

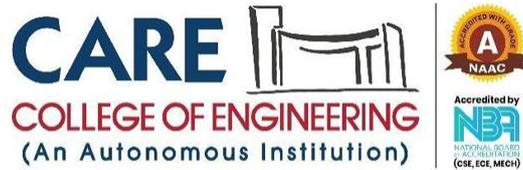
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**DEPARTEMENT OF M.B.A.  
FIRST SEMESTER CURRICULUM**

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		<b>Non-Functional Elective</b>	NEC	0	0	4	4	2
9	P25EE112	Essential Business Tools - I (Excel, AI & CANVA)	EEC	0	0	4	4	2
<b>TOTAL</b>				<b>20</b>	<b>0</b>	<b>10</b>	<b>30</b>	<b>25</b>

**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

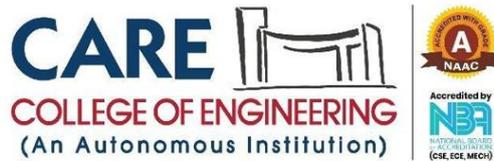


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**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**  
**R2025 SECOND SEMESTER CURRICULUM**

S. No.	Course Code	Course Name	Category	Periods Per Week			Total Contact Periods	Credits
				L	T	P		
1	P25BA211	Strategic Management	PCC	3	0	0	3	3
2	P25BA221	Financial Management	PCC	3	0	0	3	3
3	P25BA231	Digital Marketing	PCC	3	0	0	3	3
4	P25BA241	Human Resource Management	PCC	3	0	0	3	3
5	P25BA251	Business Statistics and Quantitative Techniques	PCC	3	1	0	4	4
6	P25BA261	Business Research Methods	PCC	3	0	0	3	3
7	P25BA273	Advance Communication	PCC	3	0	2	5	4
8	P25BA283	Python Programming for Managers	PCC	1	0	4	5	3
9	P25EE212	Essential Business Tools – II	EEC	0	0	4	4	2
<b>TOTAL</b>				<b>22</b>	<b>1</b>	<b>10</b>	<b>33</b>	<b>28</b>





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

<b>P25BA111</b>	<b>MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**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**

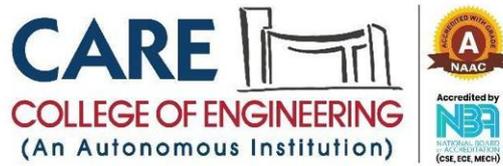
1. Harold Koontz and Heinz Weihrich and Mark V. Cannice, Essentials of Management, 11th Edition, 2020.
2. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 11th edition, 2020.
3. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 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.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

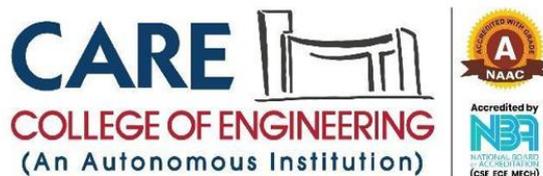
1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 20th edition, Tata McGraw Hill, New Delhi, 2019
2. Dominick Salvatore, International Economics: Trade and Finance, 13ed, ISV, Wiley Publication, 2021
3. N. Gregory Mankiw, Principles of Macroeconomics, 8th Edition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

<b>Course Outcomes: At the end of the course, the students will be able</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

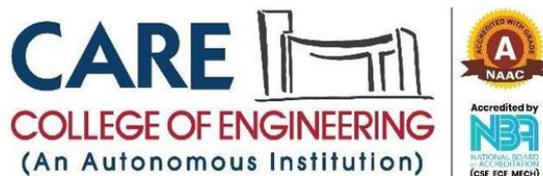
1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 17th Edition, 2025.
2. Sasherlekar and R Krishnamoorthy, Marketing Management, Himalayan Publishing House, 15th Edition 2024.
3. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context,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

**Reference Books**

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

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

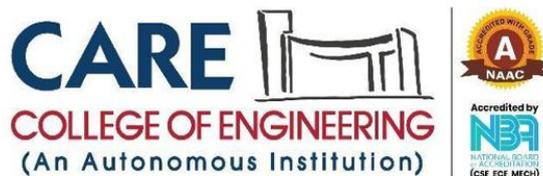
1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 39<sup>th</sup> edition, 2024.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2<sup>nd</sup> Edition, 2022.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 8th Edition 2022.

**Reference Books**

1. K. Ramachandra and B. Chandrasekara, Legal Aspects of Business – Text and Cases, Himalaya Publishing, 2<sup>nd</sup> 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.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

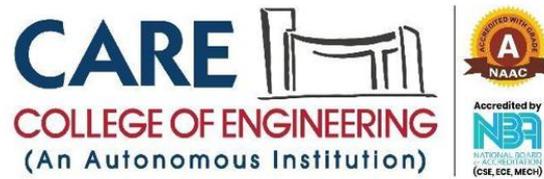
1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018.
3. Pillai, R.S.N. & Bagvathi (2019), Cost Accounting, New Delhi : S.Chand Publishing, 11th Edition.
4. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management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

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

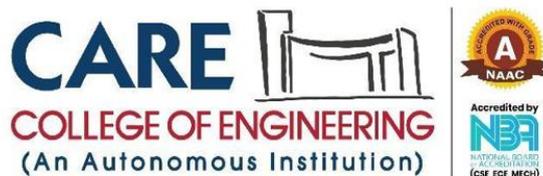
1. Jay Heizer, Barry Render (2017). Operations Management (12th). Pearson Education.
2. Lee J.Krajewski, Manoj K Malhotra, Operations Management, Pearson Education, 14<sup>th</sup> edition, 2024.
3. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 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, 9<sup>th</sup> edition, 2015.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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

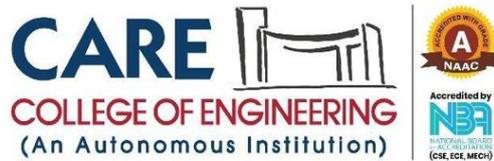
1. P.P.Chaturvedi and Mukesh Chaturvedi, Business Communication, Pearson Edition, 5th Edition, 2024.
2. K.K.Sinha, Ruchi Sehgal Mohandra, Business Communication, Taxmann Publication, 5<sup>th</sup> edition, 2023.

### Reference Books

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

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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**

<b>P25BANE01</b>	<b>DESIGN THINKING AND ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**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.

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

- 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

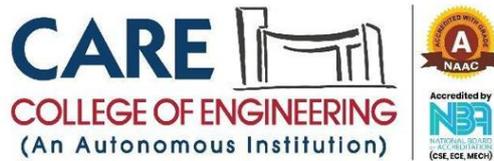
1. PavanSoni (2020), Design Your Thinking: The Mindsets, Toolsets, and Skill Sets for Creative Problem-solving, Penguin Random House India Private Limited.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 12<sup>th</sup> edition, 2023.
3. Gasparini, Andrea. "Perspective and use of empathy 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
<b>Average</b>	1.6	3	1.2	1.2	1.8



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

<b>P25EE112</b>	<b>ESSENTIAL BUSINESS TOOLS - I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**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.

<b>Areas</b>	<b>Exp. No</b>	<b>Duration</b>	<b>Title of the Exercise</b>
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.
Prompt Engineering	6	4	Perform operations such as creating, dropping, and modifying table structures using Excel functions and Power Query.
	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.
AI for Business Analytics	9	4	Enhance video creation with AI-generated scripts and subtitles, testing different prompt formats for better output.
	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.
Designing Tools	12	4	Use AI-based analytics tools to evaluate a business case study and generate strategic recommendations.
	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.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
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

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
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

**MASTER OF BUSINESS ADMINISTRATION**  
**R2025 SECOND SEMESTER SYLLABUS**

P25BA211	STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>• To develop a comprehensive understanding of the foundations of strategic management</li> <li>• To equip students with analytical tools and frameworks</li> <li>• To enhance the ability to formulate and evaluate strategic options</li> <li>• To cultivate practical knowledge of strategy implementation and control</li> <li>• To encourage critical thinking on contemporary strategic issues</li> </ul>					
<b>UNIT I: FOUNDATIONS OF STRATEGIC MANAGEMENT</b>					<b>9</b>
Definition, scope, and significance of strategic management- Levels of strategy: corporate, business, and functional-Strategic thinking and the role of managers as strategists-Strategic decision-making processes-Introduction to the Strategic Management Mode					
<b>UNIT II: ENVIRONMENTAL AND INDUSTRY ANALYSIS</b>					<b>9</b>
External environment analysis: PESTLE framework-Industry analysis using Porter's Five Forces-Internal environment assessment: VRIO framework-SWOT analysis for strategic positioning-Competitive intelligence and market dynamic					
<b>UNIT III: STRATEGY FORMULATION</b>					<b>9</b>
Vision, mission, and goal setting- Business-level strategies: cost leadership, differentiation, and focus-Corporate-level strategies: diversification, vertical integration, and strategic alliances global strategies and entry modes-Blue Ocean Strategy and innovation-driven approaches					
<b>UNIT IV: STRATEGY IMPLEMENTATION AND CONTROL</b>					<b>9</b>
Organizational structure and design for strategy execution-Leadership, culture, and change management in strategy implementation- Resource allocation and performance management systems-Balanced Scorecard and strategic control mechanisms-Managing strategic risk and ensuring adaptability.					
<b>UNIT V: CONTEMPORARY STRATEGIC ISSUES AND CASE STUDIES</b>					<b>9</b>
Corporate governance and ethical considerations in strategy-Sustainability and corporate social responsibility digital transformation and its impact on strategic management-Strategic challenges in emerging markets- In-depth analysis of real-world business cases					
<b>TOTAL: 45 PERIODS</b>					

**Text Books**

1. Strategic Management (13th Edition) by Charles W. L. Hill, Melissa A. Schilling, and Gareth R. Jones, Cengage Learning Publications 2020



2. Strategic Management (2nd Edition) by John Morris, Oregon State University Publications 2021.

**Reference Books**

1. Strategic Management by Frank T. Rothaermel, McGraw-Hill Education Publications 2020.
2. Mastering Strategic Management (Version 3.0) by Dave Ketchen and Jeremy Short, Flat World Publications 2021.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	To Understand the strategic management process and social responsibility of business	Understanding
CO2	Illustrate the need for competitive advantage for organization	Understanding
CO3	Describe the various insights of corporate and business strategies	Understanding
CO4	Generalize the various control systems required for implementation of organizational strategy	Understanding
CO5	Establish the cognitive knowledge about various strategic issues and new business development models	Applying

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3	2	2	2	3
<b>CO2</b>	3	2	2	2	2
<b>CO3</b>	3	3	2	2	2
<b>CO4</b>	3	3	1	2	3
<b>CO5</b>	2	2	2	3	3
<b>Average</b>	2.8	2.4	1.8	2.2	2.6

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA221	FINANCIAL MANAGEMENT	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To understand the fundamentals of financial management</li> <li>To equip students with analytical tools to evaluate investment projects</li> <li>To analyze capital structure decisions and understand various leverage concepts</li> <li>To evaluate dividend policies and theories, and assess their relevance in corporate finance decisions.</li> <li>To develop a practical understanding of working capital management</li> </ul>					
<b>UNIT I: FOUNDATIONS OF FINANCE</b>					<b>9</b>
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of financial management, Major financial decisions – Time value of money - Concept of risk and return – Sources of Finance – Short Term – Long Term					
<b>UNIT II: INVESTMENT DECISIONS</b>					<b>9</b>
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital					
<b>UNIT III: FINANCING DECISIONS</b>					<b>9</b>
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.					
<b>UNIT IV: DIVIDEND DECISIONS</b>					<b>9</b>
Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories, Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend					
<b>UNIT V: WORKING CAPITAL MANAGEMENT</b>					<b>9</b>
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.					
<b>TOTAL: 45 PERIODS</b>					

**Text Books**

- I M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 12th edition, 2021.
- M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.

**Reference Books**

- Brigham, Ehrhardt, Financial Management Theory and Practice, 15th edition, Cengage Learning 2020.



2. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2021.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Describe the concepts of financial decision of an organization and the short-term and long-term sources of finance	Understanding
CO2	Apply financial management principles to make investment decisions to manage and raise capital.	Applying
CO3	Analyze the concepts of financial and operating leverage, capital structure theories to determine optimal financing strategies for businesses.	Analyzing
CO4	Analyze dividend theories and identify factors influencing dividend decisions.	Analyzing
CO5	Apply the principles of working capital management, estimate working capital requirements, and analyze cash, receivables	Applying

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	2	3	1	2	2
<b>CO2</b>	2	3	1	1	2
<b>CO3</b>	2	3	2	1	2
<b>CO4</b>	2	2	2	1	2
<b>CO5</b>	2	2	1	1	1
<b>Average</b>	2	2.6	1.4	1.2	1.8

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA231	DIGITAL MARKETING	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To understand the fundamentals of digital marketing strategy</li> <li>To develop in-depth knowledge of Search Engine Optimization (SEO) and Search Engine Marketing (SEM) techniques</li> <li>To explore various web marketing tools such as email marketing and mobile marketing</li> <li>To analyze the use of social media platforms for marketing</li> <li>To apply analytics and recent trends in digital marketing</li> </ul>					
<b>UNIT I: STRATEGY DEVELOPMENT</b>					<b>9</b>
Digital marketing strategy – definition – Elements – roles. Setting SMART Goals and KPIs - Importance of SMART - Identifying key performance indicators - Tools for tracking KPIs and performance Establishing benchmarks.					
<b>UNIT II: INSIGHTS</b>					<b>9</b>
Search Engine optimization - Keyword Strategy - SEO Strategy - SEO success factors – On – Page techniques – Off - Page Techniques. Search Engine Marketing - How Search Engine works –SEM components-PPC advertising-Display Advertisement					
<b>UNIT III: WEB MARKETING TOOLS</b>					<b>9</b>
E- Mail Marketing - Types of E- Mail Marketing -Email Automation -Lead Generation – Integrating Email with social media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing-Mobile Inventory/channels-Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting					
<b>UNIT IV: SOCIAL MEDIA</b>					<b>9</b>
Social Media Marketing -Social Media Channels-Leveraging Social media for brand conversations and buzz. Successful/benchmark Social media campaigns. Engagement Marketing-Building Customer relationships-Creating Loyalty drivers-Influencer Marketing.					
<b>UNIT V: DIGITAL PRACTICE</b>					<b>9</b>
Digital Transformation & Channel Attribution- Analytics-Ad-words, Email, Mobile, Social Media, Web Analytics- Changing your strategy based on analysis-Recent trends in Digital marketing.					
<b>TOTAL: 45 PERIODS</b>					

**Text Books**

- Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kong Page Publication, 3rd Edition 2022
- Stephanie Diamond, Digital Marketing, For Dummies Publication, 2<sup>nd</sup> edition 2023

**Reference Books**

- K. Connors and Anthony Ziello, Digital Marketing: Mastering AI, SEO, Social Media, and Data-Driven Strategies for Business Growth, K. Connors, 3rd Edition 2024.
- Dave Chaffey and Fiona Ellis-Chadwick, Digital Marketing, Pearson Publications, 8th Edition 2022



<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Explain the fundamental concepts, scope, and significance of strategic management and identify the various levels of strategy within an organization	Understanding
CO2	Analyze external and internal business environments using strategic tools such as PESTLE, Porter's Five Forces, VRIO, and SWOT to identify opportunities and threats.	Analyzing
CO3	Develop and evaluate appropriate business and corporate-level strategies including cost leadership, differentiation, diversification, and Blue Ocean Strategy to achieve organizational goals.	Applying
CO4	Discuss the frameworks and practices for effective strategy implementation, including organizational design, leadership, resource allocation, and performance control mechanisms.	Understanding
CO5	Describe contemporary strategic issues including corporate governance, sustainability, digital transformation, and challenges in emerging markets through case study analysis.	Understanding

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

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA241	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To understand the evolution, concept, and nature of Human Resource Management</li> <li>To explore the process of Human Resource Planning</li> <li>To analyze various training and development methods</li> <li>To examine strategies for sustaining employee interest and motivation</li> <li>To evaluate employee performance and manage job changes effectively</li> </ul>					
<b>UNIT I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT</b>					<b>9</b>
Introduction - Evolution, concept, and nature of HRM - Functions of Management - Personnel aspects of a HR Manager's Job - Role and Challenges of human resource manager - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.					
<b>UNIT II: THE CONCEPT OF BEST FIT EMPLOYEE</b>					<b>9</b>
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.					
<b>UNIT III: TRAINING AND DEVELOPMENT</b>					<b>9</b>
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self-development – Talent Acquisition and Management.					
<b>UNIT IV: SUSTAINING EMPLOYEE INTEREST</b>					<b>9</b>
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor - Fringe benefits - Job Satisfaction, Employee Engagement-Performance Management.					
<b>UNIT V: PERFORMANCE EVALUATION AND CONTROL</b>					<b>9</b>
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation, Employee Relations – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.					
<b>TOTAL: 45 PERIODS</b>					

**Text Books**

1. K. Aswathappa, Sadhna Dash Human Resource Management, 10th Edition, MC Graw Hill , 2023.
2. Gary Dessler, Biju Varkkey Human Resource Management, 17th Edition, Pearson Education,2023.

**Reference Books**

1. Stephen Taylor & Carol Woodhams. Managing Human Resource. 3rd Edition, CIPD - Kogan page. 2022
2. Jaquina Gilbert, Human Resource Management, Bibrant Publishing, 2020.



<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Explain the various aspects of HRM	Understanding
CO2	Describe human resource planning and recruitment	Understanding
CO3	Explain the various training and development methods	Applying
CO4	Illustrate employee engagement techniques.	Understanding
CO5	Explain various performance evaluation and control methods	Understanding

<b>CO-PO Mapping</b>					
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3	1	2	2	2
<b>CO2</b>	3	1	2	2	2
<b>CO3</b>	2	1	2	1	2
<b>CO4</b>	3	1	2	1	2
<b>CO5</b>	2	2	1	1	1
<b>Average</b>	2.6	1.2	1.8	1.4	1.8

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA251	BUSINESS STATISTICS AND QUANTITATIVE TECHNIQUES	L	T	P	C
		3	1	0	4
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To understand and apply the concepts of central tendency and dispersion</li> <li>To develop analytical skills in measuring statistical relationships</li> <li>To introduce the fundamentals of Linear Programming</li> <li>To explore extensions of LP models through transportation and assignment problems</li> <li>To analyze decision-making situations using Game Theory</li> </ul>					
<b>UNIT I MEASURES OF CENTRAL TENDENCY</b>		<b>9+3</b>			
Introduction – Scope – Applications – Functions – Limitations – Frequency Distribution – Graphing Frequency Distribution – Mean (Arithmetic, Geometric, Harmonic) – weighted Mean - Median – Mode.					
<b>UNIT II MEASURES OF DISPERSION</b>		<b>9+3</b>			
Range – Quartile Deviation – Mean Deviation – Standard Deviation – Coefficient of Variation Statistical Relationship Analysis : Correlation – Karl Pearson’s Coefficient of Correlation – Rank Correlation - Regression					
<b>UNIT III INTRODUCTION TO LINEAR PROGRAMMING (LP)</b>		<b>9+3</b>			
Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex method.					
<b>UNIT IV LINEAR PROGRAMMING EXTENSIONS</b>		<b>9+3</b>			
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI method. Assignment Models (Minimising and Maximising Problems)—Balanced and Unbalanced Problems- Solution by Hungarian. Travelling Salesman problem.					
<b>UNIT V DECISION AND GAME THEORIES</b>		<b>9+3</b>			
Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.					
<b>TOTAL: 60 PERIODS</b>					
<b>Text Books</b>					
1. Prem. S. Mann, Introductory Statistics, Wiley Publications, 10th Edition, 2020.					
2. N.D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 5 <sup>th</sup> edition, 2017.					
3. James Evans, “Business Analytics: Methods, Models, and Decisions”, Third edition, Pearson Education, New Delhi, 2021					
<b>Reference Books</b>					
1. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.					
2. Hamdy A Taha, Introduction to Operations Research, Prentice HallIndia, 11 <sup>th</sup> Edition, Third Indian Reprint 2022.					



<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Apply the concepts of measures of central tendency and dispersion to analyze and interpret statistical data effectively	Applying
CO2	Analyze relationships between variables using correlation and regression techniques to support data-driven decision making	Applying
CO3	Solve linear programming problems using graphical and simplex methods for optimal resource allocation in managerial contexts	Analyzing
CO4	Apply transportation and assignment models, to solve real-world logistics and scheduling problems.	Applying
CO5	Interpret strategic decisions using decision theory and game theory models.	Applying

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

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA261	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVE:</b>					
<ul style="list-style-type: none"> <li>➤ To introduce students to the fundamentals of business research</li> <li>➤ To enable students to design effective research studies by understanding various research designs, experimental setups, measurement tools, and concepts of validity and reliability.</li> <li>➤ To equip students with the skills to collect both primary and secondary data using appropriate techniques and to develop sound sampling strategies and instruments.</li> <li>➤ To provide students with knowledge of data preparation and the application of statistical tools for analyzing qualitative and quantitative data using advanced techniques and software.</li> <li>➤ To develop students' ability to structure, write, and present professional research reports.</li> </ul>					
<b>UNIT I: INTRODUCTION</b>					<b>9</b>
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.					
<b>UNIT II: RESEARCH DESIGN AND MEASUREMENT</b>					<b>9</b>
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.					
<b>UNIT III: DATA COLLECTION</b>					<b>9</b>
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.					
<b>UNIT IV: DATA PREPARATION AND ANALYSIS</b>					<b>9</b>
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.					
<b>UNIT V: REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH</b>					<b>9</b>
Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.					
<b>TOTAL: 45 PERIODS</b>					



<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 12th Edition, 2013.</li> <li>2. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 5<sup>th</sup> edition, 2023</li> <li>3. Krishnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2016.</li> <li>4. U. Dinesh Kumar , “Business Analytics: The Science of Data-Driven Decision Making”, Second Edition, Wiley India, 2021.</li> </ol>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Bajpai Naval, Business Research Methods, 2 edition, 11 July 2017.</li> <li>2. Emma Bell, Alan Bryman, Bil Harley, Business Research Methods , 6<sup>th</sup> edition , 2022</li> <li>3. Roger Bougie, Uma Sekaran, R., Research Methods for Business, 8ed , 2021.</li> </ol>

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Explain the fundamental concepts and significance of business research, including types, processes, and the role of theory	Understanding
CO2	Design appropriate research methodologies by selecting suitable research designs, measurement scales, and validating research instruments.	Applying
CO3	Develop and implement data collection methods and sampling strategies using appropriate primary and secondary data sources.	Applying
CO4	Interpret research data using qualitative and quantitative statistical tools and software for informed decision-making.	Analyzing
CO5	Create research reports with appropriate formatting	Applying

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

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA273	ADVANCE COMMUNICATION	L	T	P	C
		3	0	2	4
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To develop creative and analytical thinking through communication activities.</li> <li>To master interdisciplinary and intercultural communication strategies.</li> <li>To enhance emotional intelligence and empathy in communication.</li> <li>To apply digital storytelling and media literacy for effective content creation.</li> <li>To build academic research communication and visual literacy skills.</li> </ul>					
<b>UNIT I : CREATIVE &amp; CRITICAL THINKING IN COMMUNICATION</b>		<b>8</b>			
Lateral thinking, divergent vs. convergent thinking- Design thinking for communication – structured creativity: SCAMPER, mind-mapping– Logical fallacies and argumentation - Reflective thinking and journaling.					
<b>UNIT II: INTERCULTURAL &amp; ETHICAL COMMUNICATION</b>		<b>10</b>			
Edward Hall's theory High-context - Edward Hall's theory low-context cultures - Hofstede's cultural dimensions - Communication ethics and responsible speech - Gender and identity in communication - Case studies on global communication conflicts					
<b>UNIT III : EMOTIONAL INTELLIGENCE &amp; EMPATHIC COMMUNICATION</b>		<b>9</b>			
Daniel Goleman's EI framework in communication - Managing self and others' emotions in conversation - Active listening and deep questioning - Conflict resolution and negotiation - Building rapport and trust.					
<b>UNIT IV: DIGITAL STORYTELLING &amp; MEDIA COMMUNICATION</b>		<b>8</b>			
Narratives for digital spaces - Storyboarding and scripting for impact - Social media language, memes, and virality - Ethical communication in digital content - Using free tools for storytelling					
<b>UNIT V: ACADEMIC AND RESEARCH COMMUNICATION</b>		<b>10</b>			
Abstracts, summaries, and paraphrasing techniques - Citation styles: APA, MLA, Chicago - Visual representation of data (infographics, research posters) -Communicating scientific and technical ideas to a general audience - Academic presentation vs popular science presentation					
<b>TOTAL: 45 PERIODS</b>					

**Practical Exercises:****30 Periods**

- Mind-Mapping a Creative Communication Solution
- Self-Reflective Journal Entry
- Cultural Simulation Role-Play
- Case Study Discussion: Ethical Dilemma
- Empathy Pair Activity
- Storyboarding for a Short Digital Video
- Podcast Script Writing
- Designing an Infographic
- Summary and Paraphrasing Drill
- TED-Ed Style Talk (Script Only)



**Text Books**

1. Martin, J. N., & Nakayama, T. K. (2022). Intercultural communication in contexts (8th ed.). McGraw Hill Education.
2. Sorrells, K. (2021). Intercultural communication: Globalization and social justice (3rd ed.). SAGE Publications.
3. Neuliep, J. W. (2020). Intercultural communication: A contextual approach (8th ed.). SAGE Publications.
4. Remland, M., Landen, J., & Jones, S. L. (2023). Intercultural communication: A peacebuilding perspective (2nd ed.). Waveland Press.

**Reference Books**

1. Spencer Oatey, H., & Lazidou, D. (2023). Making working relationships work: The TRIPS toolkit for handling relationship challenges and promoting rapport.
2. Spencer Oatey, H., & Franklin, P. (2022). Global fitness for global people: How to manage and leverage cultural diversity at work.
3. D'Silva, M. U., & Atay, A. (Eds.). (2019). Mediated intercultural communication in a digital age.
4. D'Silva, M. U., & Atay, A. (2019). Intercultural communication, identity, and social movements in the digital age.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome</b>	<b>Knowledge Level</b>
<b>CO1</b>	Apply creative and critical thinking techniques in communication.	Applying
<b>CO2</b>	Communicate effectively across cultures and uphold ethical standards.	Applying
<b>CO3</b>	Examine emotional intelligence in high-stakes conversations.	Applying
<b>CO4</b>	Create compelling digital stories using accessible tools.	Applying
<b>CO5</b>	Develop academic and research ideas into audience-friendly formats.	Applying

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

**For CO-PO/PSO Mapping:** 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)



P25BA283	PYTHON PROGRAMMING FOR MANAGERS	L	T	P	C
		1	0	4	3
<b>Course Objective:</b>					
<ul style="list-style-type: none"> <li>To understand the basics of algorithmic problem solving</li> <li>To learn to solve problems using Python conditionals and loops</li> <li>To define Python functions and use function calls to solve problems</li> <li>To use Python data structures – lists, tuples, dictionaries to represent complex data.</li> <li>To do input/output with files in Python.</li> </ul>					
<b>Unit No., Title and detailed syllabus</b>					
<b>UNIT I – INTRODUCTION TO PYTHON AND BASIC PROGRAMMING CONCEPTS</b>					
Overview of Python- Python Environment Setup- Variables, Data Types, and Basic Input/Output Operations - Operators and Expressions - Control Structures – Functions - Business Applications- Simple Financial Calculations, ROI Computation, and Revenue Analysis.					
<b>UNIT II – DATA STRUCTURES AND THEIR BUSINESS USES</b>					
Lists – Tuples – Dictionaries – Sets - String Manipulation - Comprehensions –Business Applications – Managing Employee Records, Sales Data Storage, and Product Inventory Analysis.					
<b>UNIT III – FILE HANDLING AND DATA MANAGEMENT</b>					
File Handling in Python –Exception Handling –Importing and Using Standard Libraries – Data Storage and Retrieval for Business Applications - Business Use Cases – Reading Transaction Data, Writing Sales Reports, and Updating Inventory Files					
<b>UNIT IV – DATA ANALYSIS USING PYTHON</b>					
Introduction to Data Analysis and the Pandas Library - Data Cleaning -Data Aggregation and Grouping - Descriptive Statistics –Business Applications – Sales Forecasting, Regional Revenue Analysis, and Profitability Insights					
<b>UNIT V – DATA VISUALIZATION AND BUSINESS ANALYTICS</b>					
Importance of Data Visualization in Decision Making - Introduction to Matplotlib and Seaborn Libraries - Types of Charts - Plot Customization - Introduction to Business Analytics - Predictive Analytics - Exploratory Data Analysis (EDA) for Business Insights- Business Dashboards – Creating KPI Visualizations using Plotly or Streamlit					
<b>Total :15 Periods</b>					

<b>Practical – List of experiments</b>	
1	<b>Module 1: Introduction to Python Programming</b> <ul style="list-style-type: none"> <li>Write a Python program to display basic company information (name, revenue, employees, etc.).</li> <li>Perform arithmetic operations for business calculations (profit, tax, discount, etc.).</li> <li>Develop a program to compute employee salary with allowances and deductions.</li> <li>Implement conditional statements to determine business decisions (e.g., “If profit &gt; target → bonus”).</li> </ul>
2	<b>Module 2: Data Structures for Business Applications</b> <ul style="list-style-type: none"> <li>Create and manipulate lists and dictionaries to store and retrieve product details.</li> <li>Implement a tuple-based program to manage department data in an organization.</li> <li>Write a program using sets to find unique customers from multiple sales lists.</li> </ul>



	<ul style="list-style-type: none"> <li>Develop a dictionary-based program to store employee details and display summary reports.</li> </ul>
3	<b>Module 3: File Handling and Data Import</b> <ul style="list-style-type: none"> <li>Read and write company transaction data from/to text files.</li> <li>Import and analyze CSV files containing sales or HR data using the csv and pandas libraries.</li> <li>Generate business summary reports (e.g., total sales per region) and export to CSV.</li> </ul>
4	<b>Module 4: Data Analysis using Pandas &amp; NumPy</b> <ul style="list-style-type: none"> <li>Perform statistical analysis (mean, median, mode, standard deviation) on financial datasets.</li> <li>Use NumPy to perform matrix operations for cost and revenue modeling.</li> <li>Analyze sales data to identify top-performing products and regions using pandas group operations.</li> </ul>
5	<b>Module 5: Data Visualization for Decision Making</b> <ul style="list-style-type: none"> <li>Visualize company sales trends using matplotlib or seaborn.</li> <li>Create a bar chart comparing departmental expenses.</li> <li>Develop a pie chart showing market share of competing brands.</li> <li>Build a line graph to show monthly revenue growth.</li> </ul>
6	<b>Module 6: Business Analytics and Forecasting</b> <ul style="list-style-type: none"> <li>Perform correlation and regression analysis to predict sales based on advertising spend.</li> <li>Implement time series analysis using sample business data.</li> <li>Build a simple dashboard combining multiple charts for business insights.</li> </ul>
7	<b>Module 7: Case Studies and Mini Projects</b> <ul style="list-style-type: none"> <li>Case study — Employee Performance Analysis using HR data.</li> <li>Case study — Customer Purchase Pattern Analysis.</li> <li>Mini Project — Build a Business Analytics Report using Python (data cleaning, analysis, and visualization).</li> </ul>
<b>Total : 60 Periods</b> <b>Total: 15 + 60 =75 Periods</b>	
<b>Text Books</b> <ol style="list-style-type: none"> <li>Allen B. Downey, “Think Python: How to Think like a Computer Scientist”, 3rd Edition, O’Reilly Publishers, 2024.</li> <li>Paul Deitel and Harvey Deitel, “Python for Programmers”, Pearson Education, 1st Edition, 2021.</li> <li>Martin C. Brown, “Python: The Complete Reference”, 4th Edition, Mc-Graw Hill, 2018.</li> </ol>	

**Reference Books**

- G Venkatesh and Madhavan Mukund, “Computational Thinking: A Primer for Programmers and Data Scientists”, 1st Edition, Notion Press, 2021.
- John V Guttag, & quot; Introduction to Computation and Programming Using Python: With Applications to Computational Modeling and Understanding Data“, Third Edition, MIT Press,2021 .



3. Eric Matthes, “Python Crash Course, A Hands – on Project Based Introduction to Programming”, 2nd Edition, No Starch Press, 2019.

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome</b>	<b>Knowledge Level</b>
<b>CO1</b>	Explain the fundamental principles of computational thinking, algorithms, and basic problem-solving strategies such as iteration and recursion	Understanding
<b>CO2</b>	Apply basic data types, variables, expressions, and statements in Python to develop simple programs and manipulate data.	Applying
<b>CO3</b>	Implement control structures, functions, and string operations to solve computational problems using Python.	Applying
<b>CO4</b>	Compute Python data structures such as lists, tuples, and dictionaries to manage and process data effectively	Applying
<b>CO5</b>	Develop programs using file handling, exception handling, modules, and packages in Python to create modular and robust applications.	Applying

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

**For CO-PO/PSO Mapping: 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)**



P25EE212	ESSENTIAL BUSINESS TOOLS – II			L	T	P	C
				0	0	4	2
<b>COURSE OBJECTIVES:</b>							
<ul style="list-style-type: none"> <li>➤ To provide foundational knowledge of Power BI Desktop</li> <li>➤ To work on complex data and make dashboards using Excel</li> <li>➤ To work on Power BI which is a data analytics tool that makes map, charts and business dashboard and story.</li> <li>➤ To design interactive reports and dashboards</li> <li>➤ To develop practical data analysis skills through hands-on case studies.</li> </ul>							
Exp. No	Duration	Title of the Exercise					
1	4	<b>Getting Familiar with Power BI Desktop</b> Explore the Power BI Desktop interface, learn how to navigate between views, and understand its role in transforming business data into insights.					
2	4	<b>Importing and Exploring Excel Data</b> Connect Power BI to an Excel workbook containing business data such as sales and financial records.					
3	4	<b>Cleaning and Preparing Data Using Power Query</b> Real-world data cleaning — removing duplicates, handling missing values, and standardizing fields like dates and product names.					
4	4	<b>Establishing Relationships Between Business Tables</b> Work with multiple datasets such as Customers, Sales, and Products to create relationships.					
5	4	<b>Performing Business Calculations with DAX</b> Create key business measures using DAX, such as Total Revenue, Profit Margin, and Average Sales per Customer.					
6	4	<b>Creating a Sales Performance Report</b> Design a report to display sales performance by product, region, or salesperson.					
7	4	<b>Designing an Interactive Dashboard for Managers</b> Combine visuals such as KPIs, charts, and slicers into a single dashboard. Interact with dashboards to track performance and make data-backed decisions.					
8	4	<b>Filtering and Slicing Data for Business Insights</b> Use slicers and filters to explore sales or marketing data across regions, customer segments, or time periods.					
9	4	<b>Analyzing Sales Trends Over Time</b> Visualize sales data over months and quarters using line and area charts. Identify growth patterns and seasonal fluctuations to support business planning.					
10	4	<b>Mapping Regional Business Performance</b> Visualize sales or operations data on geographical maps and interpret regional trends and market opportunities using location-based insights.					
11	4	<b>Building a Customer Segmentation Dashboard</b> Use grouping and clustering tools to segment customers by behavior, purchase value, or region.					
12	4	<b>Publishing and Sharing Dashboards with Teams</b>					



		Publish Power BI reports to the Power BI Service and share them with stakeholders.
13	4	<b>Integrating Power BI with Excel for Reporting</b> Connect Excel with Power BI datasets to perform extended analysis.
14	4	<b>Storytelling with Business Insights</b> Combine visuals, narratives, and bookmarks to tell a compelling business story.
15	4	Creating a Business Performance Dashboard Design a comprehensive dashboard integrating data from multiple business functions such as Sales, Marketing, and Finance.
<b>TOTAL: 60 PERIODS</b>		
<b>Text Books:</b>		
1. Sarin o Connor, “Microsoft Power BI, Dashboards Step by Step”, I Edition, Pearson, 2020.		
2. Gerardus Blokdyk, “Microsoft Power BI, the ultimate step by step guide”, 5 starcooks publication,2018.		
<b>Reference Books:</b>		
1. Miguel Escobar & Ken Puls, “Master Your Data with Power Query in Excel and Power BI” , Holy Macro! Books, 2nd Edition, 2021.		
2. Marco Russo & Alberto Ferrari, “The Definitive Guide to DAX”, Microsoft Press, 2nd Edition, 2020.		

<b>Course Outcomes: At the end of the course, the students will be able to</b>		
<b>CO</b>	<b>Course Outcome Statement</b>	<b>Knowledge Level</b>
CO1	Import and transform raw data into usable formats using Power BI Desktop	Applying
CO2	Build relationships in a data model and perform calculations	Applying
CO3	Create visually appealing and interactive reports	Applying
CO4	Develop and publish dynamic dashboards	Applying
CO5	Analyze and present a business case study effectively	Applying

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

**For CO-PO/PSO Mapping: 3 – Substantial (High), 2– Moderate(Medium), 1– Slight (Low)**

