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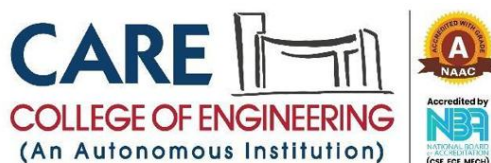
#27, Thayanur, Trichy 620 009

**DEPARTEMENT OF M.B.A.
FIRST SEMESTER CURRICULUM**

S. No.	Course Code	Course Name	Category	Periods Per Week			Total Contact Periods	Credits
				L	T	P		
1	P25BA111	Management Concepts & Organizational Behaviour	PCC	3	0	0	3	3
2	P25BA121	Managerial Economics	PCC	3	0	0	3	3
3	P25BA131	Marketing Management	PCC	3	0	0	3	3
4	P25BA141	Legal Aspects of Business	PCC	3	0	0	3	3
5	P25BA151	Accounting for Managers	PCC	3	0	0	3	3
6	P25BA161	Operations Management	PCC	3	0	0	3	3
7	P25BA173	Business Communication	PCC	2	0	2	4	3
8		Non-Functional Elective	NEC	0	0	4	4	2
9	P25EE112	Essential Business Tools - I (Excel, AI & CANVA)	EEC	0	0	4	4	2
TOTAL				20	0	10	30	25

NON-FUNCTIONAL ELECTIVE COURSES (NEC)

S. No.	Course Code	Course Name	Category	Periods Per Week			Total Contact Periods	Credits
				L	T	P		
1	P25BANE01	Design Thinking & Entrepreneurship	NEC	0	0	4	4	2
2	P25BANE02	Business Ethics	NEC	0	0	4	4	2



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA111	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To provide foundational knowledge of organizational behavior
- To analyze group and team dynamics including leadership styles, power and politics.
- To understand the evolution and core principles of management theories.
- To develop planning and organizing competencies through a study of planning processes, decision-making techniques, organizational structures, delegation, and control mechanisms
- To examine emerging trends in organizational behavior including international management styles, diversity management and the impact of globalization on workforce productivity.

UNIT I: INDIVIDUAL BEHAVIOUR**9**

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theory – Maslow's Hierarchy Theory and Job Performance- Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective – Case study

UNIT II: GROUP BEHAVIOUR**9**

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development – Case study

UNIT III: NATURE AND THEORIES OF MANAGEMENT**9**

Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management - meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol & contingency approach Managerial Skills – Case study

UNIT IV: PLANNING AND ORGANISING**9**

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation Control: meaning, function, Process and types of Control.

UNIT V: EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR**9**

Comparative Management Style and approach - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity – Case Study.

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)

- Unit I – 1. Situational analysis
2. Role Play
- Unit II – 1. Team Connectivity game
2. Brainstorming
- Unit III – 1. Debate
2. Leading the direction game
- Unit IV – 1. Presentation
2. Management Quiz
- Unit V – 1. Interview process
2. Personality Grooming

Text Books

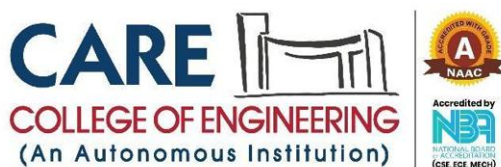
1. Harold Koontz and Heinz Weihrich and Mark V. Cannice, Essentials of Management, 11th Edition, 2020.
2. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 11th edition, 2020.
3. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
4. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 11th edition, Tata McGraw-Hill Education, 2020.

Reference Books

1. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
2. Dr.S.C.Saksena, Dr.Gaurav Sankalp, Management and Organisational Behavior, Sahitya Bhawan Publications, 2018.
3. Dr.Kaushik Banerjee, Mr.Sudipta Adhikary, Organisational Behavior, Redshine Publication, 2023.
4. Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 10th edition 2016.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain various management concepts and skills required in the business world.	Understanding
CO2	Illustrate various functions of management in a real time management context	Applying
CO3	Describe the complexities associated with management of individual behavior in the organizations	Understanding
CO4	Classify the skill set to have manage group behaviour in Organizations	Understanding
CO5	Explain the current trends in managing organizational behaviour	Understanding

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	1	3
CO3	2	2	1	1	2
CO4	3	2	3	1	2
CO5	2	2	2	2	2
Average	2.6	2.2	2	1.4	2.2



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA121**MANAGERIAL ECONOMICS**

L	T	P	C
3	0	0	3

COURSE OBJECTIVES:

- To apply microeconomic principles to analyze market forces, consumer behavior, and firm decision-making.
- To analyze the principles of demand and supply including demand forecasting, elasticity, and their applications in managerial decision-making
- To understand macroeconomic indicators, economic policies, and their impact on businesses and the overall economy.
- To explore the role of fiscal and monetary policies in managing the economy, with emphasis on national income measurement, banking systems, and international financial mechanisms.
- To interpret economic data and forecasts to make informed business decisions.

UNIT – I : INTRODUCTION OF ECONOMICS**9**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT – II : CONSUMER AND PRODUCER BEHAVIOUR**9**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT – III : PRODUCT AND FACTOR MARKET**9**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT – IV: PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**9**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT – V AGGREGATE SUPPLY AND THE ROLE OF MONEY**9**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment trade-off – Phillips curve – short-run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)**Unit I**

1. Concept Mapping on Definition, Nature, Scope & Limitation of Economics
2. Debate on Economics as an Art or Science

Unit II

1. Meaning of Demand: When a new smart phone is launched, the demand for it is influenced by factors such as its features, price, brand reputation, and consumer preferences, prepare a Chart based on the above criteria.
2. Demand Theory and Objectives: Discussion about Seasonal Products and their Demand

Unit III

1. Case Study on Amazon and Flipkart.
2. Pricing under different market structures activity: Role-Playing

Unit IV

1. Analyse current year financial budget
2. Compare Central Bank Interest Rates over 5 years

Unit V

1. Case study : The global financial crisis of 2008
2. Debate on the impact of inflation on different sectors of the economy

Text Books

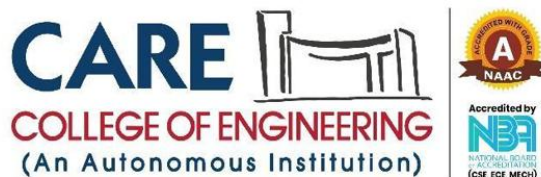
1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 20th edition, Tata McGraw Hill, New Delhi, 2019
2. Dominick Salvatore, International Economics: Trade and Finance, 13ed, ISV, Wiley Publication, 2021
3. N. Gregory Mankiw, Principles of Macroeconomics, 8th Edition Cengage Learning India Pvt. Ltd., 2017

Reference Books

1. Michael Parkin, Microeconomics, Global Edition, 14th Edition, Published by Pearson, Emeritus of University of Western Ontario, 2023.
2. Jeffrey Perloff, Microeconomics, Global Edition May 2023
3. Michael R Baye and Jeferey T Prince, Managerial Economics and Business Strategy, 10th Edition, 2025.

Course Outcomes: At the end of the course, the students will be able		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain the definition, Nature, Scope & Limitation of Economics, Relevance of Economics in Business Management.	Understanding
CO2	Explain the demand and supply theory and Forecasting.	Understanding
CO3	Elaborate various Market analysis, Pricing under different market structures	Understanding
CO4	Describe National Income, Concepts and Measurements, instruments of fiscal policy.	Applying
CO5	Illustrate the importance of Economic Growth and Development, Business Cycle, The balance of payments, Inflation	Applying

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	1	2	1
CO3	1	2	1	2	3
CO4	3	1	1	2	1
CO5	2	2	1	1	2
Average	2	1.8	1	1.8	1.8



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA131

MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES:

- To provide a foundational understanding of marketing concepts and strategies.
- To develop the ability to formulate effective marketing strategies for consumer, industrial, and service sectors
- To equip students with the knowledge of marketing mix decisions, including product development, segmentation, targeting, positioning, branding, pricing, and distribution strategies.
- To analyze consumer and industrial buyer behavior, understand influencing factors, models of behavior, and apply customer relationship strategies
- To understand the role of marketing research and emerging trends, including digital marketing, social media, ethics in marketing, and customer-driven marketing practices in contemporary markets.

UNIT I: INTRODUCTION

9

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas - Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.

UNIT II: MARKETING STRATEGY

9

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Marketing Plan Development – Strategic Marketing Mix components.

UNIT III: MARKETING MIX DECISIONS

9

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Pricing Objectives, Policies and Methods.

UNIT IV: BUYER BEHAVIOUR

9

Understanding Industrial and Consumer Buyer Behaviour – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management - Consumer Behaviour Analysis – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.

UNIT V: MARKETING RESEARCH & TRENDS IN MARKETING

9

Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends - Market Segmentation and Targeting- social media and digital marketing.

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)**Unit I**

1. Analysis the market and survey the market
2. SWOT Analysis of a Brand

Unit II

1. Activity based on slogan and logo
2. Analyse and present a product strategy

Unit III

1. Presentation on Branding
2. Present the Marketing Mix in a group activity

Unit IV

1. Marketing quiz and Q and A section
2. Seminar on Customer Behaviour Analysis

Unit V

1. Case study related to marketing
2. Seminar on Market segmentation and target

Text Books

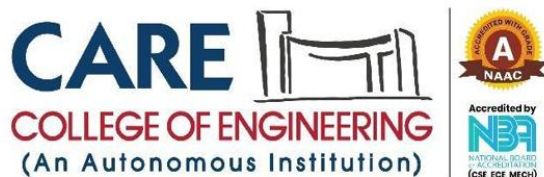
1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 17th Edition, 2025.
2. Sasherlekar and R Krishnamoorthy, Marketing Management, Himalayan Publishing House, 15th Edition 2024.
3. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th edition, 2018.

Reference Books

1. Dr. Anif Kumar, "Marketing Management", Sahitya Bhawan Publications, 3rd Edition, 2023.
2. Philip T. Kotler, Gary Armstrong, Sridhar Balasubramaniam "Principles of Marketing" Pearson Publication, 19th Edition, 2023.
3. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Describe contemporary marketing theories to the demands of business and management practice	Applying
CO2	Explain the marketing strategies for consumer and industrial marketing	Applying
CO3	Explain the choice of marketing mix elements and managing integrated marketing channels	Understanding
CO4	Describe the nature of consumer buying behaviour	Understanding
CO5	Explain the marketing research and new trends in the area of marketing	Understanding

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	2	2
CO2	2	2	2	2	2
CO3	2	3	2	2	2
CO4	2	2	1	1	2
CO5	3	3	1	2	2
Average	2.4	2.6	1.4	1.8	2



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA141

LEGAL ASPECTS OF BUSINESS

L	T	P	C
3	0	0	3

COURSE OBJECTIVES:

- To impart foundational knowledge of the Indian Contract Act, 1872
- To develop an understanding of commercial laws such as the Sale of Goods Act, 1930 and the Negotiable Instruments Act, 1881
- To familiarize students with company law and financial regulations, including the Companies Acts of 1956 and 2013 and the Foreign Exchange Management Act (FEMA) 1999
- To enable students to understand consumer rights and intellectual property laws.
- To introduce legal frameworks related to information technology and transparency.

UNIT I - THE INDIAN CONTRACT ACT 1872

9

Definition of contract - Essentials of a valid contract - Types of contract - Formation of a contract, Performance of contracts - Breach of contract and its remedies - Quasi Contracts - Contracts of Indemnity - Meaning - Nature - Right of Indemnity Holder and Indemnifier - Contracts of Guarantee - Types of Guarantee - Bailment and Pledge.

UNIT II - THE SALE OF GOODS ACT 1930 & NEGOTIABLE INSTRUMENT ACT 1881

9

Sales contract Goods: Meaning and Classifications - Transfer of title and risk of loss - Conditions and Warranties in sales contract - Performance of sales contracts - Conditional sales and rights of an unpaid seller. Nature and requisites of negotiable instruments. Types of negotiable instruments, Holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT III - THE COMPANIES ACT 1956 & 2013 AND FEMA 1999

9

Meaning and Definition of Company - Major Principles - Nature and Types - Formation: Memorandum and Articles of Association, Prospectus and other Constituent Documents - Directors Powers and Duties - Mergers and Amalgamation - Winding Up of companies - Introduction to FEMA 1999 - Major Concepts - Important Provisions.

UNIT IV THE CONSUMER PROTECTION ACT 2019 & INTELLECTUAL PROPERTY RIGHTS

9

Salient features - Aim and Important Definitions - Meaning of Consumer Dispute - Unfair Trade Practices - Rights of Consumers - Three tier Grievance Redressal Machinery - Introduction to IPR- Copyright - Infringement of copyrights - Trademark - Patents - Filing - Rights from Patents.

UNIT V - THE INFORMATION TECHNOLOGY ACT 2000 AND THE RIGHT TO INFORMATION ACT 2005

9

The Information Technology Act - 2000 - Aims and objectives and 2002 - Digital Signature - Digital Signature Certificate - Electronic Governance - Electronic Records - Certifying Authorities- Penalty and Adjudication - Introduction to Cyber Laws - Cybercrimes - RTI Act 2005 - Applicability of the Act - Mechanism and Scope of the Act - Important provisions.

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)**Unit I**

1. Activity 1 - Real life case study on Breach of Contract and its verdict
2. Activity 2 - Exercise in Contract drafting

Unit II

1. Activity 1 - Case analysis and Judgement related to bounce of cheque
2. Activity 2 - Situation analysis related to rights of buyer

Unit III

1. Activity 1 - Report submission on a company's Memorandum of Association
2. Activity 2 - Team activity on analysing prospectus

Unit IV

1. Activity 1 - Case analysis related to consumer dispute and its verdict
2. Activity 2 - Debate on Copyright infringement

Unit V

1. Activity 1 - Analysing real-life cybercrime cases to identify the violation of IT Act
2. Activity 2 - Exercise on Filing RTI applications

Text Books

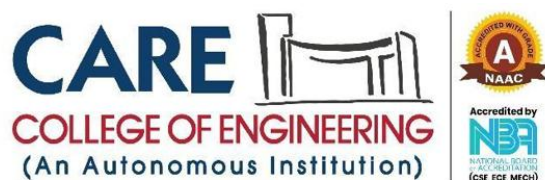
1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 39th edition, 2024.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2nd Edition, 2022.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 8th Edition 2022.

Reference Books

1. K. Ramachandra and B. Chandrasekara, Legal Aspects of Business – Text and Cases, Himalaya Publishing, 2nd Edition, 2024.
2. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 26th Edition, 2025
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain the fundamental legal principles in developing various contracts in the business world.	Understanding
CO2	Illustrate the legal framework related to goods in commercial transactions.	Understanding
CO3	Explain the common forms of business associations and legal environment in which business operates.	Applying
CO4	Describe the role of consumer rights and solving issues through legal procedures.	Understanding
CO5	Explain the concept of cyber laws in the modern business era and right of information.	Understanding

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	2
CO2	2	2	1	3	2
CO3	2	2	1	3	2
CO4	3	2	1	3	1
CO5	3	3	2	3	2
Average	2.6	2.2	1.2	3	1.8



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA151

ACCOUNTING FOR MANAGERS

L	T	P	C
3	0	0	3

COURSE OBJECTIVES:

- To provide a comprehensive understanding of financial, cost, and management accounting
- To develop analytical skills in interpreting financial statements
- To introduce the principles and methods of cost accounting, including cost classification, job costing, process costing, activity-based costing, and target costing techniques.
- To equip students with the tools of marginal costing and decision-making.
- To enhance planning and control abilities through budgeting and variance analysis.

UNIT I: FINAL ACCOUNTS

9

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles–Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

UNIT II: ANALYSIS OF FINANCIAL STATEMENTS

9

Financial ratio analysis, Interpretation of ratio for financial decisions – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) – Trend Analysis

UNIT III: COST ACCOUNTING

9

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.

UNIT IV: MARGINAL COSTING

9

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Add or drop products -Expand or contract.

UNIT V: BUDGETING AND VARIANCE ANALYSIS

9

Budgetary Control – Sales, Production, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing).

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)

Unit I

1. Financial Statement Puzzle – Give students jumbled components of a Trading, Profit & Loss Account, and Balance Sheet and ask them to arrange them correctly.
2. Final Accounts Role Play - Assign roles (Accountant, Auditor, Manager) and simulate preparation and analysis of a trading, profit & loss account, and balance sheet.

Unit II

1. Ratio Analysis Game – Assign financial ratios to groups and have them explain their significance with real-world examples.
2. Company Financial Report Analysis - Bring in a real company's annual report. Ask students to analyze it and present common size and comparative statements.

Unit III

1. Cost Classification Exercise – Give a list of expenses and ask students to categorize them as fixed, variable, direct, or indirect.
2. Group Debate: ABC vs Traditional Costing - Two groups debate the effectiveness of Activity-Based Costing compared to traditional costing methods.

Unit IV

1. Make or Buy Decision Case Study – Provide real-world scenarios where students must decide whether to manufacture or purchase components.
2. Decision-Making Case Study - Present a scenario (e.g., to add/drop a product line) and ask groups to apply marginal costing to make recommendations.

Unit V

1. Real-World Budget Review – Ask students to research and analyze a government or corporate budget and discuss findings.
2. Variance Analysis Puzzle - Provide students with incomplete data. Ask them to calculate and identify variances (material/labour) and interpret the results.

Text Books

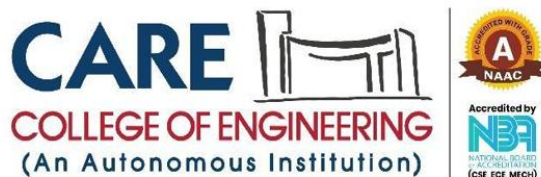
1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edition, 2018.
3. Pillai, R.S.N. & Bagvathi (2019), Cost Accounting, New Delhi : S.Chand Publishing, 11th Edition.
4. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018.

Reference Books

1. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017.
2. Jain, S.P. & Narang , K.L. (2015) Advanced Cost Accounting , Ludhiana: Kalyani Publishers
3. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
4. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain accounting principles and standards to record and interpret financial transactions.	Understanding
CO2	Interpret financial statements to assess a company's financial performance and make informed business decisions.	Applying
CO3	Illustrate the cost accounting techniques in Business.	Applying
CO4	Describe the management accounting techniques for decision making.	Applying
CO5	Develop budgets and financial forecasts for business planning and control.	Applying

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	2
CO2	2	3	1	1	1
CO3	1	3	1	1	2
CO4	1	3	2	1	1
CO5	2	3	1	1	3
Average	1.6	3	1.2	1.2	1.8



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA161

OPERATIONS MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES:

- To provide a foundational understanding of operations management.
- To develop the ability to plan and manage operations and value chains.
- To introduce process analysis and improvement tools, including lean principles, Six Sigma methodologies, root cause analysis, and continuous process optimization.
- To equip students with knowledge of supply chain management.
- To understand quality management systems and philosophies, including Total Quality Management (TQM), quality tools and certifications, Lean and Just-in-Time (JIT) approaches

UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT

9

Operations Management- Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy - Strategic fit, framework. Productivity; World-class manufacturing practices

UNIT II: OPERATIONS AND THE VALUE CHAIN

9

Capacity Planning -Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location - Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors

UNIT III: PROCESS ANALYSIS & IMPROVEMENT

9

Introduction to Process Analysis and Improvement - Process Mapping Techniques and Tools - Lean Manufacturing Principles and Tools - Six Sigma Methodology: Overview and Key Concepts - Value Stream Mapping and Waste Reduction - Root Cause Analysis and Problem Solving Techniques - Process Control and Measurement Techniques - Design for Six Sigma (DFSS) and Process Optimization - Case Studies in Process Improvement and Best Practices.

UNIT IV: SUPPLY CHAIN MANAGEMENT

9

Introduction to Supply Chain Management - Procurement and Sourcing Strategies - Logistics and Transportation Management - Inventory Management and Control Techniques - Demand Forecasting and Planning - Supplier Relationship Management - Distribution and Warehousing Systems - Risk Management in Supply Chains - Sustainability and Ethics in Supply Chain Operations.

UNIT V: QUALITY MANAGEMENT

9

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards, Lean Management - philosophy, elements of JIT Manufacturing, Continuous Improvement.

TOTAL: 45 PERIODS

Activities to be conducted (Sample activities)

Unit I

1. Activity 1: Case Study Analysis on Operations Management
2. Activity 2: Goods vs. Services: A Debate

Unit II

1. Activity 3: Capacity Planning Simulation
2. Activity 4: Facility Location Selection Exercise

Unit III

1. Activity 5: Process Mapping Exercise
2. Activity 6: Lean Manufacturing Simulation

Unit IV

1. Activity 7: Inventory Management Game
2. Activity 8: Supplier Relationship Management Role-Play

Unit V

1. Activity 9: Quality Management Tools Workshop
2. Activity 10: Continuous Improvement in Action: Kaizen Event

Text Books

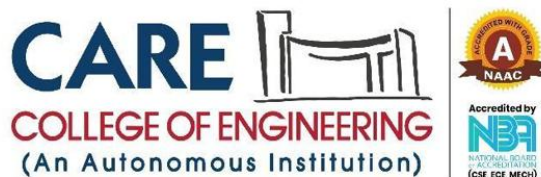
1. Jay Heizer, Barry Render (2017). Operations Management (12th). Pearson Education.
2. Lee J.Krajewski, Manoj K Malhotra, Operations Management, Pearson Education, 14th edition, 2024.
3. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 5th Edition, 2019.

Reference Books

1. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
2. S N Chary, Production and Operations Management, Tata McGraw Hill, 6th Edition, 2019.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain the concept of operation management to make business decisions.	Applying
CO2	Explain the capacity planning, strategic sourcing and procurement in organizations.	Understanding
CO3	Elaborate the operational processes using tools and techniques like process mapping, lean manufacturing, and six sigma.	Applying
CO4	Describe the principles of supply chain management, including procurement, logistics, and inventory management.	Understanding
CO5	Illustrate the quality management principles and tools to ensure product and service quality.	Applying

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	2
CO2	3	2	2	2	2
CO3	3	3	2	1	1
CO4	2	3	2	2	2
CO5	3	2	2	1	2
Average	2.6	2.4	1.8	1.6	1.8



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BA173

BUSINESS COMMUNICATION

L	T	P	C
2	0	2	3

COURSE OBJECTIVES:

- To develop a strong foundation in the principles and types of business communication.
- To enhance business writing skills through the preparation of various types of professional documents such as business letters, resumes, job applications, proposals, emails, and quotations.
- To equip students with the techniques for delivering effective presentations, including the strategic use of audio-visual aids and modern technologies like Artificial Intelligence (AI).
- To train students in interview skills and group discussions.
- To provide the skills necessary for professional report writing.

UNIT I: INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION 6

Introduction to communication - Nature and Importance of Business Communication - Levels of communication - Tools and Networks of Communication - Barriers in Communication - Organisational and Personal goals - Strategies for improving organizational communication - Psychology of communication - Role of mind in communication.

UNIT II: BUSINESS COMMUNICATION WRITING MODELS AND TOOLS 6

Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals - Business letters – Quotation letter – Email writing

UNIT III: EFFECTIVE PRESENTATIONS 6

Principles of Effective Presentations, Principles governing the use of audio visual media - Use of AI in enhancing presentations

UNIT IV: INTERVIEW SKILLS 6

Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting - Group discussion – Reading/Listening skills

UNIT V: REPORT WRITING 6

Objectives of report, types of report, Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing - Tender notice – Memorandum

TOTAL: 30 PERIODS

Practical Exercises:

30 Periods

1. Prepare a meeting or call to the stakeholders using Verbal & Non – Verbal Communication.
2. Present a proposal for a new project to a client who is from a different country, and English is not their first language.
3. Prepare and present a proposal for a new product or service to a client using AIDA Model.
4. Prepare and present a performance review for a colleague using STAR Model.
5. Prepare a presentation to pitch a new product to a group of clients.

6. Prepare a communication strategy for an upcoming product launch, and you need to decide which audio-visual media will be most effective.
7. Prepare an interview for a business development position in a growing tech company.
8. Conduct an interview for a marketing position at your company.
9. Prepare a memo to announce a change in the company's work-from-home policy.
10. Prepare an informational report to update management on the performance of a new software system implemented within the company.

Text Books

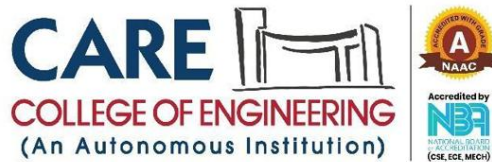
1. P.P.Chaturvedi and Mukesh Chaturvedi, Business Communication, Pearson Edition, 5th Edition, 2024.
2. K.K.Sinha, Ruchi Sehgal Mohandra, Business Communication, Taxmann Publication, 5th edition, 2023.

Reference Books

1. Pooja Khanna, Business Communication, S. Chand Publications, 2022.
2. Meenakshi Raman, Prakash Singh, Business Communication, Oxford Publication, 2nd Edition, 2018.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Practice the good managerial communication skills	Applying
CO2	Articulate the different forms of written communication in business	Applying
CO3	Develop good presentation skills	Applying
CO4	Develop the interview skills	Applying
CO5	Prepare the business reports	Applying

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	1	2	3	1	2
CO2	1	1	2	1	3
CO3	1	2	1	1	1
CO4	1	1	1	1	2
CO5	1	2	1	1	2
Average	1	1.6	1.6	1	2



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25BANE01	DESIGN THINKING AND ENTREPRENEURSHIP	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

- To Develop an Entrepreneurial Mindset to Identify real-world problems and generate innovative business ideas using design thinking.
- To apply lean startup principles by validating ideas, creating a business model, and refining solutions through feedback and market testing.
- To enhance problem-solving skills, conduct user research, frame hypotheses, prototype, and develop viable business solutions.
- To Improve Pitching and Presentation for Develop effective communication and storytelling skills to confidently present business ideas.
- To equip Foster Hands-on Learning for work on practical projects, maintain an E-log, and apply learning through experiments, field visits, and investor pitches.

Ex. No	Course Content
1	Introduction to Design Thinking & Entrepreneurship <ul style="list-style-type: none"> ➤ Learn how to approach entrepreneurship with innovation and empathy while maintaining the Triple Bottom Line (People, Planet, Profit). ➤ Maintain an E-log to record inspirations, progress, and business problem identification.
2	Problem Identification <ul style="list-style-type: none"> ➤ Identify and articulate core business or social problems based on observed patterns, stakeholder feedback, and market gaps. ➤ Use problem statement frameworks to define opportunity areas. ➤ Begin maintaining a list of key issues discovered through secondary research and experience logs.
3	Empathize <ul style="list-style-type: none"> ➤ Use Empathy Mapping, User Persona creation, and Customer Journey Mapping to deeply understand user needs. ➤ Apply Divergent Thinking, Empathy tools like AEIOU, interviews, and observation. ➤ Analyze real-world examples like Intuit's Innovation Catalyst Program to understand how empathy fuels innovation.
4	Analyse & Ideation <ul style="list-style-type: none"> ➤ Frame hypotheses, conduct SWOT analysis, identify root causes using tools like 5 Whys and Fishbone Diagrams. ➤ Identify key assumptions for testing.
5	Prototype <ul style="list-style-type: none"> ➤ Translate selected ideas into tangible prototypes or Minimum Viable Products (MVPs). ➤ Develop wireframes, digital mockups, or physical models. ➤ Conduct real-time testing and user walkthroughs. ➤ Update E-log with test outcomes and refinements for continuous improvement.
6	Business Model Canvas (Business Design) <ul style="list-style-type: none"> ➤ Implement the Build-Measure-Learn Loop to refine solutions. ➤ Develop a full Business Model Canvas (BMC) covering: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure. ➤ Validate assumptions with real user feedback and iterate accordingly.

- 7 **Iteration & Learning**
 - Apply the Build-Measure-Learn Loop from Lean Startup methodology.
 - Measure user interest using NPS, Love Metrics, and product interaction insights.
- 8 **Effective Pitching & Presentation Skills**
 - Learn to deliver powerful elevator pitches, avoid ineffective presentations, and compile insights for a compelling final pitch.
 - Decide whether to pivot or persevere based on data & Prepare for the second pitch by refining your product and business strategy.
- 9 **Final Pitch to Investors/VCs**
 - Present a validated business idea and prototype to potential investors, demonstrating market potential, scalability, and funding requirements.
- 10 **Course Wrap-Up & Reflection**
 - Discuss key entrepreneurial challenges, reflect on lessons learned, and celebrate progress with final insights.

TOTAL: 60 PERIODS**Text Books**

1. PavanSoni (2020), Design Your Thinking: The Mindsets, Toolsets, and Skill Sets for Creative Problem-solving, Penguin Random House India Private Limited.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 12th edition, 2023.
3. Gasparini, Andrea. "Perspective and use of empathy in design thinking." In ACHI, the Eight International Conference on Advances in Computer-Human Interactions, pp. 49-54. 2015.

Reference Books

1. Priyanka Madnani, From Idea to Market: A Complete Guide to Startup Validation Paperback – Import, Notion Press Media Pvt Ltd, 12 May 2023.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 3rd Edition, 2020.
3. Jeanne Liedtka, why design thinking works, Harvard Business Review, October 2018.

Course Outcomes: At the end of the course, the students will be able to					
CO	Course Outcome				Knowledge Level
CO1	Explain the significance and stages of the design thinking process.				Understanding
CO2	Apply empathy tools to gather insights about user needs and challenges.				Applying
CO3	Analyze clear problem statements, frame and test hypotheses, and utilize analytical tools to understand user experiences.				Analyzing
CO4	Generate innovative ideas through brainstorming and mind mapping, and select viable solutions using the double diamond approach				Creating
CO5	Design and create various prototypes, and test these prototypes to refine their solutions, demonstrating effective human factor analysis.				Analyzing

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	2
CO2	2	3	1	1	1
CO3	1	3	1	1	2
CO4	1	3	2	1	1
CO5	2	3	1	1	3
Average	1.6	3	1.2	1.2	1.8



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**DEPARTEMENT OF M.B.A.
R2025 FIRST SEMESTER SYLLABUS**

P25EE112	ESSENTIAL BUSINESS TOOLS - I	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

Enables student to

- Develop Advanced Data Analysis Skills Using Excel.
- Enable students to design automated budgeting and expense tracking sheets with conditional formatting and formulas to enhance financial decision-making
- Create Impactful Business Content Using AI and Design Tools
- Have hands-on experience on data analysis for business modeling.
- Be Proficient in using Canva's features to produce professional-quality designs.

Areas	Exp. No	Duration	Title of the Exercise
MS Excel	1	4	Create a sales report using PivotTables and charts to analyze monthly trends
	2	4	Use Excel formulas to clean and organize a dataset, applying VLOOKUP and IF functions.
	3	4	Automate expense tracking by designing a budgeting sheet with conditional formatting
Data Analytics Using MS Excel	4	4	Design a relational database in Excel using multiple sheets to represent different tables.
	5	4	Implement queries using Excel filters, advanced functions, and PivotTables to extract relevant insights.
	6	4	Perform operations such as creating, dropping, and modifying table structures using Excel functions and Power Query.
Prompt Engineering	7	4	Experiment with ChatGPT, Gemini, and Copilot to refine prompts for generating business strategy insights.
	8	4	Use AI tools to generate content for a PPT presentation on a trending business topic.
	9	4	Enhance video creation with AI-generated scripts and subtitles, testing different prompt formats for better output.
AI for Business Analytics	10	4	Use AI tools to analyze raw business data and generate an automated summary report.
	11	4	Apply AI-driven recommendations to optimize business decision-making processes.
	12	4	Use AI-based analytics tools to evaluate a business case study and generate strategic recommendations.
Designing Tools	13	4	Create a professional poster or social media post using Canva's design templates.
	14	4	Design an AI-assisted marketing campaign using the newest Canva updates.
	15	4	Create engaging presentations, branded content, and promotional materials using Canva's latest features.

TOTAL: 60 PERIODS

Text Books:

1. Joan Lambert, “Microsoft Office 365 step by Step”, 2023, Microsoft Press.
2. Randy Nordell, “Microsoft Office 365 in practice”, McGraw Hill Education, 4 th Edition, 2022.

Reference Books:

1. Richard Dorsey , “Artificial Intelligence for Business Analytics: Algorithms, Platforms, and Application Scenarios”, Tech Press, 2025.
2. Mary Jo Diepeven, “Artificial Intelligence with power BI – Take your data analytics skills to the next level by leveraging the AI Capabilities in power BI”, I Edition, Microsoft 2022.

Course Outcomes: At the end of the course, the students will be able to		
CO	Course Outcome Statement	Knowledge Level
CO1	Explain the MS Excel and its feature	Applying
CO2	Describe how excel helps in Data Analytics	Applying
CO3	Explain about AI and its tools	Understanding
CO4	Illustrate AI and its need for Business Reports	Applying
CO5	Explains CANVA and its feature	Applying

CO-PO Mapping					
CO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	1	2
CO2	2	3	1	1	2
CO3	2	3	1	1	3
CO4	3	3	1	1	2
CO5	2	2	1	1	3
Average	2.4	2.8	1	1	2.4