proportion – Law of return to scale and economics of scale – cost analysis – Different cost concepts – Cost output relationship short run and long run – Revenue curves of firms – Supply analysis.

UNIT - IV**12 Hours**

Pricing methods and strategies – Objectives – Factors – General consideration of pricing – methods of pricing – Dual pricing – Price discrimination

UNIT - V**12 Hours**

Market classification – Perfect competition – Monopoly – Monopolistic competition – Duopoly – Oligopoly.

TEXT BOOKS

1	Dr. S. Sankaran; Managerial Economics; Margham Publication, Chennai, 2019
2	Arthasastra Indian Journal of Economics & Research
3	Mithani D.M. (2016) -Managerial Economics –Himalaya Publishing House – Mumbai
4	Indian Economic Journal/Sage Publications
5	Mehta P.L (2016) – Managerial Economics – Sultan Chand & Sons – New Delhi

REFERENCES BOOKS

1	Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 editions, 2017.
2	D N Dwivedi; Managerial Economics: Vikas Publishing House, 8 th edition, 2015.
3	H L Ahuja; Managerial Economics, S. Chand, 9th Edition,2017.

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PS01	PS02	PS03	PS04	PS05
CO1	M	S	M	M	M
CO2	S	M	M	M	M
CO3	S	S	M	M	M
CO4	S	S	M	M	M
CO5	S	S	M	M	M

S-Strong**M-Medium**

Foundation Course	Business Administration	Credits:2
Code: M23UBAFC1	MANAGERIAL COMMUNICATION	Contact Hour Per Week: 2

OBJECTIVES

1. To educate students role & importance of communication skills
2. To build their listening, reading, writing & speaking communication skills.
3. To introduce the modern communication for managers.
4. To understand the skills required for facing interview
5. To facilitate the students to understand the concept of Communication.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand communication process and its barriers.	K2
CO2	Develop business letters in different scenarios	K4
CO3	Develop oral communication skills & conducting interviews	K4
CO4	Use managerial writing for business communication	K3
CO5	Identify usage of modern communication tools & its significance for managers	K1

UNIT - I

6 Hours

Definition - Methods - Types - Principles of effective Communication - Barriers to Communication - Communication etiquette.

UNIT - II

6 Hours

Business Letter - Layout- Kinds of Business Letters: application, offer, acceptance/ acknowledgement and promotion letters. Business Development Letters - Enquiry, replies, Order, Sales, circulars, Grievances.

UNIT - III

6 Hours

Interviews- Direct, telephonic & Virtual interviews- Group discussion - Presentation skills - body language

UNIT - IV

6 Hours

Communication through Reports - Agenda- Minutes of Meeting - Resume Writing

UNIT - V

6 Hours

Modern Forms of Communication: podcasts, Email, virtual meetings - Websites and their use in Business - social media- Professional Networking sites

TEXT BOOK

1	Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017
2	Mallika Nawal –Business Communication – CENGAGE
3	Bovee, Thill, Schatzman, Business Communication Today - Peason Education Private Ltd - New Delhi.
4	Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008
5	Sundar K.A, Business communication Vijay Nicole imprints Pvt. Ltd., Chennai.

REFERENCES BOOKS

1	Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017
2	R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006
3	Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010
4	R C Bhatia, Business Communication, Ane Books Pvt Ltd., Delhi, 2015

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	S	S	M	S	M
CO 2	S	S	S	S	S
CO 3	M	S	S	S	S
CO 4	S	S	M	S	S
CO 5	M	M	S	S	S

S-Strong**M-Medium**

SEMESTER II

Core: III	Business Administration	Credits:5
Code: M23UBA03	MARKETING MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES

1. To understand the marketplace.
2. To identify the market segmentation and the Product mix
3. To select the different pricing methods and channels of distribution.
4. To know the communication mix and sales promotion tools
5. To prepare according to the latest trends in market.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	List and identify the core concepts of Marketing and its mix.	K1
CO2	Sketch the market segmentation, nature of product, PLC	K2
CO3	Analyze the appropriate pricing methods	K3
CO4	Determine the importance of various media	K4
CO5	Prepare according to the latest trends in market.	K4

UNIT I

15 Hours

Fundamentals of Marketing – Role of Marketing – Relationship of Marketing With Other Functional Areas- Concept of Marketing Mix – Marketing Approaches – Various Environmental Factors Affecting the Marketing Functions.

UNIT II

15 Hours

Segmentation – Need and Basis of Segmentation -Targeting – Positioning-Product – Characteristics – Benefits – Classifications – Consumer Goods – Industrial Goods. Product Mix-New Product Development Process - Product Life Cycle. Branding – Packaging.

UNIT III

15 Hours

Pricing – Factors Influencing Pricing Decisions – Pricing Objectives. Market Physical Distribution: Importance – Various Kinds of Marketing Channels – Distribution Problems.

UNIT IV

15Hours

A Brief Overview of Communication Mix- Types of Media & its Characteristics-Print - Electronic - Outdoor – Internet- A tool to customer loyalty. Sales Promotion tools- IMC (Integrated marketing communication) - Definition, Process, Need & Significance - CRM – Importance.

UNIT V**15 Hours**

Sales Force Management: Personal Selling Process- Motivation, Compensation and Control of Sales Force- Digital Marketing: Introduction- Applications & Benefits .

TEXT BOOKS

1	Philip Kotler & Gary Armstrong, Principles of Marketing: A South Asian Perspective, Pearson Education, 2018.
2	C.B.Gupta & Rajan Nair Marketing Management, Sultan Chand & Son 2020.
3	L.Natarajan, Marketing, Margham Publications, 2017.
4	J P Mahajan & Anupama Mahajan, Principles of Marketing, Vikas Publishing House, 2017.
5	K Karunakaran, Marketing Management, Himalaya Publishing House,2017.

REFERENCES BOOKS

1	V.S. Ramaswamy & S. Namakumari, 2002, Principles of Marketing, first edition, S.G. Wasani / Macmillan India Ltd,
2	Cranfield, Marketing Management, Palgrave Macmillan.
3	Harsh V Verma & Ekta Duggal, Marketing, Oxford University Press, 2017.
4	Sontakki C.N, Marketing Management, Kalyani Publishers, Ludhiana.2016

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PS01	PS02	PS03	PS04	PS05
CO 1	S	S	M	M	M
CO 2	S	S	M	S	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	M
CO 5	S	S	M	M	M

S-Strong**M-Medium**

Core: IV	Business Administration	Credits:5
Code: M23UBA04	ACCOUNTING FOR MANAGERS- II	Contact Hour Per Week: 5

OBJECTIVES

1. To provide basic understanding of cost concepts and classification.
2. To develop skills in tools & techniques and critically evaluate decision making in business.
3. To understand various ratios and cash flow related to finance
4. To recognize the role of budgets and variance as a tool of planning and control.
5. To gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Interpret cost sheet & write comments.	K1
CO2	Compare cost, management & financial accounting	K2
CO3	Analyze the various ratio and compare it with standards to assess deviations	K4
CO4	Estimate budget and use budgetary control	K3
CO5	Evaluate marginal costing and its components	K4

UNIT - I

15 Hours

Cost accounting – Meaning, nature, scope and functions, need, importance and limitations- Cost concepts and classification – Cost sheets – Tenders & Quotation

UNIT – II

15 Hours

Management accounting – Meaning, nature, scope and functions, need, importance and limitations – Management Accounting vs. Cost Accounting. Management Accounting vs. Financial Accounting.

Analysis and Interpretation of financial statements – Nature, objectives, essentials and tools, methods – Comparative Statements, Common Size statement and Trend analysis.

UNIT - III

15 Hours

Ratio Analysis – Interpretation, benefits and limitations. Classification of ratios - Liquidity, Profitability, turnover. Cash flow and Funds flow statement.

UNIT - IV

15 Hours

Budgets and budgetary control – Meaning, objectives, merits and demerits – Sales, Production, flexible budgets and cash budget

UNIT - V**15 Hours**

Marginal Costing – CVP analysis – Break even analysis.

TEXT BOOKS

1	Shashi K.Gupta & R K Sharma, Management Accounting, Kalyani Publishers, Ninth Revised & Enlarged 2003.
2	Dr.V.Radha Cost Accounting, Prasanna Publishers & Distributors –II Edition 2013.
3	T. S. and A .Murthy. Management Accounting, Chennai: Margham, 2007.

REFERENCES BOOKS

1	Dr.K.Ganesan & S. Ushena Begam, Accounting for Managers – Volume II, Charulatha Publications, Chennai
2	T. S. Reddy and Hari Prasad Reddy- Management Accounting, Margham Publication, 2016
3	Antony Atkinson, Rebert S Kalpan, Advance Management Accounting, Pearson Publications, 2015.
4	Horngren Sunderu Stratton, Introduction to Management Accounting, Pearson Education, 2013.
5	Rajiv Kumar Goel & Ishaan Goel, Concept Building Approach to Management Accounting, 2019

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PS01	PS02	PS03	PS04	PS05
CO 1	M	M	M	M	M
CO 2	S	M	M	M	M
CO 3	S	M	M	M	M
CO 4	S	M	M	M	M
CO 5	S	M	M	M	M

S-Strong**M-Medium**

Generic Elective- II	Business Administration	Credits:3
Code: M23UBAGE1	INTERNATIONAL BUSINESS	Contact Hour Per Week: 4

OBJECTIVES

1. To familiarize students with basic concepts of International Business
2. To impart knowledge about theories of international trade
3. To know the concepts of foreign exchange market and foreign direct investment
4. To understand the global environment
5. To gain knowledge on the Contemporary Issues of International Business

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Discuss the modes of entry to International Business	K1
CO2	Explain international trade theories	K3
CO3	Understand Foreign exchange market and FDI	K4
CO4	Outline the Global Business Environment	K4
CO5	Identify the relevance of international institutions and trading blocs.	K2

UNIT I

12 Hours

Introduction to International Business: Importance, nature and scope of international business- Internationalization process and Approaches - Modes of entry- Multinational Corporations and their involvement in International Business- Advantage and problems of MNCs.

UNIT II

12 Hours

Introduction of Trade theories— Mercantilism — Absolute Advantage — Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — Porter's Diamond Competitive Advantage Theory.

UNIT III

12 Hours

Foreign Investments-Pattern, Foreign exchange rates and their impact on trade and investment flows- Functions of Foreign Exchange Market- Foreign Direct Investments — Factors influencing FDI — Modes of FDI entry - Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.

UNIT IV

12 Hours

Drivers in Globalization - Globalization of Markets, production, investments and Technology. World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers.

UNIT V**12 Hours**

Regional Economic Groupings in Practice- Levels of Regional Economic Integration Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World. Contemporary Issues in International Business- Institutional support to international business-like BREXIT, IMF, World Bank, ILO and WTO.

TEXT BOOKS

1	Gupta CB, International Business, S Chand & Co. Ltd, 2014
2	Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3	Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 11th Edition, Tata McGraw-Hill Education, 2018.
4	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010
5	Paul, J., International Business, 5th Edition, PHI Learning, 2010

REFERENCES BOOKS

1	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
2	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.
3	Tamer Cavusgil S, Gary Knight, John Riesenberger, International Business The New Realities, 4 th edition, Pearson ,2017
4	Aswathappa K , International Business , 7th Edition, McGraw-Hill, 2020
5	Subba Rao P,International Business, (Text and Cases), Himalaya Publishing House, 2016

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	S	M	M	M	S
CO 2	M	M	S	S	S
CO 3	S	S	M	M	M
CO 4	S	S	M	S	S
CO 5	M	M	M	M	M

S-Strong**M-Medium**

SEC: I	Business Administration	Credits:2
Code:M23UBAS01	BUSINESS ETIQUETTE AND CORPORATE GROOMING	Contact Hour Per Week: 2

OBJECTIVES

1. To impart knowledge about basic etiquettes in professional conduct
2. To provide understanding about the workplace courtesy and ethical issues involved
3. To suggest on guidelines in managing rude and impatient clients
4. To familiarize students about significance of cultural sensitivity and the relative business attire
5. To stress on the importance of attire

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Describe basic concepts of business etiquette and corporate grooming.	K1
CO2	Outline the etiquette and grooming standards followed in business environment and the significance of communication	K3
CO3	Create cultural awareness and moral practices in real life workplace scenarios	K2
CO4	Analyze work place courtesy and resolve ethical issues with respect to etiquette and grooming for success	K3
CO5	Apply the professionalism in the workplace considering diversity and courtesy	K4

UNIT – I

6 Hours

Introduction to Business Etiquette: Introduction- ABCs of etiquette- meeting and greeting scenarios-principles of exceptional work behavior-role of good manners in business-professional conduct and personal spacing.

UNIT – II

6 Hours

Workplace Courtesy and Business Ethics-Workplace Courtesy- Practicing common courtesy and manners in a workplace-Etiquette at formal gatherings-Professional qualities expected from an employer’s perspective - Hierarchy and Protocol. Ethical issues - preventing sexual harassment-conflicted solution strategies-Choosing appropriate gift in the business environment-real life workplace scenarios -company policy for business etiquette

UNIT – III

6 Hours

Telephone Etiquette, email etiquette and Disability Etiquette Mastering the telephone courtesy, handling rude or impatient clients -internet usage in the workplace, email etiquette, online chat etiquette guidelines -Basic disability Etiquette practices

UNIT - IV**6 Hours**

Diversity and Cultural Awareness at Workplace Impact of diversity-Cultural Sensitivity-Taboos and Practices-Inter-Cultural Communication

UNIT - V**6 Hours**

Business Attire and Professionalism Business style and professional image-dress code-guidelines for appropriate business attire-grooming for success.

TEXT BOOKS

1	Journal of Computer Mediated Communication By ICA
2	Business and Professional Communication by Sage Journals
3	Business Etiquette Made Easy: The Essential Guide to Professional Success by Myka Meier, Skyhorse
4	Emily Post's the Etiquette Advantage in Business: Personal Skills for Professional Success by Peggy Post and Peter Post, William Morrow
5	Shital Kakkar Mehra, "Business Etiquette: A guide for the Indian Professional", Harper Collins Publisher(2012)

REFERENCES BOOKS

1	Indian Business Etiquette, Raghu Palat, JAICO Publishers
2	NinaKochhar,"AtEasewithEtiquette",B.jain Publisher,2011
3	NimeranSahukar,PremP.Bhalla,"TheBookofEtiquetteandmanners",PustakM ahipublishers,2004
4	SarveshGulati(2012),CorporateGroomingand Etiquette,RupaPublications IndiaPvt. Ltd.
5	The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success by Barbara Pachter , Mc Graw Hill Education

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	M	M	S	S	S
CO 2	M	M	S	S	S
CO 3	M	M	S	S	S
CO 4	M	M	S	S	S
CO 5	M	M	M	S	S

S-Strong**M-Medium**

SEC-I	Business Administration	Credits:2
Code:M23UBAN01	BASICS OF EVENT MANAGEMENT	Contact Hour Per Week: 2

OBJECTIVES

1. To know the basic of event management its concepts
2. To make an event design
3. To make feasibility analysis for event.
4. To understand the 5 Ps of Event Marketing
5. To know the financial aspects of event management and its promotion

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand basics of event management	K1
CO2	Design events	K4
CO3	Study feasibility of organising an event	K3
CO4	Gain Familiarity with marketing & promotion of event	K2
CO5	Develop event budget	K4

UNIT - I

6 Hours

Introduction-Event Management – Definition, Need, Importance, Activities.

UNIT – II

6 Hours

Concept and Design of Events: Event Co-ordination, Developing &, evaluating event concept – Event Design.

UNIT - III

6 Hours

Event Feasibility: Resources – Feasibility, SWOT Analysis.

UNIT - IV

6 Hours

Event Planning & Promotion – Marketing & Promotion – 5Ps of Event Marketing – Product, Price, Place, Promotion, Public Relations.

UNIT - V

6 Hours

Event Budget – Financial Analysis – Event Cost – Event Sponsorship.

TEXT BOOKS

1	Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.
2	Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009
3	Event Management & Public Relations by Savita Mohan - Enkay Publishing House
4	Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross
5	Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

REFERENCES BOOKS

1	Event Management By Chaudhary, Krishna, Bio-Green Publishers
2	Successful Event Management By Anton Shone & Bryn Parry
3	Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid
4	Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen , Wiley Publishers
5	Event Planning: Management & Marketing For Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik CreateSpace Independent Publishing Platform, 2015

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PS01	PS02	PS03	PS04	PS05
CO 1	M	S	S	S	M
CO 2	M	S	S	S	M
CO 3	S	M	S	S	S
CO 4	S	M	S	S	S
CO 5	M	S	S	S	M

S-Strong**M-Medium**

SEC : II	Business Administration	Credits:2
Code: M23UBAN02	MANAGERIAL SKILL DEVELOPMENT	Contact Hour Per Week: 2

OBJECTIVES

1. To improve the self-confidence, groom the personality and build emotional competence
2. To address self-awareness and the assessment of core management skills such as communication, working with teams and creating a positive environment for change.
3. To assess the Emotional intelligence
4. To induce critical-thinking and analytical skills to investigate complex problems to propose viable solutions
5. To improve professional etiquettes

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Identify the personal qualities that are needed to sustain in the world of work.	K1
CO2	Explore more advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.	K3
CO3	Acquire practical management skills that are of immediate use in management or leadership positions.	K2
CO4	Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.	K4
CO5	Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.	K4

UNIT I

6 Hours

Self- Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills

UNIT - II

6 Hours

Self Esteem- Meaning & Importance, Components of self-esteem, High and low Self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.

UNIT - III

6 Hours

Building Emotional Competence-Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.

UNIT - IV**6 Hours**

Thinking skills-The Mind/Brain/Behavior, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking. Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation.

UNIT - V**6 Hours**

Communication related to course- How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing Debates, presentations, role plays and group discussions on current topics. Audio and Video Recording of the above exercises to improve the non-verbal communication and professional etiquettes.

TEXT BOOKS

1	Managerial Skill Articles
2	The Management Skills of SALL Managers - SiSAL Journal
3	Managerial Skills by Dr.K.Alex S.CHAND
4	Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP
5	Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press. PROF. SANJIV

REFERENCES BOOKS

1	Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication
2	McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.
3	Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.
4	P. Varshney , A. Dutta, Managerial Skill Development, Alfa Publications, 2012
5	EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan

MAPPING WITH PROGRAM SPECIFIC OUTCOMES

COs	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	M	M	S	S	S
CO 2	M	M	S	S	S
CO 3	S	S	S	S	S
CO 4	S	S	S	S	S
CO 5	M	M	S	S	S

S-Strong**M-Medium**

SEMESTER – III

Core: V	Business Administration	Credits:5
Code: M23UBA05	ORGANIZATIONAL BEHAVIOUR	Contact Hour Per Week: 5

OBJECTIVES

1. To have extensive knowledge on OB and the scope of OB.
2. To create awareness of Individual Behaviour.
3. To enhance the understanding of Group Behaviour
4. To know the basics of Organizational Culture and Organizational Structure
5. To understand Organizational Change, Conflict and Power

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Define Organizational Behaviour, Understand the opportunity through OB.	K1
CO2	Apply self-awareness, motivation, leadership and learning theories at workplace.	K2
CO3	Analyze the complexities and solutions of group behaviour.	K3
CO4	Impact and bring positive change in the culture of the organization.	K4
CO5	Create a congenial climate in the organization.	K4

UNIT – I

15 Hours

Introduction-Concept of Organizational Behavior (OB): Nature, Scope and Role of OB- Disciplines that contribute to OB; Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics)

UNIT – II

15 Hours

Individual Behaviour -Learning, attitude and Job satisfaction-Concept of learning, conditioning, shaping and reinforcement. Concept of attitude, components, behavior and attitude. Job satisfaction: causation; impact of satisfied employees on workplace.

Motivation-Concept; Theories (Hierarchy of needs, X and Y, Goal setting, Equity theory); Personality and Values-Concept of personality; Big Five model. Relevance of values; Linking personality and values to the workplace.

UNIT – III

15 Hours

Group Behaviour-Groups and Work Teams: Concept-Five Stage model of group development; Group norms, cohesiveness; Group think and shift; Teams; types of teams; Creating team players from individuals and team based work (TBW) Leadership -Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories (Fiedler, Hersey and Blanchard, Path-Goal);

UNIT - IV**15 Hours**

Organizational culture and structure-Concept of culture; Impact (functions and liability); Creating and sustaining culture: Concept of structure, Prevalent organizational designs: New design options

UNIT - V**15 Hours**

Organizational change, conflict and power-forces of change; Planned change; Resistance; Approaches (Lewin's model, Organizational development); Concept of conflict, Conflict process; Types, Functional/ Dysfunctional. Introduction to power and politics.

Text Books

1	Fred Luthans, Organizational Behaviour, Tata Mc Graw Hill, 2017.
2	Neharika Vohra Stephen P. Robbins, Timothy A. Judge , Organizational Behaviour, Pearson Education, 18 th Edition, 2022.
3	Ray French, Charlotte Rayner, Gary Rees & Sally Rumbles, Organizational Behaviour, John Wiley & Sons, 2011
4	Louis Bevoc, Allison Shearsett, Rachael Collinson, Organizational Behaviour Reference, Nutri Niche System LLC (28 April 2017)
5	Dr. Christopher P. Neck, Jeffery D. Houghton and Emma L. Murray, Organizational Behaviour: A Skill-Building Approach, SAGE Publications, Inc; 2nd edition (29 November 2018).

References Books

1	Gangadhar Rao, Narayana, V.S.P Rao, Organizational Behaviour 1987, Reprint 2000, Konark Publishers Pvt. Ltd, 1 st edition
2	Uma Sekaran, Organizational Behaviour Text & cases, 2 nd edition, Tata McGraw Hill Publishing CO. Ltd
3	S.S. Khanka, Organizational Behaviour, S. Chand & Co, New Delhi.
4	J. Jayasankar, Organizational Behaviour, Margham Publications, Chennai, 2017.
5	John Newstrom, Organizational Behaviour: Huma Behaviour at Work, McGraw Hill Education; 12th edition (1 July 2017)

MAPPING WITH PROGRAM OUTCOMES

Cos	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	M	M	S
CO 2	S	S	M	S	S
CO 3	S	M	M	M	S
CO 4	S	S	M	M	S
CO 5	S	S	M	M	S

S-Strong**M-Medium**

Core : VI	Business Administration	Credits:5
Code: M23UBA06	FINANCIAL MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES

1. Understand the basics of finance and roles of finance manager
2. Evaluate Capital structure & Cost of capital
3. Evaluate Capital budgeting
4. Assess dividends
5. Appraise Working Capital

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand the basics of finance and roles of finance manager	K1
CO2	Evaluate Capital structure & Cost of capital	K4
CO3	Evaluate Capital budgeting	K4
CO4	Assessing dividends	K2
CO5	Appraise Working Capital	K3

UNIT - I

15 Hours

Meaning, objectives and Importance of Finance – Sources of finance – Functions of financial management – Role of financial manager in Financial Management.

UNIT - II

15 Hours

Capital structures planning - Factors affecting capital structures – Determining Debt and Equity proportion – Theories of capital structures – Leverage concept. Cost of capital – Cost of equity – Cost of preference share capital – Cost of debt – Cost of retained earnings – Weighted Average (or) Composite cost of capital (WACC)

UNIT - III

15 Hours

Capital Budgeting: ARR, Payback period, net present value, IRR, Capital rationing, simple problems on capital budgeting methods.

UNIT - IV

15 Hours

Dividend policies – Factors affecting dividend payment - Company Law provision on dividend payment –Various Dividend Models (Walter’s Gordon’s –M.M. Hypothesis)

UNIT - V

15 Hours

Working capital – Components of working capital –operating cycle – Factors influencing working capital – Determining (or) Forecasting of working capital requirements.

Text Books

1	Dr.Kulkarni and Dr. SathyaPrasad, Financial Management, 13 th Edition 2011
2	Financial Management & Policy Srivastava, R M Himalaya
3	Financial Management Kishore R M, Taxman Allied Service
4	Strategic Financial Management Jakhotiya
5	Advanced Financial Management kohok, M A, Everest Publishing House

References Books

1	Financial Management – PrasannaChandra , 2008, Tata McGraw Hill, New Delhi
2	Financial Management – S.N.Maheswari
3	Financial Management – Y. Khan and Jain 2009 Edition, Sultan Chand & Sons
4	Financial Management – A. Murthy
5	Dr. K. Ganesan & S.Ushena Begam, Financial Management, Charulatha Publications , Chennai
6	Financial Management - I.M.Pandey, 2009 Vikas Publishing

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	M
CO 2	S	S	M	M	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	M
CO 5	S	S	M	M	M

S-Strong**M-Medium**

Generic Elective-III (Allied)	Business Administration	Credits:3
Code: M23USTGE5	BUSINESS STATISTICS	Contact Hour Per Week: 4

OBJECTIVES

1. Apply the Measures of Central Tendency in business
2. Understanding the Measures of Variation
3. Analyze of Time Series
4. Understand Index Numbers and Statistical quality control
5. Testing of hypothesis

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand Central Tendency	K1
CO2	Evaluate the Variation	K3
CO3	Analyze of Time Series	K3
CO4	Understand Index Numbers	K4
CO5	Appraise Test Hypothesis	K5

UNIT – I

12 Hours

Introduction – Meaning and Definition of Statistics – Collection and Tabulation of Statistical Data – Presentation of Statistical Data – Graphs and Diagrams- Measures of Central Tendency – Arithmetic Mean, Median and Mode – Harmonic Mean and Geometric Mean.

UNIT – II

12 Hours

Measures of Variation – Standard Deviation – Mean deviation – Quartile deviation- Skewness and kurtosis – Lorenz Curve – Simple Correlation – Scatter Diagram – Karl Pearson's Correlation – Rank Correlation – Regression.

UNIT – III

12 Hours

Analysis of Time Series – Methods of Measuring Trend and Seasonal Variations.

UNIT – IV

12 Hours

Index Numbers – Consumer Price Index – And Cost of Living Indices.

UNIT – V

12 Hours

Testing of hypothesis – Chi-Square test, T Test, F Test, and ANOVA.

Text Books	
1	P.R. Vittal, Business Mathematics and Statistics, Margham Publications, Chennai,2004.
2	S.P. Gupta, Statistical Methods, Sultan Chand & Sons, NewDelhi,2007.
3	S.P. Gupta, Elements of Business Statistics, Sultan Chand & Sons, NewDelhi,2007.
4	J.K. Sharma, Business Statistics, Pearson Education, New Delhi,2007.
5	Business Statistics & OR - Dr. S. P. Rajagopalan, Tata McGraw-Hill
References Books	
1	David M.Levine, David F.Stephan etal. Business Statistics : A first Course, 7 th edition
2	Dina Nath Pandit, Statistics: A Modern Approach , Hindustan Publishing Corporation
3	Hazarika Padmalochan,A textbook of Business Statistics , S.Chand Publications
4	Vohra ND, Business Statistics: Text and Problems – With Introduction to Business Analytics, Mc Graw Hill ,2021
5	Alexander Holmes, Barbara Illowsky and Susan Dean, Introductory Business Statistics , 12 th Media Services, 2017

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	S
CO2	S	S	M	M	M
CO3	S	S	M	M	S
CO4	S	S	M	M	M
CO5	S	S	M	S	S

S-Strong

M-Medium

SEC-II	Business Administration	Credits:2
Code:M23UBAS02	COMPUTER APPLICATION IN BUSINESS	Contact Hour Per Week: 2

OBJECTIVES

1. To build skills in Ms-Word
2. To build skills in Ms-Excel,
3. To build skills in Ms- Power Point
4. To understand the basics of tally
5. To familiarize students with Google forms for students with relevance in business scenario and its applications.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Demonstrate hands on experience with Ms-word for business activities	K1
CO2	Demonstrate hands on experience with Ms-Excel for business activities	K2
CO3	Demonstrate hands on experience with Ms-power point for business activities	K3
CO4	Demonstrate hands on experience with Tally for business activities	K4
CO5	Demonstrate hands on experience with Tally for reporting in business	K4

UNIT - I

6 HOURS

Introduction, Menus, Shortcuts, Document types, working with Documents-Opening, Saving, Closing, Editing Document, Using Toolbars, Rulers, Help, Formatting Documents-Setting font, paragraph, page break, Line break, Inserting clip arts, pictures. Creating Tables-Settings, borders, alignments, merging, splitting, sorting rows and columns.

UNIT - II

6 HOURS

Introduction, Spread sheet application, Menus, Tool bars and icons, Spreadsheet-Opening, saving, closing, printing file, setting margins, Entering And Editing Data- Copy, cut, paste, undo, redo, find, search, replace, filling continuous rows and columns, inserting data cells, columns, rows and sheet, Functions Types-Mathematical, Formatting Spread Sheet- Alignment, font, border, Highlighting values, background color, bordering and shading, Working With Sheet-Sorting, filtering, validation, consolidation, subtotals, Charts.

UNIT - III

6 HOURS

Introduction, opening new presentation, Presentation templates, presentation layout, Creating Presentation- Setting presentation style, adding text, Formatting-Adding style, color, arranging objects, adding header and footer, slide background, slide layout, Slide Show, Adding Graphics-Inserting pictures, tables, Adding Effects-Setting animation and transition effects, audio and video, Printing handouts.

UNIT - IV**6 HOURS**

Introduction to Tally - Features of tally, creation of company, Accounts only and accounts with, Gateway of Tally, Groups and Ledgers, Voucher entry with Bill wise details, Interest computation, order processing. Reports - Profit and Loss A/C, Balance Sheet.

UNIT - V**6 HOURS**

Use Google forms to develop & share questionnaire.

Text books	
1	International Journal of Computer Applications in Technology
2	International Journal of Computer Applications – IJCA
3	P.Rizwan Ahmed; Computer Application in Business, Margham Publications, 2019.
4	Computer Application in Business (Tamil Nadu) by Dr. R.Paramaeswaran
5	Taxmann’s Basics of Computer Applications in Business by Hem Chand Jain and H.N. Tiwari, Taxmann Publications Private Limited .
References Books	
1	P.Rizwan Ahmed; Computer Application in Business and Management, Margham Publications, 2019.
2	Google Form Made Simple The Perfect Guide to Creating and Modifying Google Forms from Beginners to Expert by Mary Brockman
3	Bittu Kumar; Mastering Ms-Office, V&S Publishers, 2017.
4	Lisa A. Bucki, John Walkenbach, Faithe Wempen, & Michael Alexander; Microsoft Office 2013 BIBLE, Wiley, 2013.
5	S.S. Shrivatsava; Ms-Office, First Edition, Laxmi Publications, 2015.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	M	M
CO 2	S	M	M	M	M
CO 3	M	M	M	S	M
CO 4	S	S	M	M	M
CO 5	S	S	M	S	M

S-Strong**M-Medium**

SEC: III	Business Administration	Credits:2
Code:M23UBAS03	ENTREPRENEURIAL SKILL NEW VENTURE MANAGEMENT	Contact Hour Per Week: 2

OBJECTIVES

1. To learn to generate and evaluate new business ideas
2. To learn about a business model that generates money
3. To understand how to find, evaluate and buy a business
4. To evaluate the feasibility of idea into a Venture
5. To understand sources who lend for new ventures

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand the concept of entrepreneurship and skill sets of an entrepreneur.	K1
CO2	Assess new venture opportunities & analyze strategic choices in relation to new ventures	K2
CO3	Develop a credible business plan for real life situations.	K3
CO4	Coordinate a team to develop and launch and manage the new venture through the effective leadership	K4
CO5	Evaluate different sources for financing new venture	K3

UNIT -I

6 Hours

Concept of Entrepreneurship-Evolution - importance - Importance of entrepreneurship, developing creativity and understanding innovation, stimulating creativity; Organisational actions that enhance creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT - II

6 Hours

Developing Successful Business Ideas-Recognizing Opportunities and Generating Ideas - Entry strategies: New Product – Franchising - Buying an existing firm.

Unit - III

6 Hours

Feasibility Analysis-Marketing, Technical and Financial Feasibility analysis - Industry and Competitor Analysis-assessing a New Venture's Financial Strength and Viability

Unit -IV

6 Hours

Moving from an Idea to a New Venture- Preparing the Proper Ethical and Legal Foundation- Building a New-Venture Team – Leadership - Corporate Entrepreneurship, Social Entrepreneurship

Unit -V**6 Hours**

Financing the New Venture-Financing entrepreneurial ventures - Managing growth; Valuation of a new company - Arrangement of funds - Traditional sources of financing - Alternate Source of Funding - Start-ups, MSMEs, any new venture - rules and regulations governing support by these institutions.

Text Books	
1	Journal of Business Venturing – Elsevier
2	Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald
3	Entrepreneurship: New Venture Creation (2016) David H. Holt, Pearson Education India,
4	Entrepreneurship and New Venture Creation; Arun Sahay, V. Sharma; Excel Book (2008)
5	Entrepreneurship ,11 th Edition , By Robert D. Hisrich, Michael P.Peters, Dean A. Shepherd , Sabyasachi Sinha , Mc Graw Hill
References Books	
1	New Venture Creation, Kathleen R. Allen, Cengage Publication (2013)
2	Essentials of Entrepreneurship and Small Business Management. Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Boston: Pearson.
3	Project Appraisal and Management, Agrawal, Rashmi and Mehra, Yogieta S. (2017). New Delhi. Taxmann Publications.
4	The Manual for Indian Start -ups Tools to Start and Scale – up Your New Venture by Vijaya Kumar Ivaturi and Meena Ganesh , Penguin Enterprise
5	Entrepreneurship Development , Indian Cases on Change Agents by K. Ramachandran, Mc Graw Hill Publication

MAPPING WITH PROGRAM OUTCOME

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	M	S	S
CO 2	S	S	M	S	S
CO 3	S	S	M	S	S
CO 4	S	S	M	S	S
CO 5	M	S	M	S	M

S-Strong**M-Medium**

SEMESTER – IV

Core: VII	Business Administration	Credits:4
Code: M23UBA07	Business Environment	Contact Hour Per Week: 4

OBJECTIVES

1. To impart knowledge on the concept of business environment & its significance
2. To know the political environmental factors and its impact on business.
3. To know the Economic environmental factors and its impact on business
4. To throw light on importance of the types of Social Organization.
5. To create awareness of industrial-technological advancements.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand the concepts of Business Environment.	K1
CO2	Apply knowledge in the business and strategic decisions.	K2
CO3	Analyze the importance of business in various social groups.	K4
CO4	Evaluate the types of economic environment and its impact on business.	K4
CO5	Construct and assess the environment for real-time business	K3

UNIT – I

12 Hours

The concept of Business Environment-nature and significance A brief overview of political, cultural, legal, economic, and social environments and their impact on business and strategic decisions

UNIT – II

12 Hours

Political Environment-Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention

UNIT – III

12 Hours

Economic Environment-Business Cycles (Inflation, Deflation), Macroeconomic Parameters Like GDP, Growth Rate, Population, Urbanization, National Income, and Per Capita Income, and Their Impact on Business Decisions Five-year planning; establishment of NITI Aayog (National Institution for Transforming India); 1991 New Economic Policy; business liberalization, privatization, and globalization

UNIT – IV

12 Hours

Social environment- cultural heritage; social attitudes; castes and communities Joint family systems; linguistic and religious groups; types of social organization.

UNIT - V**12 Hours**

Technology environment – Industry 4.0-Meaning-Features- basic Applications and Uses- Block chain, AI, AR, Cloud, IOT, IIOT, Big Data and Analytics

Text Books

1	K.Ashwathappa, (Reprint 2016) Essentials of Business Environment, Himalaya Publishing House, 6 th Edition, India
2	Joshi Rosy Kapoor Sangam, Business Environment, Kalyani Publishers, Ludhiana
3	Sankaran.S (Reprint 2016) Business Environment, Margham Publishing House, hid Revised Edition
4	Gupta C B (Reprint 2018) ,Business Environment, Sultan Chand & Sons. Eleventh Revised Edition

References Books

1	Business Environment : Rrancis Cherunilam- Himalaya Publishing House,1999
2	Business Environment Ruchi GoyalPublisher: Neelkanth Publishers Pvt. Ltd.2019
3	Business Environment,Fourth Edition,By Pearson
4	Business Environment Indian And Global Perspective 3Rd Edition by AHMED, FAISAL ALAM, M. ABSAR, PHI Learning

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	S	M	S	S
CO 2	S	S	M	S	S
CO 3	S	S	M	S	S
CO 4	S	S	M	S	S
CO 5	S	S	M	S	S

S-Strong**M-Medium**

Core: VIII	Business Administration	Credits:5
Code: M23UBA08	BUSINESS REGULATORY FRAME WORK	Contact Hour Per Week: 5

OBJECTIVES

1. To explain Indian contracts act
2. To understand sales of goods act & contract of agency
3. To understand Indian companies act 1956
4. To understand consumer protection act – RTI
5. To understand cyber law

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Explain Indian Contracts Act	K4
CO2	Understand Sales of goods act and Contract of Agency	K2
CO3	Understand Indian Companies Act 1956	K1
CO4	Understand Consumer Protection Act – RTI	K2
CO5	Understand Cyber law	K3

UNIT I

15 Hours

Indian Contracts Act Meaning and nature of contract – Elements of valid Contract – Classification of Contract – Performance of Contract – Breach of contract – Remedies for breach of contract. Agency Creation if agency – Termination of agency- Principal – Agent – powers and duties- special contract – bailment, pledge, agency

UNIT II

15 Hours

Sale of goods Act Formation of Contract of Sale- Sale and Agreement to sell – Condition and Warranties – Transfer of property in goods – Transfer of title by Unpaid Seller and his rights- Sale of Auction - Hire Purchase Agreement.

UNIT III

15 Hours

Indian Companies Act 1956-Meaning - Kinds of Companies – Formation of Company - Documents related with incorporation: Memorandum of Association - Articles of Association - Prospectus - Share Capital - Company Management and Administration - Types of Meetings - Liquidation of Company.

UNIT IV

15 Hours

Consumer Protection Act Definition: Consumer- Complainant – Complaint – defect - deficiency – Consumer Dispute – Scope of Consumer Protection Act – Rights of Consumer Dispute Redressal Agencies: District Forum – State Commission – National Commission.

UNIT V**15 Hours**

Cyber laws – IT Act 2000 & 2008- Cyber laws Cyber Crimes (alterces) and Legal provisions relating to cyber crimes- Nature and scope of RTI.

Text Book	
1	Tulsian.P.C Business Law (2018) Third Edition, McGraw Hill Publications
2	Pillai R S N, Bhagavati, Business Law, Third Edition, Sultan Chand
3	N D Kapoor(2019), Elements of Merchantile Law, Sultan Chand & Sons
4	Constitutional Law – Dr. M.R. Sreenivasan & Ananda Krishna Deshkulkarni
5	Business Law (Commercial Law) – Dr. M.R. Sreenivasan
References Books	
1	Business Regulatory Framework, Garg K.C., Sareen V.K., Sharma Mukesh, 2013
2	Business Regulatory Framework, Sahitya Bhawan Publications. Revised, 2022.
3	Business Regulatory Framework, Pearson Education India, 2011
4	Bare Acts- RTI, Consumer Protection Act
5	Business Regulatory Framework , Dr. Pawan Kumar Oberoi, Global Academic Publishers & Distributors, 2015

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	S
CO 2	S	M	M	M	S
CO 3	S	M	M	M	S
CO 4	S	M	M	M	S
CO 5	S	M	M	M	S

S-Strong**M-Medium**

Generic Elective- IV (Allied)	Business Administration	Credits:3
Code: M23USTGE7	OPERATION RESEARCH	Contact Hour Per Week: 3

OBJECTIVES

1. Introduction to Operations Research definition and concept Essential features of LPP.
2. Formulation of Transportation problem and finding an initial basic feasible solution.
3. Expressing Assignment problem, Hungarian method- Minimization and Maximization case and Sequencing Problem.
4. Analyze Network models and constructing network- critical path, various floats.
5. Analyze Game Theory and Decision Theory

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Analyze Linear Programming	K1
CO2	Analyze Transportation problem	K3
CO3	Analyze Assignment problem	K2
CO4	Analyze Network models	K4
CO5	Analyze Game Theory and Decision Theory	K3

UNIT-I

9 Hours

Linear Programming problem -Concept and scope of OR, general mathematical model of LPP, steps of L.P model formulation, Graphical method of the solution of LPP-simple problems.

UNIT-II

9 Hours

Transportation problem- Basic definitions, formulation of transportation problem as LPP, finding an initial basic feasible solution- North -west corner rule, row minima method, column minima method, least cost entry method-Vogel's approximation method to find the optimal solution

UNIT-III

9 Hours

Assignment problem-Hungarian method- Minimization and Maximization case, unbalanced assignment problem. Sequencing Problem-Processing jobs on 2 machines, processing n jobs on 3 machines, processing n jobs on m machines.

UNIT-IV

9 Hours

Network models-PERT and CPM — difference between PERT and CPM-constructing network- critical path, various floats, three-time estimates for PERT

UNIT- V**9 Hours**

Game Theory- Maximin-Minmax criterion, Saddle point, Dominance property, Graphical method for solving 2xn and mx2 game. Decision Theory –statement of Baye’s theorem application - decision trees.

Text Book	
1	Operational Research Research.com
2	Operations Research PubsOnLine (informs.org)
3	Prabandhan : Journal of Management
4	International Journal of Operations research
5	DR H. Premraj, Elements of Operation Research, Margham publications, Chennai, 2019
References Books	
1	P.R. Vittal& V. Malini, Operative Research – Margham Publications – Chennai – 17.
2	P.K. Gupta& Man Mohan, Problems in Operations Research – Sultan Chand & sons – New Delhi
3	V.K. Kapoor, Introduction to operational Research – Sultan Chand & sons – New Delhi
4	Hamdy A Taha, Operation Research – An Introduction prentice Hall of India- New Delhi
5	P. Gupta, N. Aruna Rani, M. Haritha (2018), Operations Research and Quantitative Techniques, First edition, Himalaya Publishing House.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	M
CO2	S	S	M	M	S
CO3	S	S	M	M	S
CO4	S	S	M	M	M
CO5	S	S	M	M	M

S-Strong**M-Medium**

SEC-IV	Business Administration	Credits:2
Code: M23UBAS04	TALLY	Contact Hour Per Week: 2

OBJECTIVES

1. To impart knowledge about basic use of Tally and its functions
2. To understand the creation of groups and Ledgers
3. To provide understanding about Data Management in Tally
4. To understand the process of GST, EPF etc.
5. To familiarize students about significance of Tally in implications in the Organizations

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand about the basic accounting and Tally. ERP 9	K1
CO2	Identify the maintained of Ledger and inventory system	K2
CO3	Creation of various vouchers and bill wise details	K4
CO4	Understand various taxes returns and filing	K4
CO5	Relate and infer various reports generated in Tally. ERP 9	K3

UNIT-I

6 Hours

Basic of Accounting & Fundamentals of Tally. ERP 9-Accounting Principles or Concepts, Rules for Accounting, Creation/ Setting up of Company in Tally ERP 9 and Configuration.

UNIT-II

6 Hours

Accounting Master in Tally. ERP 9-Groups & Ledgers Creation Inventory Master in Tally. ERP 9: Creation of Stock Groups and Categories and Units of Measure.

UNIT-III

6 Hours

Vouchers Entries & Advance Accounting in Tally. ERP 9- Types of Vouchers, Invoicing, Bill Wise Details, Cost Centers and Bank Reconciliation and Scenarios Management.

UNIT-IV

6 Hours

Advance Inventory & Taxes in Tally. ERP 9- Order processing, Batch Wise Details, POS, TDS, TDS Returns Filing, TCS, GST Returns, EPF, ESIC & Professional Tax.

UNIT- V

6 Hours

Technological Advantages, Payroll, Report Generations, Short Keys in Tally. ERP 9.

Text Book	
1	Journal of Emerging Technologies and Innovative Research
2	Global Journal for Research Analysis
3	Tally.ERP 9 with GST in Simple Steps by DT Editorial Services, Dreamtech Press
4	Vikas Gupta, Comdex Tally, ERP 9 Course Kit with GST and MS Excel, Wiley India, 2017
5	Official Guide To Financial Accounting Using Tally.Erp 9 With Gst by Tally Education, BPB Publications
References Books	
1	Shraddha Singh & Navneet Mehra, Tally. ERP 9, V & S Publishers, 2015
2	Official Guide to Financial Accounting using Tally. ERP 9, Fourth Revised & Updated Edition, BPB Publications
3	Vinod Kumar, Tally. ERP 9 Made Easy, Accounting Education
4	Bimlendu Shekhar, Tally Practical Work Book -1, 2 nd Edition
5	Asian's Quintessential Course Tally.ERP 9 with GST by Vishnu Priya Singh edition 2020

MAPPING WITH PROGRAM OUTCOME

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	M
CO 2	S	M	M	M	M
CO 3	S	M	M	M	M
CO 4	M	M	M	M	M
CO 5	M	S	M	M	S

S-Strong

M-Medium

SEC:V	Business Administration	Credits:2
Code: M23UBAS05	INTELLECTUAL PROPERTY RIGHTS	Contact Hour Per Week: 2

OBJECTIVES

1. To learn aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries.
2. To disseminate knowledge on patents, patent regime in India and abroad and registration aspects
3. To evaluate the copyright law
4. To disseminate knowledge on copyrights and its related rights and registration aspects
5. To understand about Geographical Indicators

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Imbibe the knowledge of IPR through various laws	K1
CO2	Apply the knowledge of patents	K2
CO3	Understand the process of acquiring a trademark	K3
CO4	Create an awareness about copyrights	K4
CO5	Understand geographical indicators	K3

UNIT-I

6 Hours

IPR Introduction-and the need for intellectual property right – IPR in India – Different Classifications –Important Principles of IP Management –Commercialization of Intellectual Property Rights by Licensing–Intellectual Property Rights in the Cyber World.

UNIT-II

6 Hours

Introduction–Classification–Importance–Types of Patent Applications in India – Paten table Invention– Inventions Not Paten table.

UNIT-III

6 Hours

Introduction–Fundamentals–Concept–Purpose–Functions–Characteristics– Guidelines - For Registration of Trade Mark – Kinds of TM – Protection – Non-Register able Trademarks-Industrial Designs –Need for Protection of Industrial Designs.

UNIT-IV

6 Hours

Introduction to Copyright– Conceptual Basis –Copy Right and Related Rights– Author & Ownership of Copyright - Rights Conferred By Copy Right- Registration – Transfer –Infringement–Copyright pertaining to Software/Internet and other Digital media.

UNIT- V**6 Hours**

Geographical indications: Concept, Protection & Significance

Text Book	
1	Journal of Intellectual Property Rights
2	IntellectualPropertyRightsTextandCases: DR.R.Radhakrishnan, DR.S. Balasubramanian
3	IntellectualPropertyPatents,TradeMarks, And Copy Rights–RichardStim
4	Intellectual Property Rights by Asha Vijay Durafe and Dhanashree K.Toradmalle, Wiley
5	Fundamentals of Intellectual Property Rights For Students, Industrialist and Patent Lawyers by Ramakrishna and Anil Kumar HS
References Books	
1	Landmark Judgements on Intellectual Property rights by Kush Kalra. Central Law Publishing
2	Intellectual Property Rights in India by V.k.Ahuja, Lexis Nexis
3	Introduction To Intellectual Property Rights Softbound By Singh, Phundan, Daya Publishing House
4	Introduction To Intellectual Property Rights by Chawkam H.S, Oxford & Ibh
5	Intellectual Property - Patents, Copyright, Trade Marks and Allied Rights by W Cornish and D Llewelyn and T Pain

MAPPING WITH PROGRAM OUTCOME

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	S	M
CO 2	M	S	M	M	S
CO 3	M	S	S	S	M
CO 4	M	M	M	M	M
CO 5	M	M	M	M	S

S-Strong**M-Medium**

SEMESTER -V

Core : IX	Business Administration	Credits:4
Code: M23UBA09	HUMAN RESOURCE MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES

1. To explain the concepts, functions and process of HRM
2. To examine the selection and placement process
3. To evaluate the training and performance
4. To understand the importance of employee engagement and compensation
5. To understand the recent trends in HR

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Explain the concepts, functions and process of HRM	K2
CO2	Examine the selection and placement process	K3
CO3	Evaluate the training and performance appraisal	K4
CO4	Understand the employee engagement and compensation	K4
CO5	Understand the recent trends in HR	K1

UNIT –I**15 Hours**

Nature and scope of Human Resources Management –Roles & responsibilities of HR manager-HR Policies & procedures-Differences between personnel management and HRM –Environment of HRM -Concept &scope of Strategic Human resource management (SHRM) -HRM as a competitive advantage in the VUCA world

UNIT –II**15 Hours**

Human Resource Planning- Job Evaluation-methods- Job analysis-Job description, Job specification .Recruitment – Selection – Process, Methods – Interview, Tests, Induction and Placement.

UNIT –III**15 Hours**

Training and Development, Training Process, Methods, Training Need Assessment, Career Development. Transfer and Promotion. Performance Management – Meaning- Process- Performance appraisal methods-Performance Monitoring and review.

UNIT –IV**15Hours**

Employee Engagement- Meaning- Importance- evaluation- measuring employee engagement- Employee Compensation-components- incentives- benefits- welfare and social security measures

UNIT -V**15 Hours**

Human Resource Audit – Nature – Benefits – Scope – Approaches. HRIS. Recent trends in HRM: Green HRM & Virtual HRM Practices, Understanding People Analytics, Multigenerational workforce. Global HRM

TEXT BOOKS

1	C.B. Gupta Human Resource Management , Sultan Chand & Sons Publisher Edition, 2020
2	Steve Brown, HR on Purpose: Developing Deliberate People Passion, Society for Human Resource Management, 1st Edition, 2017
3	Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 1st Edition, 2018
4	Kirs Wayne Cascio and John Boudreau, Investing in People: Financial Impact of Human Resource Initiatives, Prentice Hall , 2nd Edition, 2015
5	Srinivas R Kandula, , Compentency Based Human Resource Managemet, PHI Learning , 1st Edition, 2013

References Books

1	K.Ashwathappa, Human Resource Management- Text and cases, McGraw Hill Education India, 6 th Edition
2	V S P Rao, Human Resource Management : Text & Cases, Excel Books, 3 rd Edition, 2010
3	Garry Deseler, Human Resource Management, Pearson, 15 th Edition, 2017
4	L M Prasad , Human Resource Management , Sultan Chand and Sons 3 rd Edition , 2014
5	Tripathi. P C, Human Resource Management, Sultan Chand and Sons 1st Edition, 2010

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	S	M	M	M
CO 2	S	S	M	M	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	S
CO 5	S	S	M	M	M

S-Strong**M-Medium**

Core :X	Business Administration	Credits:4
Code: M23UBA10	RESEARCH METHODOLOGY	Contact Hour Per Week: 5

OBJECTIVES

1. To familiarize the students to the basic concepts of Research and operationalize research problem
2. To provide insights on research design and scaling
3. To throw light on data collection and presentation
4. To elucidate on Hypothesis Testing and other statistical Test
5. To summarize and present research results with focus on ethics and plagiarism

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand the concepts and principles of Research	K1
CO2	Comprehend and decide the usage of design and formulate hypothesis	K3
CO3	Analyze data collection sources and tools	K2
CO4	Summarize and establish solutions through data analysis	K4
CO5	Compare and justify the process of writing and organizing a research report.	K4

UNIT- I

15 Hours

Introduction to Business Research - Research in Business – Research Process- Research need, formulating the problem, designing, sampling, pilot testing.

UNIT- II

15 Hours

Research Design- Exploratory, Descriptive, Casual, Formulation of hypothesis - types. Measurement- characteristics of sound measurement tool, scaling methods and sampling-characteristics- process- techniques.

UNIT- III

15 Hours

Sources and Collection of Data - Primary and secondary sources, survey observation, experimentation- details and evaluation. - Questionnaires – schedules.

UNIT- IV

15 Hours

Data. Analysis and Preparation- Data entry, Data coding, editing, classification and tabulation & cross tabulation- presentation of data.

UNIT- V

15 Hours

Presenting results and writing the report: - The written research Report & Research Ethics – Plagiarism.

Text Books	
1	W.Lawrence Newman” Social Research Methods: Qualitative and Quantitative Approaches 7 th Edition, Pearson Education India 2014
2	Mark Saunders,Philip Lewis. Adrain Thornhill” Research Methods for Business Students” 5 th Edition Pearson India 2011
3	John W Creswell, Research Design : Qualitative, Quantitative and Mixed Method Approaches , Sage , 4th Edition , 2014
4	Emma Bell, Bill Harley, and Alan Bryman, Business Research Methods, Oxford University Press , 6 th Edition , 2022
5	Naresh K Malhotra, Marketing Research An applied Orientation, Pearson , 7th Edition,2019
Reference Books	
1	C.R Kothari, Gaurav Garg, Research Methodology Methods and Techniques, 4th edition, New Age International Publisher 2019.
2	Donald R.Cooper, Pamela S. Schindler, Business Research Methods, 12th edition, Tata McGraw Hill,2018.
3	Kumar R, Research Methodology, a step-by-step guide for beginners, Sage South Asia 2011.
4	Richard L.Levin, Davis S.Rubin, Sanjay Rastogi, Masood H. Siddiqui, Statistics for Management, Pearson Education, 8th edition, 2017.
5	Dr.R.K.Jain, Research Methodology, Methods and Techniques, Vayu Education 2021

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	S	M	M	M
CO 2	S	S	M	M	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	M
CO 5	S	S	S	S	S

S-Strong

M-Medium

Core: XI	Business Administration	Credits:4
Code: M23UBA11	BUSINESS TAXATION	Contact Hour Per Week: 5

OBJECTIVES

1. To understand the basic concepts of Taxes.
2. To provide insights on the Income Tax Act.
3. To evaluate the procedure for assessment and methods of valuation for customs.
4. To discuss on GST.
5. To analyze and apply the returns, Tax payment and Penalties under GST

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	To define and understand the basic concepts of tax.	K1
CO2	To Examine and apply GST rules in real-time business situations.	K4
CO3	To analyze the elements of GST mechanism in India.	K3
CO4	To evaluate the rules of Income Tax and methods of valuation for customs.	K4
CO5	To prepare the needed documents under GST Compliance.	K2

UNIT-I

15 Hours

Objectives of Taxation – Canons of Taxation – Tax System in India – Direct and Indirect Taxes – Meaning and Types.

UNIT-II

15 Hours

Income Tax Act 1961 – Basic Concepts and Definitions – Income, Assessed, Person, Previous Year, Assessment Year, Gross Total Income, Total Income. Meaning of Permanent Account Number, Return of Income, TDS - Meaning - Rates - Filing and Return, Advance Tax, Rates of Taxation, Assessment Procedure

UNIT-III

15Hours

Customs Act 1962 - Introduction, Objectives, Definitions, Functions and powers of customs authorities, different types of custom duties. Classification of goods, procedure for assessment and methods of valuation for customs, demand and recovery of customs duty, procedure for claiming customs duty drawback.

UNIT-IV

15 Hours

Definitions of GST – business related person’s capital goods – levy and collection of tax – mixed supply, composite supply – meaning, advantages and disadvantages of unregistered supplier – time and value of supply – goods, services – input tax credit – Registration of GST – person liable for registration, not liable for registration, Registration of casual taxable person, deemed on cancellation of registration, revocation of cancellation of registration- VAT.

UNIT-V**15 Hours**

Tax Invoice, Credit and Debit notes –Return of GST, Refunds, payment of tax, assessment and audit. An Overview of Tax Audit – Tax Incentives and Export Promotions, Deductions and Exemptions

Text Books	
1	V.S. Datey, Central Excise, JBA Publishers, Edition 2013. Reddy. T. S and Y. Hari Prasad Reddy.
2	Business Taxation (Goods & Services TAX - GST), Margam Publication, Edition 2019.
3	Srinivasan N.P and Priya Swami. M, Business Taxation, Kalyani publishers Edition 2013
4	Pagaredinkar, Business Taxation, Sultan Chand and Sons, 2012.
5	VISION: Journal of Indian Taxation
References Books	
1	Vinodk.Singania, Indirect Tax, Sultan Chand and Sons, Edition 2013.
2	T.S. Reddy & Y. Hari Prasad Reddy, Business Taxation, Margham Publications, Chennai 2018.
3	Dr. Rajani Bhat & Dr. Dhamodharan V, Indirect Taxation, TR Publications, Chennai, 2020
4	DR. Vandhana Bangar, Yogendra Bangar, Indirect tax laws, Aadhya Prakasam Allahabad 2018.
5	Senthil and Senthil, Business Taxation, Himalaya Publication, 4 th Edition.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	M	M	M	M	S
CO2	S	M	M	M	M
CO3	S	M	M	M	S
CO4	S	M	M	M	S
CO5	M	M	M	M	S

S-Strong**M-Medium**

Core -XII	Business Administration	Credits:4
Code: M23UBA12	MANAGEMENT INFORMATION SYSTEM	Contact Hour Per Week: 5

OBJECTIVES

1. To understand MIS in decision making
2. To explain MIS, its structure and role in management functions
3. To classify & discuss information system categories, Database Management systems
4. To discuss SDLC and functional information system categories
5. To outline functions of BPO, data mining and the recent trends in information management

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Understand MIS in decision making	K1
CO2	Explain MIS, its structure and role in management functions	K3
CO3	Classify & discuss information system categories, Database Management systems	K4
CO4	Discuss SDLC and functional information system categories	K2
CO5	Outline functions of BPO, Data mining and the recent trends in information management	K4

UNIT – I

15 Hours

Definition of Management Information System - MIS support for planning, organizing and controlling - Structure of MIS - Information for decision -making. - Ethical issues

15 Hours

UNIT – II

Concept of System - Characteristics of System - Systems classification - Categories of Information Systems - Strategic information system and competitive advantage

15 Hours

UNIT – III

Computers and Information Processing - Classification of computer - Input Devices - Output devices - Storage devices, - Batch and online processing. Hardware - Software. Database management Systems.

15 Hours

UNIT – IV

System Analysis and design - SDLC - Role of System Analyst - Functional Information system - Personnel, production, material, marketing.

UNIT – V

15 Hours

Decision Support Systems - Business Process Outsourcing - Definition and function - Introduction to business analytics & relevance of big data.

Text Books

1	Sadagopan, "Management Information Systems" - Prentice- Hall of India
2	Management Information System by Jawadekar, Tata Mc Graw hill Publication, 2 nd Edition
3	Dr. S.P. Rajagopalan, "Management Information Systems and EDP ", Margham Publications , Chennai.
4	Management Information System by Ozz Effy
5	Management Information Systems: Conceptual Foundations, Structure & Development by Davis, Olson, M. 2nd edition Tata McGraw Hill (TMH) Publications India

References Books

1	Mudrick & Ross, "Management Information Systems", Prentice - Hall of India.
2	Management Information System by Concise study by Kelkhar S A
3	CSV Murthy -"Management Information Systems" Himalaya publishing House.
4	Michael Alexander (2014) Business Intelligence Tools for Excel Analysts
5	Management Information System by Oka MM

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	S
CO 2	S	M	M	M	S
CO 3	M	M	M	M	M
CO 4	S	S	M	M	M
CO 5	S	M	M	M	S

S-Strong**M-Medium**

Discipline Elective- I (Allied)	Business Administration	Credits:3
Code: M23UBADSE1	DIGITAL MARKETING	Contact Hour Per Week: 4

OBJECTIVES

1. To provide basic knowledge about digital marketing.
2. To understand and develop various digital marketing tools used for business.
3. To know the digital analytics and measurement tools used for digital marketing.
4. To familiarize online and Social media marketing
5. To Understand various data analytics and measurement tools in digital marketing

COURSE OUTCOMES

On the successful completion of the course, students will be able to

CO Number	Statement	Knowledge Level
CO1	Discuss digital marketing and its framework	K1
CO2	Identify, use appropriately and explain digital marketing tools	K2
CO3	Explain social media marketing and crowd sourcing	K3
CO4	Discuss online reputation management and its influence	K4
CO5	Identify the various data analytics and measurement tools in digital marketing	K4

UNIT-I

12 Hours

Introduction to Digital Marketing – Origin & Development of Digital Marketing – Traditional vs. Digital Marketing – Opportunities & Challenges- Online Marketing Mix – Digital Advertising Market in India. 6M Framework – ASCOR & POEM Digital Marketing framework.

UNIT-II

12 Hours

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.

UNIT-III

12 Hours

Social Media Marketing: Building successful social media digital strategy – Piggy bank theory – Personal branding in social media – Crowd sourcing – Lead generation & sales in social media.

UNIT-IV**12 Hours**

Online Reputation Management: Social commerce: Ratings & Reviews -Word of Mouth- User generated content – Co-Marketing – Affiliate Marketing - Influencer Marketing.

UNIT-V**12 Hours**

Digital Analytics & Measurement: Importance of Analytics in digital space – Data capturing in online space – Types – Tracking Mechanism – Google Analytics structure – Conversion tracking – Digital Engagement funnel; Define – Key performance indicator(s) (KPIs) – Ad words & Display Networks. Overview – Applications of Sentiment analysis & Text Mining; measuring campaign effectiveness – ROI (Return on Investment) & CLV (Customer life term value)

Text Books	
1	Journal of Digital & Social Media Marketing
2	International Journal of Internet Marketing and Advertising
3	Understanding Digital Marketing, Damian ryan,4 th Edition 2017 publisher: Korgan page limited USA
4	Digital Marketing current trends ,vandanahuja,7 th edition2015 Oxford University press ,Chennai
5	Digital Marketing essentials you always wanted to know, 7 th edition2012,Vibrant publishers USA
References Books	
1	Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publications, First Edition, 2016.
2	Nitin C Kamat & Chinmay Nitin Kamat,Digital Social Media Marketing, Himalaya Publishing House, 2018.
3	Philip Kotler, Marketing 4.0, Moving from Traditional to Digital, Wiley Publications, 2017.
4	Vandhana Ahuja, Digital Marketing, Oxford University Press, 2015.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	M	M	S	S	S
CO2	M	M	S	M	S
CO3	M	M	S	M	S
CO4	M	M	S	S	S
CO5	M	M	S	S	S

S-Strong**M-Medium**

Discipline Elective- I (Allied)	Business Administration	Credits:3
Code: M23UBADSE2	INDUSTRIAL RELATIONS	Contact Hour Per Week: 4

OBJECTIVES

1. To educate about the Industrial legislation in India.
2. To provide knowledge about maintaining harmonious relations in India and to resolve disputes, handling grievances etc.,
3. To know about Labor Legislation
4. To provide knowledge about the Councils and Collective Bargaining
5. To educate about Trade Unions

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Understand the role and importance of Industrial Relations	K1
CO2	Understanding the concepts of industrial Disputes and settlement.	K3
CO3	Understanding the concepts of Labour legislation.	K4
CO4	Identifying the concepts of Workers Participation in Management	K2
CO5	Understanding the concepts of Trade Union	K3

UNIT-I

12 Hours

Industrial Relations: Origin, Definition, Scope, Role, Objectives, Factors, Participants & Importance of IR. Approaches to Industrial relations. System of IR in India.

UNIT-II

12 Hours

Industrial Dispute: Causes and Consequences, Strikes – Lockouts, Lay Off, Retrenchment, Transfer & Closure -Settlement of Disputes – Machinery – Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance: Causes & Redressal Procedure, Standing Orders

UNIT-III

12 Hours

Labor Legislation: Factories Act 1948, Employee state insurance act 1948, Employee Compensation act 1923, Payment of wages act, 1936, Payment of Bonus act, 1965, Employee Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity act, 1972

UNIT-IV

12 Hours

Workers' participation in management: Structure, Scope, Works Committee, Joint Management Council & Shop Council. Pre-Requisites for Successful Participation. Collective Bargaining: Definition, Meaning, Types, Process & Importance.

UNIT-V**12 Hours**

Trade Unions – Growth – Economic, Social and Political Conditions - Objectives- Structures, Types and Functions, Social

Text Books

1	Dr.CB Mamoria, Satish Mamoria,P Subba Rao, Dynamics of Industrial Relations, Himalaya Publishing house,16 e,2022
2	Arun Monappa, Industrial Relations & Labour laws,Tata McGraw Hill, 2012
3	C S Venkata Ratnam , Manoranjan Dhal, Industrial Relations, Oxford, 2 nd Edition
4	A M Sharma, Industrial Relations and Labour Laws, HPH, Revised Edition
5	P R N Sinha, Indu Bala Dinha, Seema Priyadarshini Shekhar, Industrial Relations , Trade Unions and Labour Legislation, Pearson , 3e

Reference Books

1	Gupta CB (Dr), Kapoor N.D., Tripathi PC; Industrial Relations and Labour Laws, Sultan Chand and Sons, 2020.
2	S C Shrivastava, Industrial Relations & Labour Laws, Vikas Publishing,2022
3	Chris Hall; Trade Union and its State, Princeton University, 2017
4	Pradeep Kumar; Personnel Management and Industrial Relations, Kedarnath Ramnath and Company, 2018
5	R C Sharma; Industrial Relation and Labour Legislation, PHL learning Pvt ltd, 2016

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	M
CO2	S	S	M	M	S
CO3	M	M	S	M	M
CO4	S	S	S	M	S
CO5	S	M	M	M	S

S-Strong**M-Medium**

Discipline Elective- I (Allied)	Business Administration	Credits:3
Code: M23UBADSE3	FINANCIAL SERVICES	Contact Hour Per Week: 4

OBJECTIVES

1. To Understand the types of financial services and its environment
2. To Recognize role and functions of merchant banker and capital market
3. To Compare and contrast factoring, leasing, hire purchase and consumer Finance
4. To Understand Consumer Finance, Venture capital and credit rating
5. To Understand mutual funds and its functions

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	List types of financial services and their role	K1
CO2	Recognize role and functions of merchant banker and capital market	K2
CO3	Compare and contrast factoring, leasing, hire purchase and consumer Finance	K4
CO4	Understand Consumer Finance, Venture capital and credit rating	K3
CO5	Understand mutual funds and its functions	K3

UNIT-I

12 Hours

Meaning and importance of financial services – Types of financial services – Financial services and economic and technological environment – Players in Financial Services Sector. Financial Environment; Financial System-RBI, Commercial Banks; Financial Institutions-National Stock Exchange; Non-Banking Financial Companies (NBFCs)

UNIT-II

12 Hours

Merchant Banking – Functions – Issue management – Managing of new issues – Underwriting – Capital market – Stock Exchange – Role of SEBI

UNIT-III

12 Hours

Characteristics - Types - Participants - Myths about Leasing - Hire Purchase – Lease Financing Vs Hire Purchase Financing - Factoring - Mechanism - Functions of a Factor - Factoring - Players- Types - Operational Profile of Indian Factoring - Operational Problems in Indian Factoring - Factoring Vs bills discounting.

UNIT-IV

12 Hours

Venture Capital –Origin and Growth of Venture Capital - Investment Nurturing Methods - Mutual Funds - Portfolio Management Process in Mutual Funds - Credit Rating System - Growth Factors - Credit Rating Process - Global and Domestic Credit Rating agencies- Consumer Finance.

UNIT-V**12 Hours**

Mutual Funds: Meaning – Types – Functions – Advantages. Introduction to digital payments- crypto currency.

Text Books

1	Management of Banking and financial services by Padmalatha suresh and Justin Paul
2	Financial Services By Thmmuluri Siddaiah
3	Financial Services By Kevin D Peterson
4	Financial markets and services By E.Gordon and K.Natarajan
5	Financial services and Markets By Dr Punithavathy pandian

References Books

1	Financial Services –M.Y.Khan
2	Financial Services –B.Santhanam
3	Law of Insurance – Dr.M.N.Mishra
4	Indian Financial System – H.r.Machiraju
5	A Review of current Banking Theory and Practice – S.K.Basu.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	M	S
CO 2	M	M	M	M	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	S
CO 5	S	S	M	M	M

S-Strong**M-Medium**

Discipline Elective - IV	Business Administration	Credits:3
Code: M23UBADSE4	FUNDAMENTALS OF LOGISTICS MANAGEMENT	Contact Hour Per Week: 4

OBJECTIVES

1. Understand the various basic concepts and terms relating to Logistics
2. Comprehend the importance of customer service and outsourcing relevant to logistics
3. Evaluate the importance and issues in global logistics
4. Possess an overall knowledge about the services and factors allied to logistics
5. Understand the technological impact of logistics

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Explain the basic concepts relating to logistics	K1
CO2	Analyze the role of outsourcing and customer service in logistics	K3
CO3	Appraise the needs, modes and issues relating to global logistics	K4
CO4	Describe about the different activities allied to logistics	K4
CO5	Identify the various areas of logistics where technology can be applied	K2

UNIT I

12 Hours

Introduction to Logistics-History of Logistics-Supply chain management and logistics- Need, principles, benefits, types of logistics - cost saving & Productivity improvement. Basic concepts of national logistics policy

UNIT II

12 Hours

Customer Service and outsourcing Definition of Customer Service- Elements of Customer Service Phases in Customer Service. Customer Retention. Procurement and Outsourcing Definition of Procurement/Outsourcing Benefits of Logistics Outsourcing. Critical Issues in Logistics Outsourcing

UNIT III

12 Hours

Global Logistics Global Supply Chain. Organizing for Global Logistics-Strategic Issues in Global Logistics - Forces driving Globalization Modes of Transportation in Global Logistics- Barriers to Global Logistics -Financial Issues in Logistics Performance Need for Integrated logistics- Role of 3PL&4PL. Brief overview of EXIM

UNIT IV**12 Hours**

Key logistics activities- Warehousing- Meaning, Types, and Benefits. Transportation Meaning; Types of Transportations, efficient transportation system and its benefits. Courier/Express logistics Meaning, Categorization of consignments, Courier Guidelines, Pricing in Courier - Express service for international and domestic shipping.

UNIT V**15 Hours**

Technology & Logistics- Informatics, using logistics system to support time-based competition- Bar coding, GPS, Point of sale data-Artificial Intelligence. Electronic data interchange-types-benefits

Text books

1	Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited
2	Logistics Management for International Business: Text and Cases, Sudalaimuthu & Anthony Raj, PHI Learning, First Edition, 2009
3	Logistics and Supply Chain Management, Martin Christopher, Pearson Education Limited 2012
4	Satish C. Ailawadi, Rakesh P. Singh, Logistics & Supply Chain Management, HI Learning Private Limited, 2011
5	Paul Myerson, Lean Supply Chain and Logistics Management, Mc Graw Hill, 2012

References Books

1	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5 th edition, 2012.
2	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5 th edition, 2012.
3	Fundamentals of Logistics Management (The Irwin/McGraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998
4	Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
5	Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	S	M
CO 2	S	M	M	M	M
CO 3	S	S	M	S	M
CO 4	M	M	M	S	M
CO 5	M	M	M	M	M

S-Strong**M-Medium**

Discipline Elective - IV	Business Administration	Credits:3
Code: M23UBADSE5	E-BUSINESS	Contact Hour Per Week: 4

OBJECTIVES

1. To understand the basic concepts of electronic business.
2. To identify web-based tools.
3. To examine the security threats to e-business.
4. To discuss the strategies on marketing.
5. To analyze the business plan for e-business.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Define and understand the basic concepts of business done through web	K1
CO2	Examine and apply web tools in real-time business situations.	K2
CO3	Analyze the security threats in e-business.	K3
CO4	Evaluate strategies for marketing.	K4
CO5	Prepare the environment for e-business.	K4

UNIT I

12 Hours

Introduction to electronic business - meaning - value chains - the Internet and the web - infrastructure for e-business

UNIT II

12 Hours

Web based tools for e - business - e - business software - overview of packages

UNIT III

12 Hours

Security threats to e - business - implementing security for e - commerce and electronic payment systems.

UNIT IV

12 Hours

Strategies for marketing, sales and promotion - B2C and strategies for purchasing and support activities - B2B - web auction virtual - web portals

UNIT V

12 Hours

The environment of e-business - international - legal ethical - tax issues - business plan for implementing e-business

Text Books	
1	Garry P Schneider and James T Perry - Electronic Commerce, Course technology, Thomson Learning, 2000
2	Diwan, Prag and Sunil Sharma - E-Commerce - Managers guide to E-Business
3	Kosiv, David - Understanding E-Commerce
4	Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi.
	C S Rayudu, E Commerce E Business, HPH
References Books	
1	Dave Chaffey: E-Business and E-Commerce Management, Pearson Education.
2	Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi.
3	Smantha Shurety: E-Business with Net Commerce, Addison - Wesley, Singapore.
4	David Whitely, E Commerce Strategy, Technology and Applications, TMH
5	J. Christopher Westle and Theodore H K Clarke, Global Electronic Commerce – Theory and Case Studies, University Press

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	M	S
CO 2	M	S	S	M	S
CO 3	M	S	S	M	M
CO 4	M	M	S	S	M
CO 5	M	M	S	M	S

S-Strong

M-Medium

Discipline Elective - IV	Business Administration	Credits:3
Code: M23UBADSE6	STRATEGIC MANAGEMENT	Contact Hour Per Week: 4

OBJECTIVES

1. To understand the concept of strategy and strategic management process.
2. To create awareness of evolving business environment.
3. To understand strategic alternatives and make appropriate strategic choice
4. To know the basics of strategic implementation
5. To understand recent trends for competitive advantage

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Develop an understanding of the strategic management process and the complexities of business environment.	K1
CO2	Analyze the external environmental and internal organizational factors influencing strategy formulation.	K2
CO3	Demonstrate the skills required for selection of the most suitable strategies for a business organization.	K3
CO4	Generate workable solutions to the issues and challenges related to successful implementation of the chosen strategies.	K3
CO5	Familiarize with current developments	K4

UNIT I

12 Hours

Introduction to Strategic Management -Overview of Strategic Management Process
Levels of Strategy Strategic Intent-Vision and Mission Business Definition

UNIT II

12 Hours

External Environment Appraisal using PESTEL Competitor Analysis using Porter's 5-Forces model Environmental Threat and Opportunity Profile (ETOP) Value chain Analysis Strategic Advantage Profile (SAP) Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) SWOT Analysis

UNIT III

12 Hours

Strategic alternatives at corporate level-concept of grand strategies -Strategic choice models - BCG, GE Nine Cell Matrix, Hofer's matrix-Strategic alternatives at business level: Michael Porter's Generic competitive strategies

UNIT IV

12 Hours

Strategic Implementation- Developing short-term objectives and policies, functional tactics, and rewards Structural Implementation-an overview of Structural Considerations Behavioral Implementation- an overview of Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control

UNIT V**12 Hours**

Concept of Balanced Scorecard approach. Use of Big data for balanced score card
Importance of Corporate Social Responsibility & Business Ethics Concept of Corporate Sustainability.

Text Book	
1	Wheelan and Hunger, Concepts in Strategic Management and Business Policy, Pearson. – 14th Edition (2017)
2	Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill – Third Edition(2012)
3	Jauch, Glueck & Gupta, Business Policy and Strategic Management, (Frank Brothers), (7th Edition)
4	Pearce, Robinson and Mittal, Strategic Management, Formulation, Implementation & Control, (McGraw Hill), (12th Edition)
5	Hitt, Ireland, Hoskisson & Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)
References Books	
1	Thomson & Strickland,(2008), Crafting and Executing Strategy, McGraw Hill.- Sixteenth Edition (2011)
2	N. Chandrasekaran, Ananthanarayanan(2011), Strategic Management, Oxford University Press – First Edition – Second Impression (2012)
3	Ireland, Hoskisson & Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)
4	Dr.LM.Prasad, Strategic Management, Sultan Chand & Sons
5	Kenneth Carrig,Scott A Snell.Strategic Execution:Driving Breakthrough performance in business, Stanford University Press(2019)

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	M
CO 2	S	S	S	M	S
CO 3	M	S	M	M	S
CO 4	S	S	M	M	S
CO 5	M	M	S	M	M

S-Strong**M-Medium**

INTERNSHIP	Business Administration	Credits:2
Code: M23UBAIS01	INTERNSHIP	Contact Hour Per Week: 2

Aims: The purpose of this skill enhancing (Training) core paper is to bridge the theoretical fundamentals with that of actual practice and to inculcate a spirit of inquiry & research rigor to investigate the nuances that go into the working of industry at large. Apart from adapting as team-worker, students are expected to gather, filter the required information and report the dynamics of the chosen industry in a standardized format.

Process: Colleges may institute MOU/Collaborative initiative with firms in their locality to get the consent and to make the training more purposeful. Every student, individually or in a group not exceeding three, shall undergo a four-week [a minimum of twenty working days] training in any organization [size, type and location to be specified by the respective college] of his/her choice during the vacation between fourth and fifth semester. In case of insufficient vacation, college level adjustments can be made to facilitate the students on training.

Prior permission may be obtained from the organization in advance by the students concerned and information shall be passed onto the colleges thus enabling the training supervision by the concerned faculties authorized by the college.

Weekly postal or electronic reporting should be obtained to ensure coherent and comprehensive training during the training period. A final report [Institutional Training Record – ITR] containing the introduction of the industry, the profile of the company and a valid conclusion indicating the benefits of the training shall be given not exceeding 30 [A4] pages [in a spiral- bound form/pre-printed record designed for this purpose].

Reporting Proforma: The profile of the company may include the organization-chart, people involved in key-positions, year of establishment and growth pattern (for at least five years), the products dealt and market to which it caters to, sales turn-over, market share [for last three years], competitors' details, number of employees and their brief profile, share capital&

Share holding pattern, market capitalization (in case of listed public company), group companies, if any, awards & recognitions (if any received), litigations, if any involved and so on.

Outcome: Internal evaluation by the concerned training supervisor along with HOD shall be made during the beginning of fifth semester for award of two credits and report the same to the university.

SEMESTER-VI

Core -XIII	Business Administration	Credits:4
Code: M23UBA13	ENTREPRENEURSHIP DEVELOPMENT	Contact Hour Per Week: 5

OBJECTIVES

1. To impart knowledge on the concept of Entrepreneur and Entrepreneurship.
2. To know the various ideas and implementation of business plan.
3. To throw light on importance of the Business analysis and evaluation.
4. To discuss the role of Government in developing entrepreneurship.
5. To understand the problems and remedies of Entrepreneurial failure.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Understand the concepts of Entrepreneurship development.	K1
CO2	Apply knowledge in the business plans and implementation.	K2
CO3	Analyze the various analyses of business in setting up of enterprises.	K4
CO4	Create the awareness about various schemes and subsidies of government for entrepreneurial development.	K3
CO5	Evaluate and assess the various problems and remedies of entrepreneurship	K4

UNIT - I

15 Hours

Entrepreneur- Meaning & definition, Types of entrepreneurs, traits of Entrepreneurs, Role of Entrepreneurs in Economic Development. Entrepreneurship-Meaning & definition, Factors affecting entrepreneurship, Difference between entrepreneur and entrepreneurship. Recent development in entrepreneurship.

UNIT - II

15 Hours

Generating innovative ideas of business- Brainstorming, focus group, survey, customer advisory boards. Creativity and selection of Products. Capital budgeting, Project profile preparation, matching entrepreneur with the project. Introduction of Patent and Trademarks.

UNIT - III

15 Hours

Business Plan Development- Feasibility study and evaluation of projects -Market analysis, technical analysis, cost-benefit analysis. Project formulation, assessment of business models-Dealing with basic and initial problems of setting up of enterprises.

UNIT - IV

15 Hours

Awareness of various government schemes for start-up business- Start-up India, Stand-up India, Aatmanirbhar Bharat mission, 'Make in India' Program, ASPIRE, MUDRA. Role of Women Entrepreneurs in Economic development.-Schemes for Women entrepreneurs- Annapurna scheme, Dena shakti scheme, Mudra loan for women, Stree Shakti scheme. Role of MSME, SSI, SIDO, EDI and MDI.

UNIT - V**15 Hours**

Problems and remedies of sick industries, Causes of Industrial sickness, Preventive and remedial measures of Sick industries. Preventive and rehabilitation of business. Case study discussions.

Text Books

1	Sangeeta Sharma, Entrepreneurship Development, PHI Learning Pvt. Ltd., 2016.
2	Kuratko/rao, Entrepreneurship: a south asian perspective.- Cengage, New Delhi.
3	Leach/Melicher, Entrepreneurial Finance – Cengage.
4	K.Sundar – Entrepreneurship Development – Vijay Nicole Imprints private Limited Reddy, Entrepreneurship: Text & Cases - Cengage, New Delhi, New Delhi.
5	Khanka S.S., Entrepreneurial Development, S.Chand & Co. Ltd., New Delhi, 2001.

References Books

1	Innovation and Entrepreneurship: Practice and Principles by Peter F Drucker
2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries
3	http://www.simplynotes.in/role-of-government-in-promoting-entrepreneurship/
4	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
5	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6	Nagendra and Manjunath, V.S., Entrepreneurship and Management, Pearson, 2010
7	Stokes, D., and Wilson, N., Small Business Management and entrepreneurship, 6th Edition, Cengage Learning, 2010

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	M	S	S
CO 2	S	S	M	S	S
CO 3	S	S	M	S	S
CO 4	S	S	M	S	S
CO 5	M	S	M	S	M

S-Strong**M-Medium**

Core -XIV	Business Administration	Credits:4
Code: M23UBA14	SERVICES MARKETING	Contact Hour Per Week: 5

OBJECTIVES

1. To recall the basic concepts of Services Marketing.
2. To know the Marketing Mix in Service Marketing.
3. To examine effectiveness of Service Marketing.
4. To discuss on delivering Quality Service.
5. To analyze the Marketing of Services.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Define and understand the concepts of Services Marketing.	K1
CO2	Examine and apply Marketing Mix in Service Marketing.	K3
CO3	Analyze and design various strategies in the field of Services Marketing.	K4
CO4	Evaluate the role of delivering Quality Service.	K4
CO5	Design the tools of Marketing	K2

UNIT - I

15 Hours

Marketing Services: Introduction growth of the service sector. The concept of service. Characteristics of service - classification of service designing of the service, blueprinting using technology, developing human resources, building service aspirations.

UNIT - II

15 Hours

Marketing Mix in Service Marketing: The seven Ps: product decision, pricing strategies and tactics, promotion of service and distribution methods for services. Additional dimension in services marketing- people, physical evidence and process.

UNIT - III

15 Hours

Effective Management of Service Marketing: Marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal Orientation of service strategy.

UNIT - IV

15 Hours

Delivering Quality Service: Causes of service - quality gaps- SERVQUAL-SERVPEF. The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Customer relationship management. Gaps in services - quality standards, factors and solutions - the service performance gap - key factors and strategies for closing the gap. External communication to the customers- the promise versus delivery gap - developing appropriate and effective communication about service

quality.

UNIT - V

15 Hours

Marketing of Service With Special Reference To: Financial services, Health services, Hospitality services including travel, hotels and tourism, Professional service, Public utility service, Educational services and e-services.

Text Books	
1	Reddy P.N. (2011)- Services Marketing – Himalaya Publication
2	Christopher Lovelock ,Jochen Wirtz (2016)- Services Marketing – World Scientific Publisher
3	The Journal Of Services Marketing
4	Valarie A Zeithmal and Mary JO Bitner,Services Marketing:Integrating Customer Focus across the firm,Tata Mc Graw Hill NewDelhi
5	C.Bhattacharjee,Services Marketing ,Excel Books,NewDelhi
References Books	
1	Dr. B. Balaji, Services Marketing and Management, S. Chand & Co, New Delhi.
2	S.M. Jha, Services marketing, Himalaya Publishers, India
3	Baron, Services Marketing, Second Edition. Palgrave Macmillan
4	Dr. L. Natarajan Services Marketing, Margham Publications, Chennai.
5	Thakur.G.S. Sandhu supreet & Dogra Babzan, Services marketing, kalyanni Publishers, Ludhianna.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	M	S	S	M	S
CO2	S	M	S	M	S
CO3	S	S	S	M	M
CO4	S	M	S	S	S
CO5	M	S	M	S	M

S-Strong

M-Medium

Core -XV	Business Administration	Credits:4
Code: M23UBA15	PRODUCTION & MATERIALS MANAGEMENT	Contact Hour Per Week: 6

OBJECTIVES

1. To provide comprehensive outlook on basic concepts and practices of production.
2. To understand types of layout facilities
3. To analyze work study methods and quality control
4. To enable the students to gain knowledge on Inventory control and Vendor rating
5. To give an insight to Purchase management

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Provide comprehensive outlook on basic concepts, and practices of production	K1
CO2	Identify right plant location and plant layout of factory	K3
CO3	Know work study & method study, its procedure & quality control techniques in production.	K4
CO4	Outline inventory control concepts and its replenishment to manage inventory	K3
CO5	Discuss purchase management procedure and identify vendor rating mechanisms	K2

UNIT I

18 Hours

Introduction – Meaning, scope and Functions of Production Management - Different types of Production Systems. Production design & Process planning: Plant location: Factors to be considered in Plant Location – Plant Location Trends.

UNIT II

18 Hours

Layout of manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layouts – Service Facilities.

UNIT III

18 Hours

Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Quality Control: Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts.

UNIT IV

18 Hours

Integrated materials management- the concept- service function advantages- Inventory Control- Function of Inventory - Importance-Replenishment Stock-Material demand forecasting- MRP- Basis tools - ABC-VED- FSN Analysis - Inventory Control Of

Spares And Slow Moving Items -EOQ-EBQ-Stores Planning – Stores Keeping and Materials Handling – objectives and Functions

UNIT V

18 Hours

Purchase Management- Purchasing - Procedure - Dynamic Purchasing - Principles – import substitution-, Vendor rating and Management

Text Books	
1	K.Shridhara Bhat; Material Management; Himalaya Publishing House; Mumbai 2020
2	R.B Khanna, Production and Operations management , Prentice Hall Publications, 2015
3	Biswajit Banerjee, Operations Management and Control, S Chand, Revised Edition, 2010
4	Anil Kumar S and N Suresh, Operation Management, New Age International 1 st Edition, 2018
5	,William J. Stevenson , Operations ManagementMcGraw Hill; 13th Edition, 2022
References Books	
1	P.Saravanel and S.Sumathi; Production and Materials Management, Margham Publications, 2015
2	M.M.Verma , Materials Management Sultan Chand Publishing , Edition 2004
3	P. Gopalakrishnan & Abid Haleem; Hand book of Materials Management, Second Edition, PHI Learning Pvt., Ltd., 2015.
4	P. Ramamurthy, Production and Operations Management, JBA publishers, 2nd edition 2013.
5	S.N.Chary, Production and Ooperations Management, JBA Publishers, Edition Edition VI

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	S	M	S
CO 2	S	M	S	M	S
CO 3	S	S	S	M	M
CO 4	S	M	S	S	S
CO 5	M	S	M	S	M

S-Strong

M-Medium

Discipline Elective - III	Business Administration	Credits:3
Code: M23UBADSE7	CONSUMER BEHAVIOR	Contact Hour Per Week: 5

OBJECTIVES

1. To understand the different concepts relating to nature, scope and application of consumer behavior
2. To understand the various internal influences on consumer behavior
3. To comprehend the various psychological factors that shapes the behavior and actions of the consumer in the global market.
4. To learn about the various external influences on consumer behavior
5. To understand the process of human decision making in a marketing context.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Explain the concept of consumer behaviour & describe Consumer research process in detail.	K4
CO2	Interpret psychological and environmental influences that are relevant for understanding consumer behaviour.	K1
CO3	Analyze the consumer decision process.	K3
CO4	Assess the impact of consumer's motivation, personality on the buying behaviour.	K2
CO5	Determine customer satisfaction and consequent post purchase behavior	K3

UNIT I

15 Hours

Introduction to Consumer Behavior-Nature, scope & application; Importance of consumer behavior in marketing decisions; characteristics of consumer behavior; role of consumer research; consumer behavior interdisciplinary approach; Introduction to Industrial Buying Behavior; Market Segmentation, VALS 2 segmentation profile.

E-Buying Behavior, The E-Buyer vis-à-vis the Brick-and mortar Buyer, Influences on E-Buying

UNIT II

15 Hours

Internal Influences on Consumer Behavior: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation-Maslow's hierarchy of needs, McClelland's APA theory. Types of involvement.

UNIT III

15 Hours

Consumer Personality- theories of personality- Freudian theory, Jungian theory, Trait theory; Theory of self-images; Role of self-consciousness. Consumer Perception: Perceptual Process- selection, organization & interpretation. Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory. Consumer Attitudes: Formation of attitudes; functions performed by attitudes; attitude towards advertisement model

UNIT IV**15 Hours**

External Influences on Consumer Behavior: Group Dynamics & consumer reference groups: Different types of reference groups; Family & Consumer Behavior: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle. Social Class & Consumer behavior: Determinants of social class; introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process.

UNIT V**15 Hours**

Consumer Decision Making: Diffusion of Innovation: Definition of innovation - resistance to innovation; Consumer Decision making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation

Text Books

1	Consumer Behaviour- Suja Nair – Himalaya Publishers. Assael: Consumer Behaviour, 6e Thomson 2006
2	Leon G Schiffman, Joseph Wesen Blit, S. Ramesh Kumar; Consumer Behavior, Pearson Publication, 11th Edition, 2015
3	Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai
4	Henry Assael, Consumer Behaviour and Marketing Action (2001) Cengage Learning
5	Consumer Behaviour – Satish K Batra, S H H Kazmi

References Books

1	Schiffman L. G., Wisenblit J. and Kumar S.R. Consumer Behaviour. Pearson Education India.
2	Blackwell, R.D., Miniard, P.W., & Engel, J. F. Consumer Behaviour. Cengage India Private Limited
3	Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi
4	Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5	David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	M	M	S	M
CO 2	M	S	S	S	M
CO 3	M	S	M	M	M
CO 4	M	M	M	M	M
CO 5	S	S	S	M	M

S-Strong**M-Medium**

Discipline Elective - III	Business Administration	Credits:3
Code: M23UBADSE8	INNOVATION MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES:

1. To have a broad understanding on the concept innovation management.
2. To familiarize the students about the creativity and innovation in product development.
3. To have a broad understanding of the innovation strategy and its competitive advantage.
4. To provide the knowledge about the technical innovation and its need and importance.
5. To understand the business strategy and objectives in current scenario.

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Understand the concepts of Innovation management.	K1
CO2	Apply knowledge new business plans and strategy.	K2
CO3	Demonstrate the value of customers in increasing the profitability ratio.	K3
CO4	Impart knowledge about the need and importance of technical innovation	K4
CO5	Short the goal of this study is to understand the current state of your business.	K3

UNIT I

15 Hours

Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors Influencing, process of innovation, types of innovation, challenges and barriers of Innovation

UNIT II

15 Hours

Tools for Innovation Traditional V/S Creative Thinking, Individual Creativity Techniques: Meditation, Self-Awareness, & Creative Focus. Group Creative Techniques- Brain storming, off The Wall Thinking & Thinking Hats Method.

UNIT III

15 Hours

Areas of Innovation Product Innovation: Concept, New product development, Packaging and Positioning Innovation Process Innovation-Concept, Requirement & Types: Benchmarking-TQM-Business Process Reengineering

UNIT IV

15 Hours

Create customer value, grow market share, entering into new markets, increasing profitability ratio, competitive marketing strategy.

UNIT V**15 Hours**

Need and importance of technical innovation, continuous flow of small increments of productivity and efficiency, application of practical knowledge into a productive process

Text Books	
1	Innovation and Entrepreneurship, Peter F. Drucker
2	The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business, Clayton M. Christensen
3	"Creativity, Innovation, and Entrepreneurship Across Cultures: Theory and Practices (Innovation, Technology, and Knowledge Management)" by Igor N Dubina and Elias G Carayannis
4	"Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change)" by Christensen
References Books	
1	Innovation Management by C S G Krishnamacharyulu & Lalitha R, Himalaya Publishing House
2	James A Christiansen, "Competitive Innovation Management", published by Macmillan Business, 2000
3	Paul Trott, "Innovation Management & New Product Development", published by Pitman, 2000.
4	Kelley, Tom, Jonathn Littmant, and Tom Peters. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. New York: Doubleday, 2001
5	Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the World. New York: Scribner, 2012.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	S	M	S
CO 2	S	M	S	M	S
CO 3	S	S	S	M	M
CO 4	S	M	S	S	S
CO 5	M	S	M	S	M

S-Strong**M-Medium**

Discipline Elective - III	Business Administration	Credits:3
Code: M23UBADSE9	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Contact Hour Per Week: 5

OBJECTIVES

1. To understand the basic concepts and terminologies relating to stock market
2. To evaluate the value of different equity and debt instruments
3. To comprehend the different methods of performing fundamental and technical analysis
4. To evaluate portfolio based on different portfolio theories
5. To possess a basic knowledge of derivatives, its types and characteristics

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Recall the meaning of the basic terminologies used in stock market.	K1
CO2	Explain and infer the final worth of various investment processes	K3
CO3	Solve problems relating to various investment decisions	K2
CO4	Analyze theories and problems relating to stock market	K4
CO5	Interpret the various investment models that aid in investment decision making	K4

UNIT I

15 Hours

Theory: Meaning, objectives, classification of investment. Investment versus speculation. Security markets-primary and secondary, market indices- calculation of SENSEX and NIFTY. Stock exchanges- BSE, NSE, OTCEI. SEBI –functions and structure. Financial intermediaries. Return and Risk – Meaning, types of risk.
Problem: Measurement of risk and return

UNIT II

15 Hours

Equity and bond valuation-Theory: Equity analysis & valuation, Types of debt instruments, bond immunization, bond volatility, bond convexity
Problem: Equity valuation models -Walter model, Gordon's model, the p/e ratio or earnings multiplier approach, measuring bond yields- yield to maturity, holding period return

UNIT III

15 Hours

Security analysis -Theory: Fundamental Analysis: Economic analysis: factors, Industry Analysis: Industry Life Cycle. Company Analysis: Tools of Financial Statement Analysis. Technical Analysis: Dow Theory, Elliot wave theory, Efficient Market Hypothesis; Concept and Forms of Market Efficiency. Charts, Patterns, Trend Lines, Support and Resistance Levels
Problems: Relative Strength Analysis, Moving Averages, breadth of market

UNIT IV**15 Hours**

Portfolio management-Theory: steps in portfolio management, Portfolio Models – Capital Asset Pricing Model, Arbitrage Pricing Theory

Problems: Evaluation of Portfolios; Sharpe Model, Jensen’s Model, Treynor’s model

UNIT V**15 Hours**

Derivatives-Theory: characteristics, types of derivatives, participants in derivative market. Characteristics of futures, forwards, swaps, options.

Text Books	
1	Punithavathy Pandian (2012), Security Analysis & Portfolio Management, Vikas Publishing 2nd edition
2	Prasanna Chandra, (2021) Investment Analysis & Portfolio Management, McGraw Hill 6 th edition
3	E. Fischer Donald, J. Jordan Ronald, K. Pradhan Ashwini (2018) Security Analysis & Portfolio Management, Pearson 7 th edition
4	S Kevin (2006) Portfolio Management, PHI publishing , 2nd Revised edition
5	L.Natarajan, (2012), Investment Management, 1st Ed., MarghamPublicaitons, Chennai
References Books	
1	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
2	Bodi, Kane, Markus, Mohanty, Investments, 8 th edition, Tata McGraw Hill, 2011.
3	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya PublishingHouse, 2013.
4	V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012
5	Jay M Desai, Nishag A Joshi, Investment Management, Dream Tech Press

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	M
CO 2	M	S	M	M	M
CO 3	M	S	M	S	M
CO 4	M	M	M	M	M
CO 5	M	S	M	M	M

S-Strong**M-Medium**

Core Project	Business Administration	Credits:3
Code: M23UBAPR1	PROJECT WORK	Contact Hour Per Week: 5

A group of 3 students will be assigned a project in the beginning of the final year. The project work shall be submitted to the college 20 days before the end of the final year and the college has to certify the same and submit to the university 15 days prior to the commencement of the University examination.

The project shall be evaluated externally. The external examiner shall be forming the panel of examiners suggested by the board of studies from to time.

OBJECTIVES

1. To Give Idea about Research Project
2. To identify the research problem
3. To review Literature
4. To give knowledge on Data Collection and Analysis
5. To Learn Project Preparation

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Gain knowledge about Research Project	K1
CO2	Increase knowledge on research problem	K2
CO3	Improve practice in review of literature	K3
CO4	Gain knowledge on Data Collection and Analysis	K2
CO5	Be Proficient in Project Preparation	K4

PROJECT DESCRIPTION GUIDELINES

1. Project report is to bridge theory and practice.
2. The project work should be neatly presented in not less than 50 pages and not more than 120 pages
3. Paper Size should be A4
4. 1.5 spacing should be used for typing the general text. The general text shall be justified and typed in the Font style - Font: Times New Roman / Font Size: 12 for text)
5. Subheading shall be typed in the Font style (Font: Times New Roman / Font Size: 14 for headings). The report should be professional.
6. The candidate should submit periodical report of the project to the supervisor.
7. Two reviews will be conducted before the Viva Voce
8. Each candidate should submit hardcopy (3 copies) and a soft copy to the Department. After the Evaluation of the project report one hard copy will be returned to the candidate.

MAPPING WITH PROGRAM OUTCOMES

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	M	S	S	M	S
CO 2	S	M	S	M	S
CO 3	S	S	S	M	M
CO 4	S	M	S	S	S
CO 5	M	S	M	S	M

S-Strong

M-Medium

PCS	Business Administration	Credits:2
Code: M23UBAPCS1	QUANTITATIVE APTITUDE	Contact Hour Per Week: 2

OBJECTIVES

1. To categorize, apply and use thought process to distinguish between concepts of Quantitative methods.
2. To prepare and explain the fundamentals related to various possibilities and probabilities related to time
3. To be able to solve questions relating to percentages, Profit and loss
4. To analyze data in Charts
5. To understand the application Geometry and menstruation

COURSE OUTCOMES

On the successful completion of the course, students will be able to

Course Outcomes	Statement	Knowledge Level
CO1	Use their logical thinking and analytical abilities to solve reasoning questions	K1
CO2	Solve questions related to time and distance and time and work	K2
CO3	Apply concept of percentages, Profit and loss, discount	K3
CO4	Interpret data using bar charts and diagrams	K4
CO5	Solve questions relating to Geometry and Menstruation	K3

Unit - I

6 Hours

Numerical computation- Applications based on Numbers, Chain Rule, Ratio Proportion

Unit - II

6 Hours

Numerical estimation-I- Applications Based on Time and work, Time and Distance

Unit - III

6 Hours

Numerical estimation-II- Applications based on percentages Profit Loss and Discount, Simple interest and Compound Interest Partnerships, Shares and dividends Clocks (Base24), Calendars (Base7), Cutting of Cubes and cuboids

Unit - IV

6 Hours

Data interpretation- Data interpretation related to Averages, Mixtures and allegations, bar charts, Pie charts, Venn diagrams

Unit - V

6 Hours

Application to industry in Geometry and Menstruation- Puzzle Solving & Time Management using various problems solving tools and techniques

Text Books	
1	Quantitative aptitude by RSAgarwal, SChand Publication
2	Fast Track Objective Airthmetic by Rajesh Verma , Arihant
3	Quantitative Aptitude and Reasoning by R V Praveen, PHI
4	Essential Quantitative Aptitude for Competitive Exams - 2nd Edition by RajatVijay Jain , Disha Publications
5	Quantitative Aptitude & Data Interpretation Topic-wise Solved Papers for IBPS/ SBI Bank PO/ Clerk Prelim & Main Exam (2010-19) 3rd Edition by Disha Experts, Disha Publications
References Books	
1	Barron"s by Sharon Welner Green and IraKWolf (GalgotiaPublicationspvt.Ltd.)
2	Quantitative Aptitude by UMohan Rao Scitech publications
3	Quantitative Aptitude by Arun Sharma Mc Graw hill publications
4	Quantitative Aptitude by AbhijitGuha
5	Quantitative Aptitude by Pearson publications

MAPPING WITH PROGRAM OUTCOME

COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	S	M	M	S
CO 2	S	M	M	M	M
CO 3	S	S	M	M	M
CO 4	S	S	M	M	S
CO 5	S	M	M	M	M

S-Strong

M-Medium