



KINGSTON ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE & COA, New Delhi, Affiliated to Anna University, Chennai)

Chittoor Main Road, Christianpet,

Katpadi, Vellore-632059

DEPARTMENT OF BUSINESS ADMINISTRATION

AUTONOMOUS CURRICULUM

REGULATION 2026

Academic Year 2026-27 onwards



INSTITUTE VISION

To be a pioneer in engineering and management education by providing amicable ambience and being a centre for learning thereby perpetuating versatile professionals in engineering and management suitable for industry, higher education and research.

INSTITUTE MISSION

- Developing, nurturing and building professionals with technical, research and managerial expertise, intellectual proficiency, right attitude and moral ethics.
- Building infrastructure that earmarks the institution to be the most preferred educational destination and provides the right ambience for creative and innovative teaching - learning process.
- Enabling learners to broaden their horizon and helping to meet global challenges.

QUALITY POLICY

To establish and implement a robust quality system at Kingston Engineering College, encircling teaching, learning, research, and self-reliance, focusing on core and support functions to ensure accountability to stakeholders through continuous improvement and sustenance towards promoting holistic academic excellence.

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DEPARTMENT OF MANAGEMENT STUDIES
MBA (MASTER OF BUSINESS ADMINISTRATION)
REGULATIONS-2026
CHOICE BASED CREDIT SYSTEM

VISION

Our department vision is to provide our students with a practical hands-on approach to business management education. Our graduates will possess the knowledge, skills, and abilities necessary to adapt to a continuously changing business environment. Empowering students through cross functional capabilities to meet the challenges ahead.

MISSION

M1: To play a vital role in empowering the budding managers as full-fledged professionals with Creativity, Innovation, Self-confidence, Courage and Ethical Standards. To ignite and stimulate the young minds with practical sessions in order to bring out the hidden potential to limelight.

M2: To enhance the skill set of future managers in logical and rational decision making thereby making them to contribute more towards our Nation's well-being and growth. To impart and equip the managerial aspirants with dynamic business knowledge to face the future challenges in the tomorrow's corporate sector.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO 1: To have a thorough understanding of the core aspects of the business.

PEO 2: To provide the learners with the management tools to identify, analyze, and create business opportunities as well as solve business problems.

PEO 3: To prepare them to have a holistic approach towards management functions.

PEO 4: To inspire and make them practice ethical standards in business.

PROGRAM OUTCOMES

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to understand one's own ability to set achievable targets and complete them.
5. Ability to fulfil social outreach.
6. Ability to take up challenging assignments.

PROGRAM SPECIFIC OUTCOMES (PSOs) – MBA Department

After the successful completion of the MBA programme, graduates will be able to:

PSO1: Demonstrate the ability to conceptualize, critically analyze, and solve complex business and management problems using appropriate managerial approaches and decision-making techniques.

PSO2: Integrate managerial knowledge and professional skills to develop innovative, entrepreneurial, and sustainable solutions for organizational and industry-related challenges.

PSO3: Apply multidisciplinary knowledge and practical exposure to function effectively as individuals, team members, leaders, entrepreneurs, and administrators in diverse business environments.

PSO4: Conduct objective research in the field of business and management through systematic collection, analysis, and interpretation of data, and recommend feasible managerial solutions.

PSO5: Utilize management principles, tools, and analytical techniques to make informed decisions, solve organizational problems, and address challenges in dynamic business situations.

PSO6: Develop continuous learning abilities, stay updated with contemporary management practices, and uphold professional, ethical, legal, social, and environmental responsibilities in managerial and entrepreneurial roles.

Mapping of Program Educational Objectives (PEOs) with Program Outcomes

PROGRAM EDUCATIONAL OBJECTIVES	PROGRAM OUTCOMES					
	1	2	3	4	5	6
I	3	2	1	1	–	1
II	3	3	2	2	1	2
III	2	3	2	2	2	2
IV	1	1	2	2	3	1

1 - Low, 2 - Medium, 3 - High,

Mapping of Program Outcomes (POs) with Program Specific Outcomes (PSOs)

A broad relation between the Program Specific Objectives and the outcomes is given in the following table

PROGRAM SPECIFIC OBJECTIVES	PROGRAM OUTCOMES					
	1	2	3	4	5	6
I	3	3	2	2	3	2
II	3	2	2	2	3	2
III	2	2	3	-	2	2
IV	2	2	3	1	2	3
V	1	2	2	2	1	3
VI	3	3	3	2	3	3

1 - Low, 2 - Medium, 3 - High

SUSTAINABLE DEVELOPMENT GOALS (SDG)



MBA (MASTER OF BUSINESS ADMINISTRATION)

REGULATION – 2026

CURRICULUM & SYLLABUS SEMESTER I to IV

CHOICE BASED CREDIT SYSTEM

(For the Students admitted from the Academic Year 2026-27)

Semester I									
S. No	Course Code	Course Name	Course Type	Contact Periods	L	T	P	C	SDG
Theory Course									
1.	MB26101	Managerial Statistics	PC	4	3	1	0	4	4,8,9
2.	MB26102	Principles of Management and Organizational Behaviour	PC	4	4	0	0	4	4,16
3.	MB26103	Economics for analysis	PC	4	4	0	0	4	8,9,10
4.	MB26104	Accounting for Decision Making	PC	4	3	1	0	4	4,8,12
5.	MB26105	Business Law	PC	4	4	0	0	4	11,13

6.	MB26106	Management Information System	PC	4	4	0	0	4	4,8,9
7.	MB26107	Innovation and Entrepreneurship Development	PC	3	3	0	0	3	8,7,17
Practical Course									
8.	MB26111	Professional Communication & Etiquette	PC	4	2	0	2	2	4,8,16
9.	MB26112	Digital Tools for Business: MS Office	PC	4	2	0	2	2	4,8,9
Mandatory Course									
10.	-	Student Induction Programme	MC	One week	-	-	-	0	
11.	MB26S01	Industry Oriented Course	MC	-	-	-	-	0	
TOTAL				35	29	2	4	31	

Semester II									
S. No	Course Code	Course Name	Course Type	Contact Periods	L	T	P	C	SDG
Theory Course									
1.	MB26201	Business Optimization Technique	PC	4	3	1	0	4	4,8,9
2.	MB26202	Human Resource Management	PC	4	4	0	0	4	4,8,9
3.	MB26203	Financial Management for Decision Making	PC	4	3	1	0	4	8,10,16
4.	MB26204	Marketing Management	PC	4	4	0	0	4	8,12
5.	MB26205	Operations management	PC	4	4	0	0	4	4,11,13
6.	MB26206	Research Methods in Business	PC	4	4	0	0	4	4,9,16
7.	MB26207	Introduction to AI for Business	PC	3	3	0	0	3	4,9,12
Practical Course									
8.	MB26211	Applied Data Analytics for Business Modelling	PC	4	0	0	4	2	4,8,9
9.	MB26212	Case Study Analysis	PC	4	0	0	4	2	-
Employability Enhancement Course									
10.	MB26S02	Campus to corporate catalyst	EE	4	2	0	2	2	4,8,17
Mandatory Course									
11.	MB26S03	Self Learning Course / Value Added Course/Conference Presentation	SL	-	-	-	-	0	
12.	-	Outbound Training Programmes	MC	-	-	-	-	0	
TOTAL				39	27	2	10	33	

Semester III									
S. No	Course Code	Course Name	Course Type	Contact Periods	L	T	P	C	SDG
Theory Course									
1.	MB26301	Strategic Management	PC	4	4	0	0	4	8,10,16
2.		Programme Elective I	PE	3	3	0	0	3	
3.		Programme Elective II	PE	3	3	0	0	3	
4.		Programme Elective III	PE	3	3	0	0	3	
5.		Programme Elective IV	PE	3	3	0	0	3	
6.		Programme Elective V	PE	3	3	0	0	3	
7.		Programme Elective VI	PE	3	3	0	0	3	
Practical Course									
8.	MB26311	Accounting Software - Tally	PC	4	0	0	4	2	8,9,12
9.	MB26312	Fintech and Analytics	PC	4	0	0	4	2	8,9,16
Employability Enhancement Course									
10.	MB26S04	Business Idea Generation	EE	4	0	0	4	2	4,8,17
11.	MB26S05	Comprehensive Viva - Voce	EE	0	0	0	2	1	-
12.	MB26S06	Summer Internship	EE	4	0	0	4	2	-
Mandatory courses									
13.	MB26S07	Industry Oriented Courses	MC	-----	-	-	-	0	4,8,9
TOTAL				38	22	0	18	31	

Summer internship – Minimum of 4 weeks of internship

Semester IV									
S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
Project Work									
1	MB26S05	Project Work	EE	24	0	0	24	12	7,13,12
TOTAL				24				12	

TOTAL: 107 CREDITS

Credit Distribution

S. No	Subject Area	Credit Per Semester				Credits Total	Percentage
	Semester	I	II	III	IV		
1	Engineering Science Professional Core (PC)	31	31	8	-	70	65%
2	Engineering Science Professional Elective (PE)	-	-	18	-	18	17%
3	Employability Enhancement Course (EE)	-	2	5	12	19	18%
4	Mandatory Course (MC)	-	-	-	-	-	-
Total		31	33	31	12	107	100

Programme Elective Courses – (PE)

Students can take three elective subjects from two functional specializations.

S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
HUMAN RESOURCE									
1	MB26001	Human Resource Analytics	PE	3	3	0	0	3	4,9
2	MB26002	Industrial Relations and Labour welfare	PE	3	3	0	0	3	5,8,16
3	MB26003	Reward and Compensation Management	PE	3	3	0	0	3	4,8,10
4	MB26004	Talent Acquisition and Retention	PE	3	3	0	0	3	4,9
5	MB26005	Training and Development	PE	3	3	0	0	3	4,8,9
6	MB26006	Strategic Human Resource Management	PE	3	3	0	0	3	8,9

S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
MARKETING									
1	MB26007	Advertisement and sales promotion	PE	3	3	0	0	3	8,9,12
2	MB26008	Digital and social media marketing	PE	3	3	0	0	3	4,8,9
3	MB26009	Services Marketing	PE	3	3	0	0	3	3,8,9
4	MB26010	Customer relationship Management	PE	3	3	0	0	3	8,9,12
5	MB26011	Strategic brand management	PE	3	3	0	0	3	8,9,12

6	MB26012	Sales and Distribution Channel	PE	3	3	0	0	3	8,9,12
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S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
FINANCE									
1	MB26013	Investment Analysis and Portfolio Management	PE	3	3	0	0	3	8,9,12
2	MB26014	Advanced financial management	PE	3	3	0	0	3	8,9,16
3	MB26015	Merchant Banking and Financial Services	PE	3	3	0	0	3	1,10,17
4	MB26016	Risk and Derivatives Management	PE	3	3	0	0	3	4,12,17
5	MB26017	Fintech innovations and transformations	PE	3	3	0	0	3	4,10,17
6	MB26018	Behavioral Finance	PE	3	3	0	0	3	3,4,12

S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
LOGISTICS									
1	MB26025	Principles and practice of logistics Management	PE	3	3	0	0	3	5,8,16
2	MB26026	Inventory and Ware housing Management	PE	3	3	0	0	3	9,13
3	MB26027	Export and Import Management	PE	3	3	0	0	3	8,17
4	MB26028	Supply Chain Information System	PE	3	3	0	0	3	9,12,17
5	MB26029	Lean Six Sigma for supply chain	PE	3	3	0	0	3	4,8,12
6	MB26030	Green Logistics	PE	3	3	0	0	3	3,7,12

S. No	Subject Code	Subject Name	Course Type	Contact Periods	L	T	P	C	SDG
HOSPITAL MANAGEMENT									
1	MB26031	Health environment and Management	PE	3	3	0	0	3	3,6
2	MB26032	Hospital Architecture planning and maintenance	PE	3	3	0	0	3	3,9,11
3	MB26033	Health care Laws, ethics and medical terminology	PE	3	3	0	0	3	3,10,16
4	MB26034	Purchase management and inventory control in hospital	PE	3	3	0	0	3	3,8,12
5	MB26035	Hospital information system	PE	3	3	0	0	3	3,9,17
6	MB26036	Hospital Operation Management	PE	3	3	0	0	3	3,9,12


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SEMESTER - I

MB26101	MANAGERIAL STATISTICS	L	T	P	C
SDG 4, 8, 9, 11		3	1	0	4

Course Objectives	
1.	To develop fundamental knowledge of Basic Statistics and probability concepts.
2.	To understand the idea of correlation and regression.
3.	To build testing skills for large and small sample tests.
4.	To explain the concept of Design of Experiment.
5.	To understand the techniques of statistical Quality Control Charts.

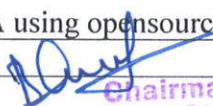
UNIT – I	DESCRIPTIVE STATISTICS AND PROBABILITY	9
Measures of central tendency, Measures of dispersion, Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis. Basic Concept of Probability, Axioms of probability, Addition law, Multiplication Law. Conditional Probability & Baye's Theorem. Activity: Measures of Tendency, Skewness and Kurtosis analysis using opensource software.		

UNIT – II	CORRELATION & REGRESSION	9
Coefficient of correlation, Rank correlation, Covariance of two random variables. Regression: Regression Coefficient, The lines of regression, and multiple correlation. Activity: Multiple Correlation Analysis using opensource software.		

UNIT – III	HYPOTHESIS TESTING – PARAMETRIC METHODS	9
Hypothesis Testing: One sample and Two sample tests for means and proportions of large sample. One sample and Two sample tests for means and proportions of small sample- t -Test, F-Test & Chi Square Test. Activity: Statistical Testing of Student Academic Performance using opensource software.		

UNIT – IV	STATISTICAL QUALITY CONTROL	9
Control charts for measurements (Mean and Range Charts) – Control charts for attributes (p, c and np charts) – Acceptance sampling. Activity: Construct Mean and Range Control Charts for monitoring a manufacturing process using opensource software.		

UNIT – V	DESIGN OF EXPERIMENTS	9
One way and two-way classifications – Completely randomized design – Randomized block design – Latin square design. Activity: Construct ANOVA using opensource software.		
		Total hour: 45


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Course Outcomes	
CO1	Upon successful completion of the course, the students will be able to: Explain the methodology of statistical data and probability ideas.
CO2	Evaluate the relationships between variables using correlation and regression techniques
CO3	Analyze and interpret statement of Hypothesis.
CO4	Apply the techniques of ANOVA.
CO5	Evaluate Variable and Attribute Control Charts.

Reference Books	
1.	William Mendenhall et al., Introduction to Probability and Statistics, Cengage Learning, 14 th Edition, 2012.
2.	S.P.Gupta , Statistical Methods, Sulthan Chand& Sons,44th Edition, 2019.
3.	S. C. Gupta & V. K. Kapoor, Fundamentals of Applied Statistics, Sulthan Chand & Sons , 4 th Edition 2014.

CO/ PO/PSO'S MAPPING

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	1	1	1
CO2	3	3	2	1	1	2
CO3	3	3	2	2	1	2
CO4	3	3	2	2	1	2
CO5	3	3	2	2	2	2

3 = High, 2 = Moderate, 1 = Low


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MB26102	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	L	T	P	C
SDG 4,16		4	0	0	4

Course Objectives	
1.	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
2.	To understand the complexity and wide variety of issues managers face in today's business firms.
3.	To know about individual behavior at organizations.
4.	To enable students to understand groups in organizations.
5.	To enable students to understand the role of leadership and power in organizations.

UNIT – I	INTRODUCTION TO MANAGEMENT	9
Organization - Management - Nature, Functions and Levels on management - Role of managers – Approaches to Management- Contributions of F.W.Taylor, Fayol, Elto Mayo- Drucker - Management by Objective (MBO) strategies - Types of strategies - Policies - types - Decision Making- Types of decision- Decision making process.		

UNIT – II	FUNCTIONS OF MANAGEMENT	9
Planning - planning process - Nature and purpose of organizing - Organisational Culture and Development- Organization structure - Line and staff authority - Departmentation - Span of control - Centralization and decentralization - Delegation of authority - controlling techniques. Staffing-nature and functions of staffing. Directing-Motivation-theories-Maslow's theory- Herzberg- Mc.Gregors-Vrooms Expectancy theory.		

UNIT – III	INDIVIDUAL BEHAVIOUR	9
Concepts of OB- Need of OB- Personality: types - Factors influencing personality – Theories – Learning: Types of learners – Learning theories. Emotions: Emotional Labour- Emotional Intelligence - Theories. Attitude: Characteristics Components - Formation – Measurement - Values. Perceptions: Factors influencing perception.		

UNIT – IV	GROUP BEHAVIOUR	9
Groups in organizations - Influence - Group dynamics - Emergence of informal leaders and working norms - Group decision making techniques – Team building - Interpersonal relations – Communication - Barriers – Types- Formal and Informal.		

UNIT – V	LEADERSHIP AND POWER	9
Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power - Power centers - Power and Politics.		
Total hour: 45		


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Course Outcomes	
CO1	Apply the management thought, theories and strategies for effective managerial decision-making and problem-solving.
CO2	Make use of the functions of management and its principles in designing organizational processes.
CO3	Analyze impact of attitudes, values, and perception in shaping individual behavior at the workplace.
CO4	Discover Group behavior in organization.
CO5	Interpret the effectiveness of various Leadership styles in organizational development.

Text Books	
1.	Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9 th edition, Tata McGraw-Hill Education, 2012.
2.	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition).
3.	Prasad.L.M., Organisational Behaviour, Sultan Chand and Sons, 5 th Edition 2019.
4.	C.B. Guptha, A Textbook Of Organisational Behaviour S.Chand & Company, 1 st Edition, 2019.

Reference Books	
1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9 th edition 2012.
2.	Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12 th edition, 2012.
3.	Heinz Weihrich, Mark V Cannice and Harold Koontz, Management - A global entrepreneurial perspective, Tata McGraw Hill, 13 th edition 2010.
4.	Stephen P. Robbins, David A.DeCenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.
5.	Fred Luthans, Organizational Behavior, McGraw Hill, 12 th Edition.

CO/ PO/PSO'S MAPPING

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	-	1	-	2	3	2	2	1	3	2
CO2	3	3	1	2	-	2	3	2	2	1	3	2
CO3	2	3	2	2	1	2	3	2	3	-	2	2
CO4	2	2	3	2	-	2	2	2	3	1	2	2
CO5	3	3	3	2	1	3	3	3	3	2	3	3

3 = High, 2 = Moderate, 1 = Low

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MB26103	ECONOMICS FOR ANALYSIS	L	T	P	C
SDG 8,9,10		4	0	0	4

Course Objectives	
1.	To explain principles of micro and macroeconomics relevant to managing an organization.
2.	To understand the market forces that is demand and supply.
3.	To describe the consumer behaviour in market.
4.	To understand the nature of product market, factor market, production functions and cost analysis.
5.	To familiarize with the market structure and pricing strategies.

UNIT – I	INTRODUCTION	9
Basic Concepts and Principles: Definition - Basic Assumptions - Types of Economic Analysis - Kinds of Economic Decision - Economic Principles. Micro economic analysis: Theory of Firms- Forms of Ownership, Profit Maximization Theory. Macroeconomic factors – Economic Transition in India.		

UNIT – II	DEMAND AND SUPPLY ANALYSIS	9
Definition of Demand - Law of Demand and its determinants and exceptions, Elasticity of demand - Demand forecasting - Demand and supply relationship - Supply – Law of Supply – factors affecting supply - Market Equilibrium- Elasticity of Demand and supply – Law of Diminishing Marginal Utility – case study.		

UNIT – III	CONSUMER BEHAVIOUR	9
Introduction to Consumer behavior, Utility, Cardinal utility approach, Ordinal approach, Indifference Curve Approach - Indifference Curves, Properties of Indifference Curves, Consumer's equilibrium using Indifference curve analysis and Consumer surplus.		


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UNIT – V	MARKET STRUCTURES AND DECISION MAKING	9
Market Structure - Types and its Characteristics – determinants of Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – Equilibrium conditions- Pricing: objectives, policies and Strategies, sustainability business model circles of sustainability – Overview of Econometric Analysis- case study.		
Total Instructional hours: 45		

UNIT – IV	ANALYSIS OF PRODUCTION AND COST CONCEPTS	9
Introduction to product market and factor market - Theory of Production: factors of production - Types of Inputs - Production Functions with one and two variable input – law of variable propositions - Isocost Line. Producer's Equilibrium - Return to Scale - Economics of Scale. Cost Concepts: Types - Short Run and Long run cost. Revenue Analysis: Types of Revenue Curves and their applications and Break even analysis.		

Course Outcomes: Students will be able to	
CO1	Outline the fundamental concept and principles of micro and macroeconomics.
CO2	Apply the concept of demand and supply, elasticity's for forecasting of demand.
CO3	Examine the consumer behaviour using the concepts of utility and indifference curve analysis.
CO4	Analyze the production function, cost and revenue for business implications.
CO5	Classify the market structures and pricing strategies for achieving general equilibrium in the market.

Text Books	
1.	Ramesh Singh, Indian Economy, Tata McGraw Hill, 2019.
2.	Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3 rd Edition, McGraw Hill Education, New Delhi, 2017.
3.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhary and Anindya Sen, Economics, 9 th edition, Tata McGraw Hill, New Delhi, 2010.

Reference Books	
1.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9 th Edition , 2012.
2.	N. Gregory Mankiw, Principles of Economics, 7 th edition, Cengage, New Delhi, 2014.
3.	Richard Lipsey and Alec Charystal, Economics, 12 th edition, Oxford, University Press, New Delhi, 2011.
4.	Karl E. Case and Ray C. fair, Principles of Economics, 12 th edition, Pearson, Education Asia, New Delhi, 2014.
5.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9 th Edition, 2012.


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CO-PO-PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	-	1	-	3	-	1	1	2	2
CO2	3	3	1	2	1	-	3	2	1	2	3	2
CO3	3	3	2	2	1	1	3	2	2	2	3	2
CO4	3	3	2	2	2	2	3	3	2	2	3	2
CO5	3	3	2	2	2	3	3	3	2	2	3	3

3 – High, 2 – Moderate, 1 – Low


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MB26104	ACCOUNTING FOR DECISION-MAKING	L	T	P	C
SDG 4,8,12		3	1	0	4

Course Objectives	
1.	To develop fundamental knowledge of financial, cost, and management accounting concepts.
2.	To understand accounting procedures and practices followed in business organizations.
3.	To build analytical skills for interpreting and evaluating financial statements for managerial decision making.
4.	To explain the principles of cost accounting and Cost–Volume–Profit analysis for business decisions.
5.	To understand budgeting, budgetary control techniques, and their applications in organizational performance management.

UNIT – I	FINANCIAL ACCOUNTING	9
Introduction to Financial, Cost and Management Accounting – Generally Accepted Accounting Principles (GAAP) and Indian Accounting Standards (Ind AS) – Double Entry Book Keeping System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts including Trading Account, Profit and Loss Account and Balance Sheet – Depreciation accounting- types – (problems)		

UNIT – II	ANALYSIS OF FINANCIAL STATEMENTS	9
Financial Statement Analysis and interpretation for business decisions – Ratio Analysis and DuPont Analysis – Comparative Statements and Common Size Statements - Trend Analysis – Cash Flow Statement (as per Accounting Standard 3) and Funds Flow Statement Analysis.		

UNIT – III	COST ACCOUNTING	9
Introduction to Cost Accounting – Classification and Elements of Cost – Preparation of Job Cost Sheet – Job Order Costing – Process Costing (excluding Interdepartmental Transfers and Equivalent Production) – Joint Product and By-product Costing – Activity Based Costing (ABC) – Target Costing – Introduction to Strategic Cost Management techniques.		

UNIT – IV	MARGINAL COSTING	9
Marginal Costing and Profit Planning – Cost-Volume-Profit (CVP) Analysis – Break Even Analysis – Managerial Decision Making using marginal costing techniques: Make or Buy Decisions, Sales Mix Decisions, Market Expansion Decisions, Product Addition or Elimination, and Expansion or Contraction Decisions – Application of marginal costing in business strategy.		

UNIT – V	BUDGETING AND VARIANCE ANALYSIS	9
Budgetary Control and Performance Management – Preparation of Sales, Production, Cash Flow, Fixed and Flexible Budgets – Standard Costing and Variance Analysis (excluding Overhead Variances) – Responsibility Accounting – Accounting Standards and Disclosure Practices in India – Introduction to sustainability reporting and accounting analytics using spreadsheets, Introduction to digital accounting practices.		
Total Instructional hours: 45		

Course Outcomes: Students will be able to	
CO1	Explain the concepts, principles, and practices of financial, cost, and management accounting.
CO2	Prepare and maintain accounting records including journal, ledger, trial balance, and final accounts.
CO3	Analyze and interpret financial statements using ratio analysis, cash flow, funds flow, and trend analysis for managerial decision making.
CO4	Apply cost accounting and marginal costing techniques for business planning and managerial decision making.
CO5	Evaluate budgeting, budgetary control, variance analysis, and accounting standards for organizational performance management.

Text Books	
1.	Financial Accounting – T.S. Reddy & A. Murthy, Margham Publications, Latest Revised Edition (2024 onwards).
2.	Management Accounting – S.N. Maheshwari & S.K. Maheshwari, Sultan Chand, 2024 edition.

3.	Cost and Management Accounting – M.N. Arora, Vikas Publishing, 2016 edition.
4.	Indian Accounting Standards (Ind AS) – Taxmann Publications, 2018 Edition.

Reference Books	
1.	M.Y. Khan & P.K. Jain – <i>Management Accounting</i> (McGraw Hill, 2021 edition)
2.	R. Narayanaswamy – <i>Financial Accounting: A Managerial Perspective</i> (PHI Learning, 2021)
3.	S.P. Jain & K.L. Narang – <i>Cost and Management Accounting</i> (Kalyani Publishers, 2019)
4.	Charles T. Horngren, Srikant M. Datar & Madhav Rajan – <i>Cost Accounting: A Managerial Emphasis</i> (Pearson Global Edition)

CO–PO–PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	-	1	2	1	3	2	1	1	3	2
CO2	3	2	1	-	2	1	3	2	-	1	3	2
CO3	3	3	2	2	2	2	3	2	2	3	3	2
CO4	3	3	2	2	2	2	3	3	2	2	3	2
CO5	3	3	2	3	2	3	-	2	3	2	3	2

3 – High, 2 – Moderate, 1 – Low


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MB26105	BUSINESS LAWS	L	T	P	C
SDG 11,13		4	0	0	4

Course Objectives	
1.	To provide an understanding of the legal environment of business.
2.	To familiarize students with the principles governing contracts and commercial transactions.
3.	To develop knowledge of company law and corporate governance practices.
4.	To understand consumer, competition and intellectual property laws affecting business.
5.	To examine labour, environmental and emerging legal issues in modern business.

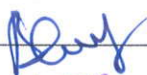
UNIT – I	Introduction to Business Law and Contract Law	9
Nature, Scope and Sources of Business Law; Indian Legal System and Courts; Law of Contracts – Essentials of a Valid Contract; Offer and Acceptance; Consideration; Capacity to Contract; Free Consent; Legality of Object; Void and Voidable Agreements; Discharge of Contracts; Breach of Contract and Remedies.		

UNIT – II	Contracts and Commercial Transactions	9
Contract of Indemnity and Guarantee; Bailment and Pledge; Agency – Creation, Rights and Duties of Agent and Principal; Sale of Goods Act – Formation of Contract of Sale, Conditions and Warranties, Transfer of Ownership, Rights of Unpaid Seller; E-Commerce Transactions and Electronic Contracts.		

UNIT – III	Company Law and Corporate Governance	9
Companies Act – Nature and Types of Companies; Incorporation of Companies; Memorandum and Articles of Association; Share Capital and Membership; Directors – Appointment, Powers and Duties; Meetings and Resolutions; Corporate Governance Principles; Corporate Social Responsibility (CSR); Regulatory Framework.		

UNIT – IV	Consumer, Competition And Intellectual Property Laws	9
Consumer Protection Act – Consumer Rights, Consumer Disputes Redressal Mechanism, Product Liability; Competition Act – Anti-Competitive Agreements, Abuse of Dominant Position, Competition Commission of India; Intellectual Property Rights – Patents, Copyrights, Trademarks, Industrial Designs and Trade Secrets; Protection of Intellectual Property in Digital Business.		

UNIT – V	Labour, Environmental and Emerging Business Laws	9
Labour Laws – Wages, Social Security, Occupational Safety and Industrial Relations; Environmental Protection Laws and Sustainable Business Practices; Information Technology Act and Cyber Laws; Data Privacy and Data Protection; Legal Issues in Digital Business; Emerging Trends in Business Regulation and Compliance Management.		
Total Instructional hours: 45		


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Course Outcomes: Students will be able to	
CO1	Explain the legal framework governing business activities and contracts.
CO2	Apply legal principles relating to commercial and contractual transactions.
CO3	Analyze company law provisions and corporate governance requirements.
CO4	Evaluate legal issues concerning consumers, competition and intellectual property.
CO5	Assess compliance requirements related to labour, environmental and digital business laws.

Text Books	
1.	N. D. Kapoor, Elements of Mercantile Law, 39th Edition, Sultan Chand & Sons, New Delhi, 2023.
2.	P. Saravanavel and S. Sumathi, Legal Systems in Business (Business Law, Company Law, Labour Law), 7th Edition, Himalaya Publishing House, Mumbai, 2017.
3.	M. C. Kuchhal and Vivek Kuchhal, Business Law, 9th Edition, Vikas Publishing House, New Delhi, 2021.

Reference Books	
1.	S. S. Gulshan and G. K. Kapoor, Business Law Including Company Law, 18th Edition, New Age International Publishers, New Delhi, 2021.
2.	Ravi Pullani and Mahesh Pullani, Business Law, 2nd Edition, Himalaya Publishing House, Mumbai, 2023.
3.	Taxmann Editorial Board, Companies Act with Rules, Latest Edition, Taxmann Publications, New Delhi, 2024.
4.	Bare Acts: The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Companies Act, 2013; The Consumer Protection Act, 2019; and The Information Technology Act, 2000 (as amended).


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CO/PO/PSO'S MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
C01	3	2	-	-	2	-	3	2	2	1	2	3
C02	3	3	2	-	2	1	3	3	2	-	3	2
C03	2	3	2	2	2	-	3	3	2	2	3	3
C04	2	2	2	2	3	2	3	3	2	2	3	3
C05	2	2	2	2	3	3	3	3	2	2	3	3

3 = High, 2 = Moderate, 1 = Low

MB26106	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
SDSDG 4,8,9		4	0	0	4

Course Objectives	
1.	Understand the role and significance of Information Systems in supporting organizational processes and decision-making.
2.	Develop knowledge of managing, planning, and implementing Information Systems to enhance business performance and competitiveness.
3.	Analyze the application of enterprise information systems and data resources in contemporary business environments.
4.	Gain awareness of information security practices, controls, governance mechanisms, and risk management strategies.
5.	Examine emerging technologies and disruptive digital innovations that influence modern organizations and business models.

UNIT – I	FOUNDATIONS OF INFORMATION SYSTEMS	9
Concepts of Data, Information, Knowledge and Intelligence – Information Technology and Information Systems – Types of Information Systems – DIKW Pyramid – Functional Information Systems – Information as a Strategic Organizational Resource.		

UNIT – II	INFORMATION SYSTEMS MANAGEMENT AND DEVELOPMENT	9
Business Innovation through Information Technology – Information Systems and Competitive Advantage – IT Vendor Management – Role of the Chief Information Officer (CIO) in IT Governance and Compliance – IT Infrastructure Decision-Making Challenges – Software Project Management – Lean IT Practices.		



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UNIT – III	ENTERPRISE INFORMATION SYSTEMS AND DATA MANAGEMENT	9
Enterprise Business Applications – Enterprise Resource Planning (ERP) – Electronic Customer Relationship Management (e-CRM) – Electronic Supply Chain Management (e-SCM) – Online Transaction Processing (OLTP) and Online Analytical Processing (OLAP) – Pervasive Computing and Business Intelligence – Database Management Systems (DBMS) – Data Warehousing, Data Lakes, Data Hubs, Data Mining and Data Center Concepts.		

UNIT – IV	INFORMATION SECURITY, CONTROL AND REPORTING	9
Information Security Concepts – System Testing and Error Detection – Internal Controls – Information System Vulnerabilities – Disaster Recovery and Business Continuity Management – Cybercrimes – Security of Web, Intranet and Wireless Networks – Software Auditing – Ethical Issues in Information Technology – User Interface Design and Reporting Systems.		

UNIT – V	EMERGING TECHNOLOGIES AND DIGITAL TRANSFORMATION	9
Introduction to Artificial Intelligence (AI), Machine Learning (ML), Deep Learning and Big Data Analytics – Internet of Things (IoT) – Blockchain Technology and Cryptocurrency – Cloud Computing – Virtual Reality (VR) and Augmented Reality (AR) – Industry 4.0 and Service 4.0 – Recent Trends and Developments in Information Technology.		

Course Outcomes: Students will be able to	
CO1	Explain the fundamental concepts, components, and organizational relevance of Information Systems.
CO2	Apply principles of Information Systems management, governance, and development to support organizational effectiveness and competitiveness
CO3	Analyse the role and applicability of enterprise information systems and data management solutions in business decision-making.
CO4	Evaluate information security mechanisms, control frameworks, and risk management practices for protecting organizational information assets.
CO5	Assess the business implications and strategic opportunities associated with emerging and disruptive digital technologies.


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Text Books	
1.	James O'Brien, Management Information Systems - Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2019.
2.	De, R. (2018), Managing Information systems in business, Government and Society (2nd ed.) Wiley India Pvt. Ltd.
3.	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

Reference Books	
1.	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005, 9th edition, 2013.
2.	Azam, M., Management Information System, McGrawHill Education, 10th Edition 2012.
3.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
4.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, PHI, 3rd Edition, 2011.
5.	Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.
6.	Bidgoli, H., Chattopadhyay, N, Management Information Systems – A South-Asian Perspective. CENGAGE India, 2016.

CO/PO/PSO MAPPING

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	-	2	1	2	3	2	2	-	2	2
CO2	3	3	2	2	-	3	3	3	2	-	3	2
CO3	3	3	2	2	-	2	3	2	2	3	3	2
CO4	2	3	1	2	2	2	2	2	2	2	3	3
CO5	3	3	2	2	-	3	3	3	2	2	3	3

3 = High, 2 = Moderate, 1 = Low

MB26107	INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
SSDG 4,8,9,17		3	0	0	3

Course Objectives	
1.	To understand the concepts, characteristics, and role of entrepreneurship in economic development.
2.	To develop knowledge on innovation, creativity, and opportunity identification in business.
3.	To familiarize students with new venture creation and feasibility analysis.
4.	To provide knowledge on business plan preparation and start-up support systems.
5.	To understand financial planning and institutional support for entrepreneurial ventures.

UNIT – I	Foundations of Entrepreneurship	9
Entrepreneurship: concept, meaning, and characteristics of successful entrepreneurs; entrepreneurial ecosystem in India; role and significance of MSMEs; entrepreneurial growth across different communities; case studies of successful entrepreneurs; entrepreneur and intrapreneur – similarities and differences. Social Entrepreneurship.		

UNIT – II	Innovation and Intrapreneurship	9
Concept and types of innovation; opportunity identification and creation for innovation; design thinking; technological innovation process; development of technological innovations; intrapreneurship; licensing, patents, and intellectual property rights; innovation practices in Indian firms.		

UNIT – III	New Venture Creation and Feasibility Analysis	9
Opportunity identification for new ventures through environmental scanning and idea generation; opportunity recognition, shaping, screening, and evaluation; technical and marketing feasibility analysis; marketing strategies, pricing decisions, and distribution channels.		

UNIT – IV	Business Planning and Start-up Development	9
Business plan: importance, components, preparation, guidelines, format, and presentation; start-ups and e-commerce ventures; Business Model Canvas; government support for entrepreneurship including NBMSME, Small Scale Industries Board, Startup India, Make in India, and Atal Innovation Mission. Recent schemes and initiatives of the government of India.		


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UNIT – V	Entrepreneurial Finance and Institutional Support	9
Sources of finance for new ventures- Financial Institutions: Banks, IDBI, SIDCO, TAHDCO, DIC, SIDBI and other institutions promoting Entrepreneurship; capital structure and working capital management; project financial appraisal; role of banks and credit appraisal; institutional finance for small industries; incentives, support systems, and institutional arrangements for entrepreneurship development.		
Total Instructional hours: 45		

Course Outcomes: Students will be able to	
CO1	Explain the fundamentals of entrepreneurship and entrepreneurial competencies.
CO2	Identify innovative business opportunities and apply design thinking concepts.
CO3	Analyse the feasibility of new venture ideas and market opportunities.
CO4	Prepare effective business plans for start-ups and entrepreneurial ventures.
CO5	Evaluate financial requirements and institutional support available for entrepreneurs.

Text Books	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2 nd Edition, 2010.
2.	Roy, R., Entrepreneurship, Oxford University Press, 2 nd Edition, 2011.
3.	Robert D. Hisrich, Michael P. Peters, Entrepreneurship, Edition 11, Tata McGraw Hill, New Delhi, 2020.

Reference Books	
1.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, Pearson, 3rd Edition, 2011.
2.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 5 th Edition, 2011.
3.	Entrepreneurship: Successfully Launching New Ventures, Global Bruce R. Barringer, Texas A & M University, R. Duane Ireland, 6 th Edition, 2018.
4.	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
5.	Abha Mathur, Fundamentals of Entrepreneurship, Taxmann Publications, 2018.
6.	Arya Kumar, Entrepreneurship - Creating and Leading an Entrepreneurial Organization Pearson, 2012.
7.	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective, Cengage, 2012.


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CO/PO/PSO Mapping

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2	1	2	-	2	3	2	2	-	1	2
CO2	2	3	2	2	-	2	3	3	2	-	2	2
CO3	3	3	2	2	1	2	3	3	2	2	3	2
CO4	3	3	3	2	-	3	3	3	3	2	3	2
CO5	3	3	2	2	2	2	3	2	2	2	3	2

3 = High, 2 = Moderate, 1 = Low


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MB26111	PROFESSIONAL COMMUNICATION & ETIQUETTE	L	T	P	C
SDG 4, 8, 16		2	0	2	2

Pre-requisite	
1.	Basic proficiency in English language skills, including listening, speaking, reading, and writing (LSRW).
2.	Fundamental knowledge of English grammar, vocabulary, and sentence construction for professional communication.
3.	The ability to comprehend and communicate ideas effectively in academic and workplace contexts.
4.	Basic computer literacy and familiarity with digital communication tools, office applications, and AI-assisted communication platforms.
5.	A willingness to participate in business communication activities, presentations, discussions, interviews, and collaborative learning tasks.

Course Objectives	
1.	To develop students' verbal, non-verbal, and interpersonal communication skills for professional and business environments.
2.	To enhance business vocabulary and workplace communicative competence.
3.	To familiarize students with AI-assisted communication tools for professional applications.
4.	To develop ethical awareness, professional values, and decision-making skills through business case studies.
5.	To inculcate professional etiquette, confidence, and employability skills required for managerial success.

UNIT – I	BUSINESS VOCABULARY AND PROFESSIONAL COMMUNICATION	9
Recruitment and Workplace Vocabulary – Jobs, Roles and Responsibilities – Organizational Structure – Managerial and Professional Expressions – Business Conversations.		
Activities: Professional Self-Introduction - Business Vocabulary Challenge - Job Role Description - Organization Chart Presentation - Recruitment Role Play - Workplace Conversation Practice		

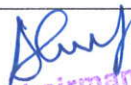

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UNIT – II	INTERPERSONAL COMMUNICATION AND CONFIDENCE BUILDING	9
Active Listening – Verbal and Non-verbal Communication – Conversational Skills – Public Speaking Basics – Confidence Building – Group Interaction Strategies.		
Activities: Elevator Pitch - Extempore Speaking - Pair Discussions - Listening and Feedback Exercises Storytelling Activity - Group Interaction Tasks		

UNIT – III	AI-ASSISTED BUSINESS WRITING	9
Professional Emails – Business Correspondence – Memos and Short Reports – Introduction to AI Tools for Communication – ChatGPT for Drafting and Editing – Canva for Professional Presentations – NotebookLM for Summarization and Research – Responsible Use of AI.		
Activities: AI-Assisted Email Drafting - Canva Presentation Design - NotebookLM Summary Exercise - Business Report Preparation - Prompt Engineering - AI-Assisted Interview Practice		

UNIT – IV	BUSINESS ETHICS, VALUES AND PROFESSIONAL DECISION-MAKING	9
Business Ethics – Corporate Values – Ethical Communication – Workplace Dilemmas – Responsible Leadership – Professional Conduct – Ethical Decision-Making through Case Studies.		
Activities: Business Case Study Analysis – Moral Dilemma Discussions - Business Ethics Debate - Group Presentation on Corporate Cases - Reflection Writing - Leadership Case Review		

UNIT – V	PROFESSIONAL PRESENCE, ETIQUETTE AND EMPLOYABILITY COMMUNICATION	9
Professional Presence – Body Language – Business Grooming – Corporate Etiquette – Telephone Etiquette – Email Etiquette – Meeting Etiquette – Networking Etiquette – Interview Communication.		
Activities: Mock Interviews - Group Discussions - Meeting Simulation - Networking Role Play - Professional Introduction Challenge - Corporate Etiquette Workshop		
Total Instructional hours: 45		


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PORTFOLIO ASSESSMENT:

Unit	Title	Record Work / Portfolio Components	Portfolio Evidence
I	Business Vocabulary and Professional Communication	1. Professional Self-Introduction (150–200 words) 2. Business Vocabulary Log (50–75 terms with meanings and usage) 3. Job Role Description 4. Organizational Structure Chart 5. Recruitment Vocabulary Worksheet	• Vocabulary Sheets • Activity Records
II	Interpersonal Communication and Confidence Building	1. Elevator Pitch Script 2. Extempore Topics Attempted (Minimum 3) 3. Listening Activity Report 4. Group Discussion Summary 5. Self-Assessment on Speaking Confidence	• Pitch Script • GD Report • Faculty Feedback
III	Business Writing and AI-Assisted Communication	1. ChatGPT Activity (Prompt, Output, Improved Version) 2. Canva Presentation (Minimum 5 Slides) 3. NotebookLM Summary of a Business Article 4. AI-Assisted Email Draft 5. AI Tool Comparison	• Screenshots • Presentation Printout • Email Draft
IV	Business Ethics, Values and Professional Decision-Making	1. Case Study Analysis – I 2. Case Study Analysis – II 3. Ethical Decision-Making Report 4. Group Discussion Report 5. Personal Values Statement	• Case Analysis • Reports • Debate/GD Notes
V	Professional Presence, Etiquette and Employability Communication	1. Professional Resume 2. LinkedIn Profile Snapshot 3. Mock Interview Questions & Answers 4. Meeting Minutes Preparation 5. Business Start-up Presentation (Pitch Deck & Presentation) 6. Professional Etiquette Checklist	• Resume • Interview Record • Meeting Minutes • Start-up Pitch Deck

Course Outcome:

Students will be able to:

CO1	Apply appropriate business vocabulary and professional expressions in workplace communication.
CO2	Demonstrate effective interpersonal, listening, speaking, and presentation skills in professional contexts.
CO3	Utilize AI-assisted communication tools for drafting, presenting, summarizing, and professional communication tasks.
CO4	Analyze business ethics and professional values through case studies and discussions.
CO5	Exhibit professional etiquette, confidence, and employability skills in workplace interactions.


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REFERENCE BOOKS

1.	Bill Mascull, <i>Business Vocabulary in Use: Intermediate to Advanced</i> , Cambridge University Press, 3rd Edition, 2017.
2.	Courtland L. Bovee and John V. Thill, <i>Business Communication Today</i> , Pearson Education, 15th Edition, 2023.
3.	Ethan Mollick, <i>Co-Intelligence: Living and Working with AI</i> , Portfolio/Penguin Random House, 1st Edition, 2024.
4.	Manuel G. Velasquez, <i>Business Ethics: Concepts and Cases</i> , Pearson Education, 8th Edition, 2017.
5.	Meenakshi Raman and Prakash Singh, <i>Business Communication</i> , Oxford University Press, 3rd Edition, 2020.

WEB RESOURCES:

1. TED Talks
 - <https://www.ted.com/talks>
 - For public speaking, leadership communication, and presentation skills.
2. Toastmasters International
 - <https://www.toastmasters.org>
 - For communication, public speaking, and confidence building.
3. Harvard Business Review
 - <https://hbr.org>
 - For business communication, leadership, workplace ethics, and management insights.
4. ChatGPT Learning Resources
 - <https://chatgpt.com>
 - For AI-assisted communication, drafting, summarization, and professional writing tasks.
5. Canva Design School
 - <https://www.canva.com/designschool>
 - For presentation design, visual communication, and business storytelling.
6. NotebookLM
 - <https://notebooklm.google.com>
 - For research organization, summarization, and knowledge management.
7. LinkedIn Learning
 - <https://www.linkedin.com/learning>
 - For communication, leadership, employability, and professional development courses.
8. British Council – Learn English
 - <https://learnenglish.britishcouncil.org>
 - For language enhancement, speaking, and workplace communication.
9. Coursera Communication Skills Courses
 - <https://www.coursera.org>
 - For communication, leadership, and professional development learning modules.
10. Stanford Graduate School of Business Insights
 - <https://www.gsb.stanford.edu/insights>
 - For business ethics, leadership, and managerial communication case discussions.

CO-PO-PSO Mapping:

COs / POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	3	2	–	1
CO2	1	1	3	3	–	1
CO3	2	2	2	1	–	3
CO4	2	3	2	1	3	–
CO5	2	1	3	3	2	2
Average	1.8	1.6	2.6	2.0	1.0	1.4

3 – High, 2 – Moderate, 1 – Low



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MB26112	DIGITAL TOOLS FOR BUSINESS: MS OFFICE	L	T	P	C
SDG 4,8,9		0	0	4	2

Course Objectives	
1.	To provide students with fundamental knowledge of MS Office applications and their role in business environments.
2.	To develop proficiency in creating, editing, and managing professional business documents using MS Word.
3.	To enable students to perform data analysis, calculations, and business reporting using MS Excel functions and tools.
4.	To equip students with advanced spreadsheet skills for decision-making through data visualization and analytical techniques.
5.	To enhance students' ability to design and deliver effective business presentations using MS PowerPoint.

UNIT – I	MS WORD FUNDAMENTALS	9
Introduction to MS Word and its business applications. Creating, editing and formatting documents; text manipulation using cut, copy, paste, drag and drop; paragraph alignment, bullets and numbering; page setup, headers, footers and watermarks; insertion of tables, pictures, shapes and SmartArt; document review, printing and sharing.		

UNIT – II	ADVANCED MS WORD AND BUSINESS DOCUMENTATION	9
Styles and themes, templates, mail merge, tables and forms, references and citations, track changes and comments, document protection, collaboration features, creation of professional business reports, letters, resumes and office documents using advanced formatting tools.		

UNIT – III	MS EXCEL FUNDAMENTALS	9
Introduction to spreadsheets, workbook and worksheet management, data entry and formatting, autofill, sorting and filtering, cell references, formulas and functions, charts and graphs, printing worksheets, basic business calculations using COUNT, SUM, AVERAGE, COUNTIF and SUMIF functions.		

UNIT – IV	ADVANCED MS EXCEL FOR BUSINESS ANALYTICS	9
Advanced functions including logical, text, statistical, financial and lookup functions (VLOOKUP, HLOOKUP, XLOOKUP), pivot tables and pivot charts, conditional formatting, data validation, drop-down lists, scenario manager, goal seek, what-if analysis and dashboard creation for business decision-making.		

UNIT – V	MS POWERPOINT FOR BUSINESS COMMUNICATION	9
Introduction to PowerPoint, slide creation, themes and templates, slide layouts, inserting multimedia objects, SmartArt and charts, animations and transitions, presentation design, slideshow settings, presenter tools and preparation of professional business presentations for meetings, training and corporate communication.		
Total Instructional hours: 45		

Course Outcome: Students will be able to	
CO1	Explain the concepts, features, and applications of MS Office tools in business environments.
CO2	Create and format professional business documents using MS Word.
CO3	Apply spreadsheet functions, formulas, and data management techniques using MS Excel.
CO4	Analyze business data and generate reports using advanced Excel tools and analytical features.
CO5	Design and deliver effective business presentations using MS PowerPoint for professional communication.

Reference Books	
1.	Joan Lambert , <i>Microsoft Office 365 Step by Step</i> , First Edition, Microsoft Press, 2022.
2.	Curtis Frye , <i>Microsoft Excel 365 Bible</i> , Wiley Publications, Latest Edition, 2023.
3.	Faith Wempen , <i>Microsoft Office 365 All-in-One for Dummies</i> , Wiley, Latest Edition, 2023.
4.	Jennifer Duffy , <i>Microsoft Word 365 Complete: In Practice</i> , McGraw-Hill Education, Latest Edition, 2022.

CO-PO-PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	-	-	2	2	3	2	1	-	-	1
CO2	2	2	3	-	3	2	3	2	2	-	-	1
CO3	3	3	2	2	3	2	3	3	2	2	1	2
CO4	3	3	2	3	3	3	3	3	3	2	2	2
CO5	2	2	3	2	3	3	2	3	3	2	2	3

3 – High, 2 – Moderate, 1 – Low


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SEMESTER - II

MB26201	BUSINESS OPTIMIZATION TECHNIQUES	L	T	P	C
SDG 4, 8, 9, 12		3	1	0	4

Course Objectives

1.	To explain the concept of analytical and quantitative tools essential for solving complex Business problems
2.	To emphasizes the Linear programming problems
3.	To build the extensions of linear programming
4.	To explain the concept of Game theory and Replacement models.
5.	To understand the concept of simulation techniques

UNIT – I	QUANTITATIVE DECISION MODELS	9
Quantitative techniques in management decision making. Linear Programming formulation, solution by graphical, simplex methods (Big -M Penalty Method, Two Phase Method) Activities: Formulation and graphical representation of Linear Programming Problems using opensource software.		

UNIT – II	TRANSPORTATION MODELS	9
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 / Stepping Stone method. Activities: Comparative study of N-W Corner Rule, Least Cost Method and Vogel’s Approximation Method using opensource software.		

UNIT – III	ASSIGNMENT MODELS AND MONTE CARLO SIMULATION	9
Assignment Models (Minimising and Maximising Problems) –Balanced and Unbalanced Problems. Solution by Hungarian. Travelling Salesman problem. Monte Carlo simulation (random numbers) – Applications of simulation techniques. Activities: Comparative study of assignment and route optimization activities related to Travelling Salesman Problem using opensource software		

UNIT – IV	GAME THEORY AND ITS APPLICATIONS	9
Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices and graphical solutions. Activities: Construction and visualization of payoff matrices using open source software.		



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UNIT – V	REPLACEMENT MODELS	9
Scope of replacement Models, Individual Replacement Models (With and without time value of money) – Group Replacement Models. Activities: Visualization of replacement cost trends using open source software.		
		Total hours: 45

Course Outcomes	
CO1.	Demonstrate conceptual knowledge of quantitative decision models.
CO2	Interpret and relate the principles of Transportation models
CO3	Apply analytical and quantitative tools of assignment methods to real life problems.
CO4	Analyse business problems across different domains such as logistics and game theory
CO5	Evaluate the effectiveness of replacement models under real-world constraints

Text Books	
1.	Hamdy A. Taha, Operations Research, Pearson Education, 11th Edition, 2022.
2.	S. Kalavathy, Operations Research, Vikas Publishing House, 4th Edition, 2022.
3.	R. Paneerselvam, Operations Research, PHI Learning, 4th Edition, 2018

Reference Books	
1.	G. Srinivasan, Operations Research: Principles and Applications, PHI Learning, 2 nd Edition, 2011.
2.	N. D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2010.

CO/PO/PSO'S MAPPING

COs/Pos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	1	1
CO2	3	3	2	1	1	1
CO3	3	3	2	2	1	2
CO4	3	3	2	2	1	2
CO5	3	3	2	2	1	2

3 = High, 2 = Moderate, 1 = Low

MB26202	HUMAN RESOURCE MANAGEMENT	L	T	P	C
SDG 4,8,9		4	0	0	4

Course Objectives	
1.	To provide knowledge about human resource management functions.
2.	To understand Human Resource Planning.
3.	Familiarizing Executive development Programme.
4.	To utilize the various Compensation Plans.
5.	To understand the role and applications of Artificial Intelligence in Human Resource Management.

UNIT – I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9
Evolution of human resource management - The importance of the human factor – HRM Models - Challenges - Inclusive growth and affirmative action – Skill, competencies and Role of HR Professionals - Human resource policies.		

UNIT – II	THE CONCEPT OF BEST FIT EMPLOYEE	9
Importance of Human Resource Planning - Forecasting Methods - Job analysis - Recruitment: Process - methods, Selection: Process - Method, Socialization: Importance - methods, retention.		

UNIT – III	TRAINING AND EXECUTIVE DEVELOPMENT	9
Boarding New Employees – Orientation – HRD - Training methods – purpose. ADDIE five step model - Conducting training need analysis - Designing training program, developing training program and implementing training program – Executive Development Program - Common practices - Benefits - Self-development - Knowledge management.		

UNIT – IV	PERFORMANCE MANAGEMENT & COMPENSATION	9
Performance Appraisal - meaning, process, methods, challenges - Promotion, demotion -Current trends in performance management. Compensation Plan - meaning, types - basic factors in determining pay rates – Executive compensation, Incentive plan - Recent trends in wage and administration - Rewards and recognition.		

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UNIT – V	ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT	9
Introduction to Artificial Intelligence (AI) – Importance and tools of AI in HRM – AI in Recruitment and Selection – AI in Human Resource Planning – AI in Training and Development – AI in Performance Management – HR Analytics and Predictive Analytics – AI-based Employee Engagement and Retention – Ethical Issues in AI (Bias, Privacy and Security) – Future Trends of AI in Human Resource Management. Computer applications in human resource management - Human resource accounting and audit- HRIS.		
		Total hours: 45

Course Outcomes	
CO1.	Make use of skills and competencies of HR managers in an organization.
CO2	Identify manpower requirements through human resource planning.
CO3	Apply various training methods for enhancing the knowledge of employees.
CO4	Examine the employee performance and implement effective compensation practices.
CO5	Students will be able to explain the use of AI in HR functions and evaluate its impact on organizational effectiveness.

Text Books	
1.	K. Aswatappa, Human Resource Management, Mc Graw Hill, 7 th Edition, 874 pages, May 2013.
2.	Dessler Human Resource Management, Pearson Education Limited, 14 th Edition, 2015.
3.	Gary Dessler & Biju Varkkey, Human Resource Management, 16 th Ed., Pearson Education, 2024.

Reference Books	
1.	Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11 th Edition, 2013.
	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning 2012.
3.	Bernadin, Human Resource Management, Tata McGraw Hill, 8 th edition 2012.
4.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5.	Ivancevich, Human Resource Management, McGraw Hill 2012.
6.	Uday Kumar Halder, Juthika Sarkar. Human Resource management. Oxford. 2012.

CO/PO/PSO'S MAPPING

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	2	-	1	2	3	2	3	1	3	2
CO2	3	3	1	2	-	2	3	2	2	2	3	2
CO3	2	2	3	2	-	2	2	2	3	1	2	3
CO4	3	3	2	-	1	3	3	3	2	2	3	2
CO5	3	3	-	-	1	3	3	3	2	3	3	3

3 = High, 2 = Moderate, 1 = Low



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MB26203	FINANCIAL MANAGEMENT FOR DECISION MAKING	L	T	P	C
SDG 8,10,16		3	1	0	4

Course Objectives	
1.	To understand the fundamentals of financial management and the operational roles and responsibilities of a finance manager.
2.	To familiarize students with firm valuation techniques and develop the ability to apply financial decision-making tools.
3.	To enable students to understand capital structure decisions and formulate appropriate dividend policies.
4.	To demonstrate the importance of working capital management and the techniques used for effective management.
5.	To understand the various long-term sources of finance and their significance in corporate financing decisions.

UNIT – I	FOUNDATIONS OF FINANCE	9
Introduction to Financial Management: Meaning, Nature, Scope and Functions – Objectives of Financial Management – Major Financial Decisions – Time Value of Money – Valuation of Shares and Bonds – Risk and Return: Single Asset and Portfolio Concepts – Basic Portfolio Analysis.		

UNIT – II	INVESTMENT DECISIONS	9
Capital Budgeting: Meaning, Principles and Techniques – Nature and Importance of Capital Budgeting – Identification of Relevant Cash Flows – Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index- Cost of Capital – Specific Cost of Capital and Weighted Average Cost of Capital (WACC).		

UNIT – III	FINANCING AND DIVIDEND DECISION	9
Financial Leverage – Combined Leverage – EBIT–EPS Analysis – Indifference Point Analysis – Capital Structure: – Determinants -Theories including Net Income Approach, Net Operating Income Approach, and Modigliani & Miller (MM) Approach – Dividend Decision: Concepts, Importance, and Issues – Dividend Theories: Walter’s Model, Gordon’s Model, and MM Theory – Determinants of Dividend Policy – Types of Dividend Policies – Forms of Dividend.		


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UNIT – IV	WORKING CAPITAL MANAGEMENT	9
Working Capital Management: Concepts, Nature, Importance, Determinants, Issues, and Estimation of Working Capital – Accounts Receivable Management and Factoring – Inventory Management Techniques – Cash Management.		

UNIT – V	LONG TERM SOURCES OF FINANCE	9
Indian Capital Market and Stock Market Structure – Primary (New Issue) Market – Secondary Market– Long-Term Sources of Finance: Equity Shares, Preference Shares, Debentures, and Term Loans – Lease Financing and Hire Purchase – Venture Capital Financing – Private Equity – Crowdfunding – Peer-to-Peer Lending – Emerging Trends in Corporate Financing.		
Total Instructional hours: 45		

Course Outcomes: Students will be able to	
CO1	Identify and explain the functions of finance, the role of financial managers, and the significance of risk and return in financial decision making. (K3)
CO2	Compare and analyze various financial decision-making techniques and interpret conflicting results in relation to firm valuation. (K4)
CO3	Evaluate the earnings and value of firms using leverage, capital structure, and dividend decision frameworks. (K5)
CO4	Analyze and propose solutions to financial problems faced by business enterprises. (K5)
CO5	Select appropriate sources of finance and understand the fund-raising process, including the public issue procedure. (K5)

Text Books	
1.	Financial Management – T.S. Reddy & A. Murthy, Margham Publications, Revised Edition (2024)
2.	Financial Management – S.N. Maheshwari & S.K. Maheshwari, Sultan Chand & Sons, 12th Revised Edition
3.	Financial Management – I.M. Pandey, Vikas Publishing House Pvt. Ltd., 13th Edition (Revised), Latest Edition (2024–2025)

Reference Books	
1.	Richard A. Brealey, Stewart C. Myers & Franklin Allen, Principles of Corporate Finance, McGraw Hill, 13th Global Edition (Latest)
2.	William R.Lasher, Financial Management, 10 th Edition, Cengage, 2019.
3.	Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill, Latest Edition (2024)
4.	Sudersena Reddy G, Financial Management- Principles & Practices, 2 nd Edition, Himalaya Publishing House, 2010.

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CO-PO-PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	-	1	2	1	3	2	1	-	3	2
CO2	3	3	2	2	2	2	3	3	2	2	3	2
CO3	3	3	2	2	2	2	3	3	2	2	3	2
CO4	3	3	2	2	3	2	3	3	2	2	3	3
CO5	3	3	3	2	3	3	3	3	3	2	3	3

3 – High, 2 – Moderate, 1 – Low


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MB26204	MARKETING MANAGEMENT	L	T	P	C
SDG 8,12		4	0	0	4

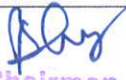
Course Objectives	
1.	To understanding the marketing environment and nuances of modern marketing.
2.	Acquire the essential strategies of marketing mix practices in business.
3.	To know the process to formulate and manage the B2B marketing strategy including all key components.
4.	To Compare and contrast different perspectives that characterize the consumer behaviour.
5.	To understand the marketing research and emerging trends.

UNIT – I	INTRODUCTION	9
Marketing - Definitions - Conceptual frame work - Difference between marketing and selling. Marketing environment: Internal and External - Marketing in global environment - Prospects and Challenges. Marketing interface with other functional areas – Business models and Value chain analysis – case study.		

UNIT – II	MARKETING MIX DECISIONS	9
Product planning and development - Product life cycle – diffusion of innovation theory - New product Development and Management - Market Segmentation- Branding- Packaging and Labelling-Targeting and Positioning strategy - Pricing Objectives, Adaptation, Policies and methods - Channel Management - Advertising and sales promotions- case study.		

UNIT – III	MARKETING STRATEGY	9
Marketing strategy formulations - Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Consumer Marketing - Services marketing- 7P's - Competitor analysis - Analysis of consumer and industrial markets - Strategic Marketing Mix components, – case study.		

UNIT – IV	BUYER BEHAVIOUR	9
Understanding industrial and individual buyer behavior, stages of buying behaviour - Influencing factors - Buyer Behaviour Models - Online buyer behaviour- Consumer Behaviour - customer analytics: Building and measuring customer satisfaction - Customer relationships management - Customer acquisition, Retaining, Defection - case study		


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UNIT – V	MARKETING RESEARCH AND EMERGING TRENDS	9
Research Process - Concepts and applications: Product, Advertising, Promotion, Retail research, Customer attitude measurement - Marketing analytics for marketing decision - Digital marketing and Social Media Marketing - Emerging trends.		
		Total hour: 45

Course Outcomes	
CO1	Identify the components of micro and macro marketing environment and indicate their impact on various Business sectors. (K3)
CO2	Apply the Segmentation, Targeting and Positioning for Consumer market and product pricing strategies. (K3)
CO3	Analyze key marketing strategies and marketing mix component to effectively address the challenges. (K4)
CO4	Examine the consumer buying behavior by apply the principles of buyer behaviour model. (K4)
CO5	Assess marketing research for product development, Promotion and consumer behaviour to enhance marketing strategies. (K5)

Text Books	
1.	Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson education, 16th Edition, 2021.
2.	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, second edition, 2019
3.	R.S.N. Pillai and Bagavathi- Marketing Management, “S Chand and company limited, second edition 2020

Reference Books	
1.	Lamb, hair, Sharma, Mc Daniel - Marketing - An Innovative approach to learning and teaching - A south Asian perspective, Cengage Learning, 2016.
2.	Paul Baines, Chris Fill and Kelly Page, Essentials of Marketing, Oxford University Press, 4th Edition, 2013.
3.	Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2 nd Edition, 2011
4.	Philip Kotler, Kevin Lane Keller, Jagdish N. Sheth, G Shainesh and Alexander Chernev Marketing Management - Indian case studies, Pearson 16 th Edition, 2022.



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CO/PO/PSO'S MAPPING

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	-	1	2	3	2	2	-	3	1
CO2	3	3	2	1	-	2	3	3	2	1	3	-
CO3	3	3	2	-	-	3	3	3	2	2	3	1
CO4	2	3	2	1	2	2	3	2	2	2	3	-
CO5	3	3	2	2	1	3	3	3	2	3	3	2

3 – High, 2 – Moderate, 1 – Low



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MB26C205	OPERATIONS MANAGEMENT	L	T	P	C
SDG 4,11,13		4	0	0	4

Course Objectives	
1.	To provide an understanding of the concepts, principles, and strategic role of Operations and Supply Chain Management in organizations.
2.	To develop the ability to analyze and design operational systems involving capacity, facilities, processes, and resources.
3.	To equip students with techniques for forecasting, inventory management, operations planning, and scheduling decisions.
4.	To familiarize students with quality management philosophies, Lean systems, and Six Sigma for continuous improvement.
5.	To enable students to evaluate sourcing, procurement, and supply chain decisions for achieving operational excellence and competitive advantage.

UNIT – I	Overview of Operations Management and Strategic Alignment	9
Operations Management Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Goods, System Perspective, Functions, Challenges, Current Priorities, Recent Trends. Operations Strategy Strategic Fit, Competitive Priorities, Operations Strategy Framework. Productivity Productivity Measurement, Productivity Improvement Techniques, World-Class Manufacturing Practices.		

UNIT – II	Capacity, Facility and Supply Chain Decisions	9
Capacity Planning Long-range Capacity Planning, Types of Capacity, Developing Capacity Alternatives, Tools for Capacity Planning. Facility Location Location Theories, Steps in Location Selection, Quantitative and Qualitative Location Models. Sourcing and Procurement Strategic Sourcing, Make-or-Buy Decisions, Procurement Process, Vendor Selection and Management. Supply Chain Decisions Supply Chain Drivers, Supply Chain Network Design, Global Sourcing Decisions.		

UNIT – III	Process, Product and Layout Design	9
Product Design Product Design Criteria, Design Approaches, Product Development Product Development Process, Stage-Gate Approach, Concurrent Engineering, Tools for Efficient Product Development. Process Design Process Strategy, Process Types, Process Analysis and Improvement. Facility Layout Principles, Types of Layouts, Layout Planning Tools and Techniques. Service Design Service Blueprinting and Service Process design.		


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UNIT – IV	Forecasting, Resource and Inventory Planning	9
Demand Forecasting Need, Types, Objectives and Steps in Forecasting, Overview of Qualitative and Quantitative Forecasting Methods. Operations Planning Aggregate Planning, Resource Planning, Capacity Requirements Planning. Inventory Planning and Control Inventory Functions, Costs, EOQ, Safety Stock, Reorder Point, ABC Analysis. Operations Scheduling Theory of Constraints, Bottlenecks, Capacity-Constrained Resources, Synchronous Manufacturing. Supply Chain Planning Demand Planning, Supply Planning and Sales and Operations Planning (S&OP)		

UNIT – V	Quality Management, Lean Thinking and Supply Chain Excellence	9
Quality Management Definitions of Quality, Quality Revolution, Contributions of Quality Gurus, TQM Philosophies. Quality Improvement Quality Management Tools, Quality Certification Systems, Quality Awards. Lean Management Lean Philosophy, Waste Elimination, Just-in-Time Manufacturing, Continuous Improvement (Kaizen). Six Sigma Concepts, DMAIC Methodology. Supply Chain Excellence Supply Chain Performance Measurement, Supply Chain Risk Management, Digital Supply Chains, Sustainable and Green Supply Chain Practices.		
Total Instructional hours: 45		

Course Outcomes: Students will be able to	
CO1	Explain the fundamental concepts, functions, and strategic importance of Operations and Supply Chain Management in achieving organizational objectives.
CO2	Analyze capacity, facility location, sourcing, procurement, and supply chain network decisions to improve operational performance.
CO3	Apply product, process, and facility layout design principles for efficient and effective operations systems.
CO4	Utilize forecasting, inventory management, resource planning, and scheduling techniques for operational decision-making.
CO5	Evaluate quality management practices, Lean principles, Six Sigma methodologies, and supply chain performance measures to drive continuous improvement and operational excellence.

Text Books	
1.	Bhat, K. Shridhara, <i>Supply Chain Management</i> , 1st Edition, Himalaya Publishing House, Mumbai, 2022.
2.	William J. Stevenson, <i>Operations Management</i> , 14th Edition, New York, McGraw-Hill Education, 2021.
3.	Sunil Chopra and Peter Meindl, <i>Supply Chain Management: Strategy, Planning and Operation</i> , 7th Edition, Noida, Pearson Education, 2019.



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Reference Books	
1.	Nigel Slack and Alistair Brandon-Jones, <i>Operations Management</i> , 10th Edition, Harlow, Pearson Education, 2022.
2.	Lee J. Krajewski, Manoj K. Malhotra and Larry P. Ritzman, <i>Operations Management: Processes and Supply Chains</i> , 13th Edition, Harlow, Pearson Education, 2022.
3.	David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i> , 4th Edition, New York, McGraw-Hill Education, 2021.
4.	Jeffrey K. Liker, <i>The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer</i> , 2nd Edition, New York, McGraw-Hill Education, 2021.

CO/PO/PSO'S MAPPING

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2	3	1	2	-	2	1	3	-	2	2
CO2	3	3	-	-	1	2	3	2	1	2	3	2
CO3	2	3	-	-	3	2	3	2	2	2	3	3
CO4	2	3	1	-	3	2	3	2	2	2	3	3
CO5	2	3	3	1	3	2	3	2	3	2	3	3

3 = High, 2 = Moderate, 1 = Low

MB26206	RESEARCH METHODS IN BUSINESS	L	T	P	C
SDG 4,9,16		4	0	0	4

Course Objectives	
1.	To understand the fundamentals of research and its importance.
2.	Familiarizing the students with the research design and measurement concepts.
3.	To expertise with data collection methods to make a solution for business problem.
4.	To develop the knowledge in data coding and analysis.
5.	Develop the skills of the students in ethical way of report preparation.

UNIT – I	INTRODUCTION	9
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 and Research gap - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		

UNIT – II	RESEARCH DESIGN AND MEASUREMENT	9
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.		

UNIT – III	DATA COLLECTION	9
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Probability Vs Non-probability sampling methods.		

UNIT – IV	DATA PREPARATION AND ANALYSIS	9
Data Preparation - editing - Coding - Data entry - Validity of data - Qualitative Vs Quantitative data analyses - 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-Uses of SPSS.		

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UNIT – V	REPORT WRITING AND ETHICS IN BUSINESS RESEARCH	9
Research report - Different types - Contents of report - need of executive summary - chapterization - contents of chapter - report writing - the role of audience - readability - comprehension - tone - final proof - report format - title of the report - emerging trends in research - digital surveys, online panels- AI and machine learning in research, real time analytics and big data analytics- ethics in research - ethical behavior of research – plagiarism and research integrity- subjectivity and objectivity in research- Case Studies.		
Total Instructional hours : 45		

Course Outcomes: Students will be able to	
CO1	Outline the importance of various research methods applicable to multidisciplinary perspective.
CO2	Identify the research design and different types of scaling techniques.
CO3	Classify the data collection methods and determination of sample size for effective data analysis.
CO4	Analyze the data using various statistical tools and techniques.
CO5	Simplify the research into report format.

Text Books	
1.	Alan Bryman and Emma Bell, Business Research methods, 5 th Edition, New Delhi, Oxford University Press, 2018.
2.	Uma Sekaran and Roger Bougie, Research methods for Business, 5 th Edition, New Delhi, Wiley India, 2012.
3.	Kothari C.R, Research Methodology: Methods and Techniques, New Age International, 2019

Reference Books	
1.	Donald R. Cooper, Pamela S. Schindler and Sharma.J.K, Business Research methods, } 11 th Edition, New Delhi, Tata Mc Graw Hill, 2012.
2.	William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8 th Edition, New Delhi, Cengage Learning.

3.	Horngren, Surdem, Stratton, Burgstahler, & Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
4.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
5.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.

CO/PO/PSO Mapping

COs / POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PS O4	PSO 5	PS O6
CO1	2	2	-	1	2	-	2	1	2	3	2	1
CO2	2	3	1	2	3	1	3	-	-	3	3	-
CO3	2	3	-	2	3	-	3	1	-	3	3	1
CO4	3	3	1	2	3	2	3	2	1	3	3	2
CO5	2	2	3	2	2	2	2	-	2	3	2	3

3 = High, 2 = Moderate, 1 = Low



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MB26207	INTRODUCTION TO AI FOR BUSINESS	L	T	P	C
SDG 4,9,12		3	0	0	3

Course Objectives	
1.	To provide a foundational understanding of Artificial Intelligence concepts, technologies and their business relevance.
2.	To familiarize students with AI tools, platforms and emerging technologies used in modern organizations.
3.	To examine the applications of AI across major business functions and industries.
4.	To develop strategic perspectives on integrating AI into organizational processes, products and business models.
5.	To evaluate ethical, legal and governance issues associated with AI adoption and deployment.

UNIT – I	Introduction to Artificial Intelligence	9
Overview of Artificial Intelligence – Concepts, Terminologies and Scope; Foundations of Artificial Intelligence; Evolution and History of AI; Types of AI – Narrow AI, General AI and Super AI; AI Ecosystem and Key Components; AI versus Human Intelligence; Risks and Benefits of Artificial Intelligence; AI and Digital Transformation; Emerging Trends in Artificial Intelligence.		

UNIT – II	Data, Analytics and Machine Learning Fundamentals	9
Introduction to Popular AI Tools and Platforms; Overview of AI Technologies; Machine Learning Fundamentals; Deep Learning Concepts; Natural Language Processing (NLP); Computer Vision; Robotic Process Automation (RPA); Generative AI and Large Language Models; AI-driven Innovations; Applications of AI Tools and Technologies in Business Organizations.		

UNIT – III	AI Applications in Business	9
Overview of AI Applications in Business; AI in Marketing and Customer Analytics; Customer Segmentation and Personalization; AI in Finance and Investment Analysis; Fraud Detection and Risk Assessment; AI in Supply Chain Management and Logistics; Demand Forecasting and Inventory Optimization; AI in Human Resource Management and Talent Analytics; AI-enabled Decision Support Systems; Industry Case Studies		

UNIT – IV	Strategic Integration of AI	9
Understanding Generative AI and Other Forms of AI; Organizational Readiness for AI Adoption; AI Strategy and Competitive Advantage; Integration of AI into Products, Services and Business Processes; AI-driven Business Models; AI-supported Decision Making; Change Management for AI Implementation; Human-AI Collaboration; Measuring Business Value from AI Investments; AI Transformation Case Studies		

UNIT – V	AI Innovation and Future of Business	9
AI-driven Innovation and Competitive Advantage; AI-enabled Business Models; Industry 4.0 and Smart Enterprises; AI in Entrepreneurship and Start-ups; Emerging Trends in AI; Human-AI Collaboration; Future Workforce and Skills Requirements; Challenges and Opportunities of AI Adoption; Case Studies on AI-led Business Transformation.		
Total Instructional hours: 45		

Course Outcomes: Students will be able to	
CO1	Understand the fundamental concepts, technologies and business significance of Artificial Intelligence.
CO2	Demonstrate understanding of AI tools, platforms and emerging technologies used in organizations.
CO3	Analyze the application of AI solutions across various business functions and managerial domains.
CO4	Evaluate strategies for integrating AI into organizational processes, products and business models.
CO5	Assess ethical, legal, governance and societal issues related to the adoption and use of AI technologies.

Text Books	
1.	Russell, S. and Norvig, P., Artificial Intelligence: A Modern Approach, 4th Edition, Pearson Education, 2021.
2.	Marr, B., Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, Wiley, 2019.
3.	Shrestha, Y.R., Ben-Menahem, S.M. and Krogh, G.V., Organizational Decision-Making Structures in the Age of Artificial Intelligence, Springer, 2020.

Reference Books	
1.	Davenport, T.H. and Ronanki, R., The AI Advantage: How to Put the Artificial Intelligence Revolution to Work, MIT Press, 2023.
2.	Kapoor, A. and Kaufman, N., Practical Artificial Intelligence for Business Leaders, Product Managers, and Entrepreneurs, Apress, 2020.
3.	Agrawal, A., Gans, J. and Goldfarb, A., Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press, 2018.
4.	Chui, M., Manyika, J. and Miremadi, M., Artificial Intelligence and the Future of Work, McKinsey Insights, 2022.

CO/PO/PSO'S MAPPING

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2	3	1	2	-	2	-	3	1	2	2
CO2	3	3	-	-	1	2	3	2	-	2	3	2
CO3	2	3	1	-	3	2	3	2	2	2	3	3
CO4	2	3	-	1	3	2	3	2	2	2	3	3
CO5	2	3	3	-	3	2	3	2	3	2	3	3

1 - Low, 2 - Medium, 3 - High

MB26211	APPLIED DATA ANALYTICS FOR BUSINESS MODELLING	L	T	P	C
SDG 4,8,9		0	0	4	2

Course Objectives	
1.	To understand the concepts, methods, and applications of data analysis in solving business problems and supporting managerial decision-making.
2.	To develop proficiency in the use of spreadsheet tools and analytical software for data collection, organization, visualization, and analysis.
3.	To apply descriptive statistics, probability concepts, hypothesis testing, and forecasting techniques for business decision-making.
4.	To analyze business data using quantitative models for risk assessment, revenue management, optimization, and performance improvement.
5.	To evaluate and interpret analytical results for strategic and operational decision-making across various functional areas of business.

UNIT – I	DATA DESCRIPTION AND HYPOTHESIS TESTING	9
Descriptive Statistics – Data Collection and Classification – Data Visualization Techniques – Measures of Central Tendency and Dispersion – Hypothesis Testing Concepts – Parametric Tests: t-Test and ANOVA – Non-Parametric Tests: Chi-Square Test and Mann-Whitney U Test – Interpretation of Results using Spreadsheet Software / R / Python.		

UNIT – II	CORRELATION, REGRESSION AND FORECASTING	9
Correlation Analysis – Bivariate and Multivariate Correlation – Simple Regression Analysis – Multiple Regression Analysis – Interpretation of Regression Coefficients – Forecasting Techniques – Time Series Analysis – Moving Averages – Exponential Smoothing.		

UNIT – III	FINANCIAL MODELING FOR BUSINESS DECISIONS	9
Financial Modeling Concepts – Portfolio Selection Models – Risk and Return Analysis – Scenario Analysis – Sensitivity Analysis – Investment Decision Models – Capital Allocation Decisions – Simulation Techniques using Excel – Applications of Financial Models in Business Decision-Making.		

UNIT – IV	REVENUE MANAGEMENT AND OPTIMIZATION	9
Revenue Management Concepts – Revenue Maximization Principles – Pricing Decisions and Pricing Models – Capacity Allocation Techniques – Data Modeling for Revenue Optimization – Business Analytics Applications in Revenue Management – Case-Based Modeling using Excel / Python – Decision Support for Revenue Enhancement.		

UNIT – V	OPERATIONS RESEARCH MODELS AND ADVANCED ANALYTICS TOOLS	9
Linear Programming using Solver – Transportation Models – Assignment Problems – Network Models – Queuing Theory and Waiting Line Models – Inventory Control Models – Advanced Excel Tools: Solver, Data Analysis Tool Pak and Power Query – Dashboard Preparation – Report Generation – Integrated Mini Project using Spreadsheet / Analytics Software for Decision Support.		
Total Instructional hours: 45		

Course Outcome: Students will be able to	
CO1	Explain the concepts of descriptive statistics, data visualization, and hypothesis testing for business decision-making. (K2)
CO2	Apply correlation, regression, and forecasting techniques using spreadsheet tools and analytical software to analyze business data. (K3)
CO3	Analyze financial models, risk-return relationships, scenario analysis, and sensitivity analysis for investment and business decisions. (K4)
CO4	Evaluate revenue management strategies and optimization models to support pricing, capacity allocation, and operational decision-making. (K5)
CO5	Develop operations research models, dashboards, and integrated analytical solutions using advanced spreadsheet and analytics tools for managerial decision support. (K6)


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R-2026 Curriculum

Reference Books	
1.	Albright, S.C. and Winston, W.L., <i>Business Analytics: Data Analysis and Decision Making</i> , Cengage Learning, 7th Edition, 2024.
2.	James R. Evans, <i>Business Analytics: Methods, Models and Decisions</i> , Pearson Education, 3rd Edition, 2023.
3.	N. G. Das, <i>Statistical Methods for Managerial Decisions</i> , McGraw Hill Education, Revised Edition, 2022.
4.	Wayne L. Winston, <i>Microsoft Excel Data Analysis and Business Modeling</i> , Microsoft Press, 7th Edition, 2022.
5	Dinesh Kumar U., <i>Business Analytics: The Science of Data-Driven Decision Making</i> , Wiley India, 2nd Edition, 2022.

CO-PO-PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	2	-	1	3	1	1	2	3	2
CO2	3	3	-	2	2	-	3	2	1	2	3	2
CO3	3	3	2	2	2	2	3	3	2	2	3	2
CO4	3	3	2	2	2	2	3	3	2	2	3	3
CO5	3	3	3	3	2	3	3	3	3	3	3	3

3 – High, 2 – Moderate, 1 – Low


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MB26S02	CAMPUS TO CORPORATE CATALYST	L	T	P	C
SDG 4,8,17		2	0	2	2

Course Objectives	
1.	To enhance students' aptitude and problem-solving abilities for competitive and corporate assessments.
2.	To develop logical reasoning and analytical thinking skills required in business environments.
3.	To strengthen communication, presentation, and interpersonal skills for professional success.
4.	To build corporate readiness through professional etiquette, teamwork, and leadership competencies.
5.	To prepare students for placement processes, interviews, group discussions, and workplace challenges.

UNIT – I	QUANTITATIVE APTITUDE AND PROBLEM SOLVING	9
Number Systems – Percentages – Profit and Loss – Ratio, Proportion and Partnership – Time and Work – Time, Speed and Distance – Simple and Compound Interest – Permutations and Combinations – Probability – Data Interpretation – Quantitative Problem-Solving Techniques – Aptitude Tests for Corporate Recruitment.		

UNIT – II	LOGICAL REASONING AND ANALYTICAL THINKING	9
Verbal and Non-Verbal Reasoning – Series and Patterns – Coding and Decoding – Blood Relations – Direction Sense Test – Syllogisms – Statement and Assumptions – Statement and Conclusions – Logical Puzzles – Data Sufficiency – Analytical Reasoning – Critical Thinking and Decision-Making Skills.		

UNIT – III	BUSINESS COMMUNICATION AND PROFESSIONAL SKILLS	9
Verbal Communication – Written Communication – Business Correspondence – Email Etiquette – Presentation Skills – Public Speaking – Active Listening – Interpersonal Communication – Corporate Communication Practices – Cross-Cultural Communication – Professional Networking – Personal Branding.		



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UNIT – IV	CORPORATE READINESS AND EMPLOYABILITY SKILLS	9
Corporate Etiquette and Workplace Ethics – Team Building and Collaboration – Leadership Fundamentals – Emotional Intelligence – Conflict Management – Time Management – Stress Management – Problem Solving in Organizations – Workplace Behaviour – Corporate Expectations and Organizational Culture.		

UNIT – V	CAREER PREPARATION AND PLACEMENT READINESS	9
Resume and CV Building – LinkedIn Profile Development – Group Discussion Techniques – Personal Interview Skills – HR and Technical Interview Preparation – Mock Interviews – Case Analysis and Case Presentation – Assessment Centre Activities – Career Planning – Goal Setting and Continuous Professional Development.		
Total Instructional hours: 45		

Course Outcome: Students will be able to	
CO1	Apply quantitative aptitude techniques to solve business and competitive examination problems. (K3)
CO2	Analyze logical and analytical reasoning problems for effective decision-making. (K4)
CO3	Demonstrate effective verbal, written, and professional communication skills in corporate settings. (K3)
CO4	Exhibit workplace readiness through leadership, teamwork, emotional intelligence, and professional etiquette. (K3)
CO5	Develop career readiness competencies through resume preparation, group discussions, interviews, and professional networking. (K5)


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Reference Books	
1.	R.S. Aggarwal , <i>Quantitative Aptitude for Competitive Examinations</i> , S. Chand Publications, Revised Edition, 2024.
2.	R.S. Aggarwal , <i>A Modern Approach to Verbal and Non-Verbal Reasoning</i> , S. Chand Publications, Revised Edition, 2024.
3.	Meenakshi Raman and Prakash Singh , <i>Business Communication</i> , Oxford University Press, 3rd Edition, 2023.
4.	Shiv Kherra , <i>You Can Win: A Step-by-Step Tool for Top Achievers</i> , Macmillan Publishers, Revised Edition, 2022.
5.	Barun K. Mitra , <i>Personality Development and Soft Skills</i> , Oxford University Press, 3rd Edition, 2022.
6.	Norman Lewis , <i>Word Power Made Easy</i> , Goyal Publishers, Latest Edition.
7.	Harvard Business Review , <i>HBR Guide to Persuasive Presentations</i> , Harvard Business Review Press, Latest Edition.

CO-PO-PSO Mapping:

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	1	2	-	2	2	1	1	1	2	2
CO2	2	3	1	2	1	2	3	2	-	2	3	2
CO3	2	2	3	2	-	2	2	2	3	1	2	3
CO4	2	2	3	3	2	3	3	3	3	1	2	3
CO5	2	2	3	3	3	3	3	3	3	2	3	3

3 – High, 2 – Moderate, 1 – Low

MP26001	PROFESSIONAL COMMUNICATION & ETIQUETTE	L	T	P	C
SDG 4, 8, 16		2	0	2	3
Course Objectives:					
Students should be able to,					
- To develop students' verbal, non-verbal, and interpersonal communication skills for professional and business environments - To enhance business vocabulary and workplace communicative competence. - To familiarize students with AI-assisted communication tools for professional applications. - To develop ethical awareness, professional values, and decision-making skills through business case studies. - To inculcate professional etiquette, confidence, and employability skills required for managerial success.					
UNIT I BUSINESS VOCABULARY AND PROFESSIONAL COMMUNICATION					6
Recruitment and Workplace Vocabulary – Jobs, Roles and Responsibilities – Organizational Structure – Managerial and Professional Expressions – Business Conversations.					
UNIT II INTERPERSONAL COMMUNICATION AND CONFIDENCE BUILDING					6
Active Listening – Verbal and Non-verbal Communication – Conversational Skills – Public Speaking Basics – Confidence Building – Group Interaction Strategies.					
UNIT III AI-ASSISTED BUSINESS WRITING					6
Professional Emails – Business Correspondence – Memos and Short Reports – Introduction to AI Tools for Communication – ChatGPT for Drafting and Editing – Canva for Professional Presentations – NotebookLM for Summarization and Research – Responsible Use of AI.					
UNIT IV BUSINESS ETHICS, VALUES AND PROFESSIONAL DECISION-MAKING					6
Business Ethics – Corporate Values – Ethical Communication – Workplace Dilemmas – Responsible Leadership – Professional Conduct – Ethical Decision-Making through Case Studies.					
UNIT V PROFESSIONAL PRESENCE, ETIQUETTE AND EMPLOYABILITY COMMUNICATION					6
Professional Presence – Body Language – Business Grooming – Corporate Etiquette – Telephone Etiquette – Email Etiquette – Meeting Etiquette – Networking Etiquette – Interview Communication.					
ACTIVITIES:					
- Professional Self-Introduction - Business Vocabulary Challenge - Job Role Description - Organization Chart Presentation - Recruitment Role Play - Workplace Conversation Practice - Elevator Pitch - Extempore Speaking - Pair Discussions - Listening and Feedback Exercises - Storytelling Activity - Group Interaction Tasks - AI-Assisted Email Drafting - Canva Presentation Design - NotebookLM Summary Exercise - Business Report Preparation - Prompt Engineering - AI-Assisted Interview Practice - Business Case Study Analysis – Moral Dilemma Discussions - Business Ethics Debate - Group Presentation on Corporate Cases - Reflection Writing - Leadership Case Review - Mock Interviews - Group Discussions - Meeting Simulation - Networking Role Play - Professional Introduction Challenge - Corporate Etiquette Workshop					
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THEORY:30 HOURS					
PRACTICAL: 30 HOURS					
TOTAL: 60 HOURS					

PORTFOLIO ASSESSMENT

Unit	Title	Record Work / Portfolio Components	Portfolio Evidence
I	Business Vocabulary and Professional Communication	1. Professional Self-Introduction (150–200 words) 2. Business Vocabulary Log (50–75 terms with meanings and usage) 3. Job Role Description 4. Organizational Structure Chart 5. Recruitment Vocabulary Worksheet	• Vocabulary Sheets • Activity Records
II	Interpersonal Communication and Confidence Building	1. Elevator Pitch Script 2. Extempore Topics Attempted (Minimum 3) 3. Listening Activity Report 4. Group Discussion Summary 5. Self-Assessment on Speaking Confid 2. ence	• Pitch Script • GD Report • Faculty Feedback
III	Business Writing and AI-Assisted Communication	1. ChatGPT Activity (Prompt, Output, Improved Version) 2. Canva Presentation (Minimum 5 Slides) 3. NotebookLM Summary of a Business Article 4. AI-Assisted Email Draft 5. AI Tool Comparison	• Screenshots • Presentation Printout • Email Draft
IV	Business Ethics, Values and Professional Decision-Making	1. Case Study Analysis – I 2. Case Study Analysis – II 3. Ethical Decision-Making Report 4. Group Discussion Report 5. Personal Values Statement	• Case Analysis Reports • Debate/GD Notes
V	Professional Presence, Etiquette and Employability Communication	1. Professional Resume 2. LinkedIn Profile Snapshot 3. Mock Interview Questions & Answers 4. Meeting Minutes Preparation 5. Business Start-up Presentation (Pitch Deck & Presentation) 6. Professional Etiquette Checklist	• Resume • Interview Record • Meeting Minutes • Start-up Pitch Deck

Weightage: Continuous Assessment: 50%, End Semester Examinations: 50%

Course Outcomes: At the end of the course, the student will be able to,

CO1: Apply appropriate business vocabulary and professional expressions in workplace communication.

CO2: Demonstrate effective interpersonal, listening, speaking, and presentation skills in professional contexts.

CO3: Utilize AI-assisted communication tools for drafting, presenting, summarizing, and professional communication tasks.

CO4: Analyze business ethics and professional values through case studies and discussions.

CO5: Exhibit professional etiquette, confidence, and employability skills in workplace interactions.

REFERENCE BOOKS:

1. Bill Mascull, *Business Vocabulary in Use: Intermediate to Advanced*, Cambridge University Press, 3rd Edition, 2017.
2. Courtland L. Bovee and John V. Thill, *Business Communication Today*, Pearson Education, 15th Edition, 2023.
3. Ethan Mollick, *Co-Intelligence: Living and Working with AI*, Portfolio/Penguin Random House, 1st Edition, 2024.
4. Manuel G. Velasquez, *Business Ethics: Concepts and Cases*, Pearson Education, 8th Edition, 2017.
5. Meenakshi Raman and Prakash Singh, *Business Communication*, Oxford University Press, 3rd Edition, 2020.

CO's-PO's MAPPING:

COs / POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	2	—	1	—	—	—	—	—
CO2	1	1	3	3	—	1	—	—	—	—	—
CO3	2	2	2	1	—	3	—	—	—	—	—
CO4	2	3	2	1	3	—	—	—	—	—	—
CO5	2	1	3	3	2	2	—	—	—	—	—
AVG	1.8	1.6	2.6	2.0	1.0	1.4	—	—	—	—	—

1-Low, 2-Medium, 3-High


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