MBA

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS–LOCF)

(For the candidates admitted in the academic year 2026–2027)

COURSE STRUCTURE WITH SYLLABUS

PROGRAMME CODE: 2PAMBA

2026-2028

STET SCHOOL OF MANAGEMENT

(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)

(AUTONOMOUS)

(Affiliated to Bharathidasan University,Tiruchirappalli)

Accredited by NAAC)

SUNDARAKKOTTAI–614016, MANNARGUDI. TAMILNADU, INDIA.

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MANAGEMENT STUDIES

CHOICE BASED CREDIT SYSTEM - LEARNINIG OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)

(For the candidates admitted in the academic year 2026-2027)

CHOICE BASED CREDIT SYSTEM

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Our College has moved to CBCS and implemented the grading system.

OUTCOME-BASED EDUCATION (OBE)

LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK (LOCF)

The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualifications are awarded on the basis of demonstrated achievement of outcomes (expressed in terms of knowledge, understanding, skills, attitudes and values) and academic standards expected of graduates of a programme of study. Learning outcomes specify what graduates completing a particular programme of study are expected to know, understand and be able to do at the end of their programme of study. The expected learning outcomes are used as reference points that would help to formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes which in turn will help in curriculum planning and development, and in the design, delivery and review of academic programmes. They provide general guidance for articulating the essential learning associated with programmes of study and courses with in a programme, maintain national standards and international comparability of learning outcomes and academic standards to ensure global competitiveness, and to facilitate student/graduate mobility and provide higher education institutions an important point of reference for designing teaching-learning strategies, assessing student learning levels, and periodic review of programmes and academic standards.

Some important aspects of the Outcome Based Education

Course: is defined as a theory, practical or theory cum practical subject studied in a semester.

Course Outcomes (COs): are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally three or more course outcomes may be specified for each course based on its weightage.

Programme: is defined as the specialization or discipline of a Degree.

Programme Outcomes (POs): Programme outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

Programme Specific Outcomes (PSOs): PSOs are what the students should be able to do at the time of graduation with reference to a specific discipline.

Some important terminologies repeatedly used in LOCF.

Core Courses (CC): A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. These are the courses which provide basic understanding of their main discipline. In order to maintain a requisite standard certain core courses must be included in an academic program. This helps in providing a universal recognition to the said academic program.

Discipline Centric Elective Courses (DCEC): Elective course may be offered by the main discipline/subject of study is referred to as Discipline Centric Elective Courses (DCEC). These courses offer the flexibility of selection of options from a pool of courses. These are considered specialized or advanced to that particular programme and provide extensive exposure in the area chosen; these are also more applied in nature.

Generic Elective Courses: An elective course chosen generally from an **unrelated discipline/subject,** with an intention to seek exposure is called a Generic Elective. Generic Elective courses are designed for the students of other disciplines. Thus, as per the CBCS policy, the students pursuing particular disciplines would have to opt Generic Elective courses offered by other disciplines, as per the basket of courses offered by the college. The scope of the Generic Elective (GE) Courses is positively related to the diversity of disciplines in which programmes are being offered by the college.

Skill Enhancement Courses (SECs): These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training. Skill enhancement courses can be opted by the students of any other discipline, but are highly suitable for students pursuing their academic programme. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge**.**

Non-Major Elective Courses(NME): Non-Major Elective Courses is to enrich the learning experience of students by offering them flexibility and choice in their educational journey. These courses help students develop a wider intellectual outlook, enhance critical thinking abilities, and acquire transferable skills that are relevant across multiple domains**.**

Value Added Courses (VAC): Value Added Courses are supplementary courses offered in addition to the regular curriculum with the objective of enhancing students' knowledge, skills, competencies, and employability. These courses are designed to bridge the gap between academic learning and industry requirements by providing practical, skill-oriented, and application-based training in emerging and relevant areas. Unlike core courses that focus primarily on disciplinary knowledge, Value Added Courses emphasize the development of professional, technical, entrepreneurial, communication, and life skills that contribute to the overall personality and career development of students.

Field Study/Industrial Visit/Case Study: It has to be completed during the fifth semester of the degree programme. Credit for this course will be entered in the fifth semester's marks statement.

Internship: Students must complete internship during summer holidays after the fourth semester. They have to submit a report of internship training with the necessary documents and have to appear for a viva-voce examination during fifth semester. Credit for internship will be entered in the fifth semester's mark statement.

Extra Credit Courses: In order to facilitate the students, gaining knowledge/skills by attending online courses MOOC, credits are awarded as extra credits, the extra credit are at three semesters after verifying the course completion certificates. According to the guidelines of UGC, the students are encouraged to avail this option of enriching their knowledge by enrolling themselves in the Massive Open Online Courses (MOOC) provided by various portals such as SWAYAM, NPTEL and NSE Certification Course.

Post graduate Programme:

Programme Pattern: The Post Graduate degree programme consists of **FIVE** vital components. They are as follows:

Part –A	:	Core Course (Theory) Project
Part-B (i)	:	Elective courses
Part-B (ii)	:	Discipline Centric Elective Course, Non-Major Elective, Skill Enhancement Course
Part-B (iii)	:	Internship

EXAMINATION

Continuous Internal Assessment (CIA):

PG - Distribution of CIA Marks

Passing Minimum: 50 %

Assignments – 3 = 30%

Tests- 2= 50%

Seminar=10 %

Attendance= 10 %

Question Paper Pattern

Part A: includes two subsections

Part A 1 (10X1=10 marks)

One word question/ Fill in /True or False/ Multiple Choice Questions

Two Questions from Each unit

Part A 2 (5X2=10 marks)

Short Answers/ Match the following

One question from Each unit
Total Marks - 20

Part B: (5X4=20 marks)
Paragraph Answers
Either/ or type, One Question from each unit

Part C: (10X3=30)

Essay Type Answers
Answer 3 out of 5 Questions
One Question from each unit

Part A: K1 Level

Part B: K2, K3 and K4 Level

Part C: K5 and K6 Level

Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S.No.	Level	Parameter	Description
1	K1	Knowledge/Remembering	It is the ability to remember the previously learned
2	K2	Comprehension/ Understanding	The learner explains ideas or concepts
3	K3	Application/Applying	The learner uses information in a new way
4	K4	Analysis/Analysing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	The learner justifies a stand or decision
6	K6	Synthesis/Creating	The learner creates a new product or point of view

WEIGHT AGE of K –LEVELSIN QUESTIONPAPER

<table>
<tr><th rowspan="2">(Cognitive Level)
K-LEVELS →</th><th colspan="3">Lower Order Thinking</th><th colspan="3">Higher Order Thinking</th><th rowspan="2">Total</th></tr>
<tr><th>K1</th><th>K2</th><th>K3</th><th>K4</th><th>K5</th><th>K6</th></tr>
<tr><td>END SEMESTEREXAMINATIONS (ESE)</td><td>20</td><td colspan="3">20</td><td colspan="2">30</td><td>70</td></tr>
<tr><td>Continuous Internal Assessment (CIA)</td><td>20</td><td colspan="3">20</td><td colspan="2">30</td><td>70</td></tr>
</table>

QUESTION PATTERN FOR END SEMESTER EXAMINATION/ Continuous Internal Assessment		
PART		**MARKS**
PART –A I. (No choice, One Mark)**TWO** questions from each unit **II.** (No choice, Two Mark)**ONE** question from each unit	(10x1=10) (5x2=10)	**20**
PART –B(Either/ or type,5-Marks) **ONE** question from each unit	(5x4=20)	**20**
PART –C(3 out of 5) (10Marks) **ONE** question from each unit	(3x10=30)	**30**
	Total	**70**

BLUE PRINT OF QUESTION PAPER FOR END SEMESTER EXAMINATION							
DURATION: 3.00 Hours.							**Max Mark :70**
K-LEVELS **PART**	**K1**	**K2**	**K3**	**K4**	**K5**	**K6**	**Total Marks**
PART –A(One Mark, No choice) (10x1=10)	10						**10**
(2-Marks,No choice) (10x2=20)	10						**10**
PART –B(5-Marks)(Either/or type)(5x4=20)		5	5	10			**20**
PART –C(10 Marks)(3 out of 5) (3x10=30) Courses having only **K5,K6** levels, K5 level- 3 Questions, K6 level- 2 Questions **(One K6 level question is compulsory)**					20	10	**30**
Total	**20**	**05**	**05**	**10**	**20**	**10**	**70**

EVALUATION

GRADING SYSTEM

Once the marks of the CIA and the end-semester examination for each of the courses are available, they will be added and converted as final mark. The marks thus obtained will then be graded as per the scheme provided in Table-1.

Grade Point Average (GPA) will be calculated from the first semester onwards for all semester. From the second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by semester Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) , respectively. These two are calculated by the followingformulae:

$\text{GPA}= \frac{\sum_{i=1}^{n} C_i G_i}{\sum_{I=1}^{n} C_i}$	$\text{WAM (Weighted Average Marks)}= \frac{\sum_{i=1}^{n} C_i M_i}{\sum_{I=1}^{n} C_i}$
Where, C_i is the Credit earned for the Course i G_i is the Grade Point obtained by the student for the Course I M_i is the marks obtained for the course i and N is the number of Courses **Passed** in that semester.	

CGPA: Average GPA of all the Courses starting from the first semester to thecurrent semester.

CLASSIFICATION OF FINAL RESULTS:

i. The classification of final results shall be based on the CGPA, as indicated in Table-2.

ii. For the purpose of Classification of Final Results, the candidates who earn the CGPA 9.00 and above shall be declared to have qualified for the Degree as ‘Outstanding’. Similarly the candidates who earn the CGPA between 8.00 and 8.99, 7.00 and 7.99, 6.00 and 6.99 and 5.00 and 5.99 shall be declared to have qualified for their Degree in the respective programmes as ‘Excellent’, ‘Very Good’, ‘Good’, and ‘Above Average’ respectively.

iii. Absence from an examination shall not be taken an attempt.

Table- 1: Grading of the Courses

Marks Range	Grade Point	Corresponding Grade
90 and above	**10**	**O**
80 and above and below90	**9**	A+
70 and above and below80	**8**	**A**
60 and above and below70	**7**	**B+**
50 and above and below60	**6**	**B**
Below50	**NA**	**RA**

NA- Not Applicable, RA- Reappearance

The candidates performance in every current semester is indicated by **Semester Grade Point Average (SGPA)** and from the second semester onwards, the continuous performance including previous semester/s is indicated by **Cumulative Grade PointAverage (CGPA)**

Table-2: Final Result

CGPA	Corresponding Grade	Classification of Final Result
9.00andabove	**O**	**Outstanding**
8.00 to 8.99	A+	**Excellent**
7.00 to 7.99	**A**	**Very Good**
6.00 to 6.99	**B+**	**Good**
5.00 to 5.99	**B**	**Above Average**

*The candidates who have passed in the first appearance and within the prescribed duration of the PG Programme are eligible. If the candidate’s Grade is O/A+ with more than one attempt, the performance is fixed as “Very Good”

Vision

To Develop into a Centre of Excellence in Business Administration so as to nurture creativity, encourage entrepreneurship, enhance employability and holistic development among women students.

Mission

- Equipping students with the fundamental management concepts and skills by adopting application based, innovative and quality teaching and research.
- Empowering the women students in transformative educational experience with in-depth Disciplinary knowledge and interpersonal skills.
- Providing transformational learning to create responsible and ethical leaders
- Creating value for students through activities that lead to career success and the advancement of professional knowledge.

PROGRAMME OUTCOMES FOR MBA DEGREE PROGRAMMES

PO.No	Programme Outcomes (*Upon completion of the MBA Degree Programme, the Post graduate will be able to)*
PO-1	**Disciplinary Knowledge:** Demonstrate broad and in-depth knowledge and create innovative strategies in the chosen field of Finance, Marketing and Human Resource Management
PO-2	**Critical Thinking and Problem Solving** :Apply analytic thought to a body of knowledge, analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence, identify relevant assumptions or implications, formulate coherent arguments, critically evaluate practices, policies and theories by following scientific approach to knowledge development: solve problems and extrapolate the same to reallife situation
PO-3	**Information/digital literacy and Communication Skills:** Use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources, and use appropriate software for analysis of data: communicate thoughts and ideas analytically and effectively in writing and orally using appropriate media, and present complex information in a clear and concise manner to different groups.
PO-4	**Research-related skills:** Demonstrate sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause- and-effect relationships and plan, execute and report the results of an experiment or investigation.
PO-5	**Leadership Skills:** Emerge as Women leaders who serve as transformational catalysts in policy making in commerce and business.
PO-6	**Entrepreneurial skills and Multi-tasking competence:** Undertake independent entrepreneurial ventures and startups and function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.
PO-7	**Moral and ethical awareness/reasoning:** Embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work, demonstrate the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights, appreciate environmental and sustainability issues, and adoptobjective, unbiased and truthful actions in all aspects of work.
PO-8	**Self directed Learning:** Work independently, identify appropriate resources required for a project, and manage a project till completion.
PO-9	**Lifelong Learning :** Engage in continuous learning for professional growth and development, acquire knowledge and skills, adapt to changing environment and to changing trades and demands of work place through knowledge/skill development/reskilling.
PO-10	**Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

PROGRAMME SPECIFIC OUTCOME (PSO)

PSO No.	**Program Specific Outcomes** *(Upon completion of the MBA Degree Programme, the Post graduate will be able to)*
PSO-1	Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
PSO-2	Develop into competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
PSO-3	Build requisite knowledge, skills & right attitudes necessary to create effective leadership so as to prove, develop and sustain in a global environment
PSO-4	Show Leadership, Creativity, and excellence in industry and academia
PSO-5	Understand societal and ecological issues relevant to professional managerial practice.
PSO-6	Show business and management acumen, who shall hold high degree of human values and social consciousness in their professional and personal lives.
PSO-7	Develop entrepreneurship facilities such as incubation center, entrepreneurship development center for taking up start ups or grow existing business.

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(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)

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SUNDARAKKOTTAI, MANNARGUDI, THIRUVARUR (DT)

MASTER OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM –LEARNING OUTCOME BASED CURRICULUM FRAMEWORK (CBCS-LOCF)

(For the candidates admitted from the academic year 2026 – 2027 onwards)

Eligibility: Any undergraduates can enroll for MBA after completing the entrance Examination TANCET for Governments seats and CET for Management seats

Sem.	Types of the Courses	Course Code	Title of the Paper	Ins. Hrs.	Credits	Exam Hrs	Maximum Marks		
							CIA	ESE	Total
I	Core Course-I(CC)	P26MBA101	Management Principles and Business Ethics	5	5	3	30	70	100
	Core Course-II(CC)	P26MBA102	Organizational Behaviour	5	5	3	30	70	100
	Core Course-III(CC)	P26MBA103	Managerial Economics	5	5	3	30	70	100
	Core Course-IV(CC)	P26MBA104	Management Accounting	5	5	3	30	70	100
	Core Course-V(CC)	P26MBA105	Quantitative Techniques	5	5	3	30	70	100
	Discipline Centric Elective Course-I (DCEC) (At least Two Choices)	P26MBADC11A/ P26MBADC11B	Data Visualization for Managers/ Total Quality Management	5	4	3	30	70	100
	Value Added Course-I (VAC)*	P26MBAVA11	Contemporary Taxation	2	2*		30	70	100*
			Total	**30**	**29**				**600**
II	Core Course-VI(CC)	P26MBA206	Marketing Management	4	5	3	30	70	100
	Core Course-VII(CC)	P26MBA207	Financial Management	5	5	3	30	70	100
	Core Course-VIII(CC)	P26MBA208	Human Resource Management	4	5	3	30	70	100
	Core Course IX(CC)	P26MBA209	Operations Management	5	5	3	30	70	100
	Core Course X(CC)	P26MBA210	Research Methods and Analytics in Business	5	5	3	30	70	100
	Discipline Centric Elective Course-II (DCEC) (At least Two Choices)	P26MBADC22A/ P26MBADC22B	Business Communication and Managerial Skills/ Managing Digital Innovation and Transformation	5	4	3	30	70	100
	Non Major Elective Course-I (NMEC)			2	2	3	30	70	100
			Total	**30**	**31**				**700**
			@Summer Internship/Industrial Activity during the Summer Vacation after 1st Year						

III	Core Course-XI (CC)		Strategic Management	5	5	3	30	70	100
	Core Course-XII (CC)		Entrepreneurship Development	4	4	3	30	70	100
	Core Course-XIII (CC)		Business Law	4	4	3	30	70	100
	Generic Elective Course–I (GEC-1)			4	3	3	30	70	100
	Generic Elective Course–II (GEC-2)			4	3	3	30	70	100
	Generic Elective Course–III (GEC-3)			5	3	3	30	70	100
	Non–Major Elective Course-II (NMEC)			2	2	3	30	70	100
	Skill Enhancement Course I		Artificial Intelligence in Management	2	2	3	30	70	100
	Summer Internship /Industrial Activity@		Internship	--	**5**		20	80	100
	Value Added Course–II(VAC)*		Advances in Data Science using Python and R Programming	—	2*		30	70	100*
			Total	**30**	**31**				**900**
IV	Core Course-XIV(CC)		International Business	5	5	3	30	70	100
	Generic Elective Course–4(GEC-4)			4	3	3	30	70	100
	Generic Elective Course-5(GEC-5)			4	3	3	30	70	100
	Generic Elective Course–6(GEC-6)			5	3	3	30	70	100
	Skill enhancement Course II		Business Forecasting	2	2	3	30	70	100
	Project Work.			10	5		20	80	100
			Total	**30**	**21**				**600**
			Grand Total	**120**	**112**				**2800**
	Extra credit		**MOOC/SWAYAM/NPTEL/ NSE Certification programme**		**2***				

NON MAJOR ELECTIVE COURSE OFFERED BY THE DEPARTMENT			
S.No	**Semester**	**Course Code**	**Title of the Course**
1	II	P26NMEMBA21	Management of MSMEs
2	III		Management of Organizational Stress and Conflict

ELECTIVES: CHOOSE ANYONE GROUP

The Students should compulsorily choose 6 Elective Courses from one area specialization from the list given below:

MARKETING

Semester	Course	Subject Title
III	E-Course-1	Digital and social media Marketing
	E-Course-2	Consumer Behaviour
	E-Course-3	Marketing Analytics
	E-Course-4	Business to Business Marketing
	E-Course-5	Sales and Distribution Management
IV	E-Course-6	Marketing Communication and Media Management
	E-Course-7	Advertising and Sales Promotion
	E-Course-8	Rural Marketing
	E-Course-9	Retail Management
	E-Course-10	Marketing of Services

FINANCE

Semester	Course	Subject Title
III	E-Course-1	e- Banking
	E-Course-2	Strategic Financial Management
	E-Course-3	Security Analysis and Portfolio Management
	E-Course-4	Mutual Funds
	E-Course-5	Financial services
IV	E-Course-6	Project Management
	E-Course-7	Merchant Banking
	E-Course-8	Taxation
	E-Course-9	Commercial banking Management
	E-Course-10	Insurance management

HUMAN RESOURCE

Semester	Course	Subject Title
III	E-Course-1	Strategic Human Resource Management
	E-Course-2	Compensation Management
	E-Course-3	Change Management
	E-Course-4	Performance Management
	E-Course-5	Organization Development
	E-Course-6	Human Resource Metrics and Analytics

IV	E-Course-7	Training and Development
	E-Course-8	Group Dynamics
	E-Course-9	Public Relations management
	E-Course-10	Managing Interpersonal Effectiveness

NSE Certification Courses

- Mutual Fund Distributor
- Research Analyst
- Banking risk analytics
- Google digital marketing fundamentals
- Microsoft excel (Intermediate certification)
- SEO / Content Marketing Certification
- Meta Platforms Ads Certification
- HR Analytics Certification (Coursera)
- Basics of Payroll & Labour Laws (India-focused)

The Students should choose six Elective Courses from the above specialization list in consultation with the Head of the Institution.

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES–MBA

Sl. No.	Types of the Courses	No. of Courses	No. of Credits	Marks
1.	Core Courses(CC)	14	68	1400
2.	Discipline Centric Elective Courses (DCEC)	2	8	200
3.	Generic Elective Courses(GEC)	6	18	600
4.	Summer Internship/ Industrial Activity	1	5	100
5.	Project work	1	5	100
6.	Non-Major Elective Courses (NMEC)	2	4	200
7.	Skill enhancement Courses(SEC)	2	4	200
	Total	**28**	**112**	**2800**
8.	Value Added Courses*	2*	4*	200*

*	**The value added courses credit will not be included in the total CGPA. These courses are extra-credit courses. Instruction hours for these courses are 30hours.**
@	**Summer Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

SEMESTER I

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :I Core Course-I(CC) MANAGEMENT PRINCIPLES AND BUSINESS ETHICS
Ins.Hrs./Week:5 Course Credit: 5 Course Code: P26MBA101

COURSE OBJECTIVES:

- To understand the basic concepts, principles, functions and evolution of management.
- To learn planning, decision-making and strategic approaches used in business organizations.
- To gain knowledge about organizational structure, leadership, motivation and control in management.
- To understand business ethics, ethical decision making and moral values in managerial practices.
- To create awareness about corporate governance, stakeholder responsibilities and Corporate Social Responsibility (CSR).

Unit I – Introduction to Management (15 Hours)
Meaning, nature and scope of management, Management vs administration, Levels of management (Top, Middle, Lower), Managerial roles and skills, Evolution of management thought (Classical, Neo-classical, Modern), Functions of management: Planning, Organizing, Leading, Controlling.

Unit II – Planning and Decision Making (15 Hours)
Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques – Business strategies and models.

Unit III – Organizing, Leadership and Control (15 Hours)
Organising: Nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions - Centralisation and decentralization – Delegation of Authority . Communication: Meaning, Process, Types, Factors Affecting Effectiveness of Communication- Barriers to Communication. Motivation- Model of Motivation- Importance of Motivation-Theories of Motivation - Controlling: Objectives and process of control - Controlling techniques – Devices of control.

Unit IV – Business Ethics (15 Hours)
Meaning, nature, scope and importance of business ethics; ethics, values, beliefs and morals in business context; ethical principles and responsibilities toward stakeholders. Ethical decision-making models, process and factors influencing ethical decisions in organizations. Moral philosophies including Utilitarianism and Deontology and their application in business practices. Lawrence Kohlberg's stages of moral development and their relevance to ethical behaviour and managerial decision making.

Unit V – Corporate Governance and CSR **(15 Hours)**

Concept, principles and significance of corporate governance; role and responsibilities of the Board of Directors in ensuring accountability and transparency. Stakeholder roles in organizational governance and ethical decision making. Corporate Social Responsibility (CSR): concept, objectives, dimensions and importance in sustainable development. CSR initiatives, ethical business practices and their impact on society and organizational performance.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to employee perception, employee motivation, job satisfaction, leadership practices, organizational culture, business ethics, corporate social responsibility, workplace communication, conflict management, and decision-making practices.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Explain the fundamental concepts, functions, and evolution of management, and interpret managerial roles and skills in organizational contexts.
2. Apply planning techniques and decision-making models to analyze business situations and develop effective strategies.
3. Analyze organizational structures, leadership styles, and control mechanisms to improve managerial effectiveness.
4. Evaluate ethical principles, moral philosophies, and decision-making models to address ethical issues in business.
5. Develop strategies for corporate governance, CSR, and sustainability by integrating ethical practices in business functions.
6. Understand strategies to address workplace challenges by applying concepts of motivation, leadership, ethics, communication, conflict management, and decision-making.

TEXT BOOKS

1. Williams, C. (2026). MGMT (7th ed.). Cengage Learning.
2. Robbins, S. P., & Coulter, M. (2025). Management (16th ed.). Pearson.
3. Rao, P. S. (2023). Management: Theory and practice (Latest ed.). Himalaya Publishing House.
4. Fernando, A. C. (2022). Business ethics and corporate governance (3rd ed.). Pearson.
5. Crane, A., & Matten, D. (2019). Business ethics (5th ed.). Oxford University Press.
6. Mallin, C. A. (2019). Corporate governance (6th ed.). Oxford University Press.
7. Robbins, S. P., & Judge, T. A. (2017). Organizational behavior (17th ed.). Pearson.
8. Velasquez, M. G. (2017). Business ethics: Concepts and cases (8th ed.). Pearson.
9. Organisation for Economic Co-operation and Development. (2015). G20/OECD principles of corporate governance. OECD Publishing.
10. Carpenter, M., Bauer, T., Erdogan, B., & Short, J. (2013). Principles of management (2nd ed.). FlatWorld.

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1. Slack, N., Brandon-Jones, A., & Burgess, N. (2024). Operations and process management (7th ed.). Pearson.
2. Griffin, R. W. (2022). Fundamentals of management (9th ed.). Cengage Learning.
3. Mullins, L. J. (2022). Management and organisational behaviour (12th ed.). Pearson.

4. Murthy, C. S. V. (2021). Business ethics (Latest ed.). Himalaya Publishing House.
5. Tripathi, P. C., & Reddy, P. N. (2021). Principles of management (7th ed.). McGraw-Hill.
6. Prasad, L. M. (2020). Management principles and practices (Latest ed.). Sultan Chand & Sons.
7. Koontz, H., & O'Donnell, C. (2020). Essentials of management (Latest ed.). McGraw-Hill.
8. Cherunilam, F. (2020). Business ethics (Latest ed.). Himalaya Publishing House.
9. Kazmi, A. (2020). Strategic management and business policy (4th ed.). McGraw-Hill.
10. Dessler, G. (2020). Human resource management (16th ed.). Pearson.

E-RESOURCES

1. https://www.businessethicsresourcecenter.org/
2. https://www.scu.edu/ethics/focus-areas/business-ethics/resources/
3. https://management.org
4. https://www.businessethics.ca/
5. https://www.ethics.org

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	1	1	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	2	2	2	1	1	2	2	3	2	2	1	1	1	2
CO3	3	3	3	2	2	2	1	1	2	2	2	3	3	2	1	1	2
CO4	2	3	2	2	2	2	3	1	2	2	2	3	2	2	2	3	1
CO5	3	3	3	2	3	3	3	2	3	3	3	3	3	3	3	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :I	Core Course-II(CC)	ORGANIZATIONAL BEHAVIOUR
Ins.Hrs./Week:5	Course Credit: 5	Course Code: P26MBA102

COURSE OBJECTIVES:

- To understand the basic concepts, nature and importance of Organizational Behaviour in organizations.
- To learn about individual behaviour, personality, perception, motivation and attitudes at the workplace.
- To develop knowledge of group behaviour, leadership, conflict management and negotiation skills.
- To understand organizational culture, change, development and stress management in organizations.
- To gain awareness of contemporary issues such as workforce diversity, work–life balance and digital transformation in organizations.

Unit I -Introduction to Organizational Behaviour (15 Hours)

Meaning, Nature, Scope of OB, significance of studying human behaviour in organizations. Contributing disciplines (Psychology, Sociology, Anthropology), OB Models (Autocratic, Custodial, Supportive, Collegial),Challenges and opportunities (Globalization, Diversity, Ethics, Technology). Emotional Intelligence: concept, components, significance and role in interpersonal relationships, leadership and organizational effectiveness.

Unit II -Individual Behaviour (15 Hours)

Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Perception: Meaning- Process – Factors influencing perception – Attribution theory. Learning: Classical Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation.

Unit III -Group Behaviour and Leadership (15 Hours)

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making. Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers. Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.

Unit IV-Organizational Culture and Change **(15 Hours)**

Organizational Culture: meaning, characteristics, types and functions of organizational culture; Organizational Climate: concept, dimensions, importance and factors affecting organizational climate. Organizational Change: meaning, need and process of change; Lewin's Change Model; resistance to change, causes and strategies to overcome resistance. Organizational Development (OD): concept, objectives, importance and OD techniques OD. Stress Management: meaning, causes, effects of stress on individuals and organizations, and strategies for stress prevention and management in the workplace.

Unit V -Contemporary Issues in OB **(15 Hours)**

Workforce Diversity: meaning, dimensions, importance, benefits and challenges of managing diverse workforce in organizations. Work–Life Balance: concept, significance, factors influencing work–life balance and strategies for maintaining employee well-being and productivity. Digital Transformation and Organizational Behaviour: impact of digital technologies, automation, remote work, artificial intelligence and technological changes on employee behaviour, organizational culture and workplace practices.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to employee absenteeism, workplace stress, emotional intelligence, work-life balance, employee burnout, interpersonal conflicts, diversity management, organizational change, remote working behaviour, employee engagement, and team effectiveness in modern organizations.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understanding foundational OB concepts and workplace behaviour
2. Analyse individual differences and motivation in organizations
3. Evaluate team behaviour and leadership effectiveness
4. Analyze organizational change and culture
5. Apply OB concepts to modern organizational challenges
6. Apply organizational behaviour concepts to analyze and solve workplace issues.

TEXT BOOKS

1. Robbins, S. P., & Judge, T. A. (2026). Organizational behavior (20th ed.). Pearson.
2. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2025). Organizational behavior: Improving performance and commitment in the workplace (9th ed.). McGraw-Hill Education.
3. Daft, R. L. (2023). The new era of management (13th ed.). Cengage.
4. Robbins, S. P., & Judge, T. A. (2022). Essentials of organizational behavior (15th ed.). Pearson.
5. Nelson, D. L., & Quick, J. C. (2022). Organizational behavior: Science, the real world, and you (10th ed.). Cengage.
6. George, J. M., & Jones, G. R. (2022). Understanding and managing organizational behavior (7th ed.). Pearson.
7. Schein, E. H., & Schein, P. A. (2021). Organizational culture and leadership (5th ed.). Wiley.

8. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations: Software of the mind (3rd ed.). McGraw-Hill. (classic)
9. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2019). Organizational behavior and management (11th ed.). McGraw-Hill.
10. Miner, J. B. (2015). Organizational behavior 1: Essential theories of motivation and leadership. Routledge. (theory classic)
11. Hersey, P., Blanchard, K. H., & Johnson, D. E. (2013). Management of organizational behavior (10th ed.). Pearson. (classic)

REFERENCE BOOKS

1. Anderson, N., Ones, D. S., Sinangil, H. K., & Viswesvaran, C. (2019). Handbook of industrial, work & organizational psychology (3rd ed., Vol. 2). Sage Publications.
2. Greenberg, J. (2021). Behavior in organizations (11th ed.). Pearson.
3. Kinicki, A., & Fugate, M. (2022). Organizational behavior: A practical, problem-solving approach (3rd ed.). McGraw-Hill Education.
4. McShane, S. L., & Von Glinow, M. A. (2022). Organizational behavior (9th ed.). McGraw-Hill Education.
5. Kreitner, R., & Kinicki, A. (2021). Organizational behavior (11th ed.). McGraw-Hill Education.
6. Luthans, F., & Doh, J. P. (2020). International management: Culture, strategy, and behavior (10th ed.). McGraw-Hill Education.
7. Hatch, M. J., & Cunliffe, A. L. (2018). Organization theory: Modern, symbolic, and postmodern perspectives (4th ed.). Oxford University Press.
8. Cummings, T. G., & Worley, C. G. (2021). Organization development and change (11th ed.). Cengage.
9. Judge, T. A., & Kammeyer-Mueller, J. D. (2023). Organizational behavior: Emerging knowledge, global reality (2nd ed.). Routledge.
10. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). Human resource management (10th ed.). Pearson.

E-RESOURCES

1. **https://ocw.mit.edu**
2. **https://www.verywellmind.com/**
3. **https://www.simplypsychology.org/**
4. **https://www.investopedia.com/**
5. **https://www.mindtools.com/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO2	3	3	2	1	2	2	1	-	2	2	3	3	2	2	1	1	2
CO3	2	3	3	1	3	2	1	1	3	2	2	3	3	2	1	1	2
CO4	2	3	2	3	2	3	2	1	2	3	2	2	2	3	3	2	2
CO5	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

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MASTER OF BUSINESS ADMINISTRATION

Semester :I	**Core Course-III(CC)**	**MANAGERIAL ECONOMICS**
Ins.Hrs./Week:5	**Course Credit: 5**	**Course Code: P26MBA103**

COURSE OBJECTIVES:

- To understand the basic concepts and importance of Managerial Economics.
- To learn demand, supply and consumer behaviour in business.
- To gain knowledge about production and cost analysis.
- To understand pricing methods and different market structures.
- To know factor pricing, national income and current economic issues.

Unit I -Introduction to Managerial Economics (15 Hours)

Meaning, Nature, Scope & Importance, Role of Managerial Economist, Fundamental Economic Concepts: Opportunity Cost, Incremental Principle, Time Perspective, Discounting, Marginalism, Equi-marginal Principle, Theory of Firm and Objectives of Firm, Micro vs Macro Economics.

Unit II -Demand and Supply Analysis (15 Hours)

Law of Demand and Supply: meaning, assumptions and relationship between demand and supply; determinants affecting demand and supply in markets. Elasticity of Demand: concept, types including price elasticity, income elasticity and cross elasticity, and their significance in business decisions. Demand Forecasting: meaning, importance and methods of forecasting demand for products and services. Consumer Behaviour Theory: concept, factors influencing consumer behaviour and consumer decision-making process.

Unit III -Production and Cost Analysis (15 Hours)

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs - Cost-Output Relationship.

Unit IV-Pricing and Market Structure (15 Hours)

Market Structures: meaning, characteristics and types including Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition. Pricing Strategies and Policies: concept, objectives and methods of pricing adopted by business organizations. Break-even Analysis: meaning, importance, calculation of break-even point and its role in profit planning and decision making. Game Theory: basic concepts, assumptions and applications in competitive business situations.

Unit V -Factor Pricing and Contemporary Issues **(15 Hours)**

Theories of Factor Pricing: concepts of wages, rent, interest and profit, and approaches determining factor rewards including Marginal Productivity Theory. Welfare Economics: meaning, objectives and significance in improving economic welfare and resource allocation. National Income and Business Cycles: concepts, measurement of national income and phases of business cycles. Contemporary Issues in Economics including globalization, inflation and their impact on economic growth, business environment and society.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to demand forecasting, pricing strategies, inflation impact, market competition, cost analysis, consumer behaviour, production decisions, government economic policies, business cycles, and managerial decision-making in contemporary business organizations.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understand basic economic concepts and decision-making principles
2. Apply demand analysis for business decision-making
3. Analyze production efficiency and cost behaviour
4. Evaluate pricing decisions under different market conditions
5. Develop solutions for economic and managerial problems
6. Apply managerial economics concepts to analyze business situations and support decision-making.

TEXT BOOKS

1. Thomas, C. R., & Maurice, S. C. (2024). Managerial economics: Foundations of business analysis and strategy (14th ed.). McGraw-Hill Education.
2. Samuelson, W. F., & Marks, S. G. (2023). Managerial economics (9th ed.). Wiley.
3. Baye, M. R., & Prince, J. T. (2023). Managerial economics and business strategy (10th ed.). McGraw-Hill.
4. Keat, P. G., Young, P. K. Y., & Erfle, S. (2022). Managerial economics: Economic tools for today’s decision makers (8th ed.). Pearson.
5. Hirschey, M. (2021). Managerial economics (14th ed.). Cengage Learning.
6. Samuelson, P. A., & Nordhaus, W. D. (2021). Economics (20th ed.). McGraw-Hill.
7. Dwivedi, D. N. (2021). Managerial economics (8th ed.). Vikas Publishing.
8. Salvatore, D. (2020). Managerial economics in a global economy (9th ed.). Oxford University Press.
9. Varian, H. R. (2020). Intermediate microeconomics: A modern approach (9th ed.). W.W. Norton.
10. Gupta, G. S. (2020). Managerial economics. Tata McGraw-Hill.

REFERENCE BOOKS

1. Krugman, P., & Wells, R. (2021). Microeconomics (6th ed.). Worth Publishers
2. Dean, J. (2020). Managerial economics. Prentice Hall.

3. Perloff, J. M. (2020). Microeconomics (8th ed.). Pearson.
4. Frank, R. H. (2020). Microeconomics and behavior (10th ed.). McGraw-Hill.
5. Lipsey, R. G., & Chrystal, K. A. (2019). Economics (14th ed.). Oxford University Press.
6. Kreps, D. M. (2019). Microeconomic foundations I. Princeton University Press
7. Pindyck, R. S., & Rubinfeld, D. L. (2018). Microeconomics (9th ed.). Pearson.
8. Nicholson, W., & Snyder, C. (2017). Microeconomic theory: Basic principles and extensions (12th ed.). Cengage.
9. Koutsoyiannis, A. (2019). Modern microeconomics (2nd ed.). Macmillan.
10. Mehta, P. L. (2018). Managerial economics. Sultan Chand.

E-RESOURCES

1. https://www.edx.org/learn/managerial-economics
2. https://www.tutorialspoint.com/managerial_economics
3. https://economicsconcepts.com
4. https://www.imf.org/
5. https://www.investopedia.com/

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO2	3	3	2	1	-	2	-	-	2	2	3	3	2	1	-	1	2
CO3	3	3	2	2	-	2	-	1	2	2	2	3	2	2	-	1	2
CO4	3	3	2	2	1	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	3	3

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MASTER OF BUSINESS ADMINISTRATION

Semester :I	**Core Course-IV(CC)**	**MANAGEMENT ACCOUNTING**
Ins.Hrs./Week:5	**Course Credit: 5**	**Course Code: P26MBA104**

COURSE OBJECTIVES:

- To understand the basic concepts, scope and importance of Management Accounting.
- To learn preparation and analysis of financial statements for business decisions.
- To gain knowledge about cost concepts, budgeting and budgetary control techniques.
- To understand marginal costing, break-even analysis and managerial decision making.
- To know contemporary techniques in management accounting for performance evaluation and planning.

Unit I -Introduction to Management Accounting (15 Hours)

Meaning, nature, scope, objectives and importance of Management Accounting; Financial Accounting, Cost Accounting and Management Accounting – concepts and differences; role and functions of Management Accountant. General accounting terms and concepts: assets, liabilities, capital, revenue, expenses, profit, cost and working capital. Journal, Ledger, Trial Balance and preparation of Final Accounts including Trading Account, Profit and Loss Account and Balance Sheet (problems). International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS): concept, significance and application in financial reporting.

Unit II - Financial Statement Analysis (15 Hours)

Financial Statement Analysis (Comparative, Common-size),Ratio Analysis (Liquidity, Profitability, Solvency). Funds Flow Statement (Concept & Preparation),Cash Flow Statement (AS-3 / Ind AS 7), Differences between Funds Flow and Cash Flow, Working Capital Analysis.

Unit III -Costing and Budgetary Control (15 Hours)

Cost concepts and classification: meaning, types and importance of costs in managerial decision making. Budgeting: concept, objectives and types including Flexible Budget, Cash Budget and Master Budget. Budgetary Control System: meaning, process and significance in planning and controlling organizational performance. Standard Costing and Variance Analysis: concept, types of variances and their role in cost control and performance evaluation.

Unit IV--Marginal Costing and Decision Making (15 Hours)

Marginal Costing and Absorption Costing: concepts, features, differences and applications in cost determination. Cost–Volume–Profit (CVP) Analysis and Break-even Analysis: meaning, assumptions and significance in profit planning and managerial decisions. Decision Making:

concepts and applications of managerial decisions including Make or Buy decisions, Pricing decisions and Product Mix decisions.

Unit V -Contemporary Techniques in Management Accounting (15 Hours)

Responsibility Accounting: concept, types of responsibility centres and its role in performance evaluation. Activity-Based Costing (ABC): meaning, process and importance in accurate cost allocation. Transfer Pricing and Balanced Scorecard: concepts, objectives and their use in performance measurement and managerial control. Strategic Management Accounting: meaning, significance and application of accounting information in long-term business planning and competitive decision making.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to budgetary control, ratio analysis, fund flow and cash flow analysis, marginal costing, cost-volume-profit analysis, financial decision-making, working capital management, and application of management accounting techniques in business organizations.

Total Lecture Hours- 75

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

COURSE OUTCOME

The students should be able to

1. Understand accounting concepts and financial analysis
2. Apply fund and cash flow techniques for decision-making
3. Analyze cost behaviour and budgetary performance
4. Evaluate managerial decisions using costing techniques
5. Develop modern accounting solutions for business strategy
6. Apply management accounting techniques to analyze financial performance and support business decision-making.

TEXT BOOKS

1. Hansen, D. R., & Mowen, M. M. (2023). Cornerstones of managerial accounting (8th ed.). Cengage Learning.
2. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2022). Management accounting (14th ed.). Vikas Publishing.
3. Horngren, C. T., Datar, S. M., Rajan, M. V., & Maguire, W. (2023). Cost accounting: A managerial emphasis (17th ed.). Pearson.
4. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing.
5. Sharma, R. K., & Gupta, S. K. (2021). Management accounting (14th ed.). Kalyani Publishers.
6. Jawahar Lal. (2021). Advanced management accounting (3rd ed.). S. Chand.
7. Drury, C. (2021). Management and cost accounting (11th ed.). Cengage Learning.
8. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2021). Managerial accounting (17th ed.). McGraw-Hill.
9. Arora, M. N. (2020). Cost accounting: Principles and practice (13th ed.). Himalaya Publishing.
10. Khan, M. Y., & Jain, P. K. (2020). Management accounting (8th ed.). McGraw-Hill.

REFERENCE BOOKS

1. Blocher, E. J., Stout, D. E., Juras, P. E., & Smith, S. D. (2023). Cost management: A strategic emphasis (10th ed.). McGraw-Hill Education.
2. Hansen, D. R., & Mowen, M. M. (2023). Cost management: Accounting and control (8th ed.). Cengage Learning.
3. Hilton, R. W., & Platt, D. E. (2022). Managerial accounting (13th ed.). McGraw-Hill Education.
4. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2022). Managerial accounting: Tools for business decision-making (9th ed.). Wiley.
5. Needles, B. E., Powers, M., & Crosson, S. V. (2022). Managerial accounting (13th ed.). Cengage Learning.
6. Seal, W., Garrison, R. H., & Noreen, E. W. (2022). Management accounting (7th ed.). McGraw-Hill Education.
7. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2022). Management accounting: Information for decision-making (8th ed.). Pearson.
8. Anthony, R. N., Govindarajan, V., Hartmann, F. G. H., & Kraus, K. (2020). Management control systems (14th ed.). McGraw-Hill Education.
9. Horngren, C. T., Sundem, G. L., Schatzberg, J. O., & Burgstahler, D. (2021). Introduction to management accounting (17th ed.). Pearson.
10. Kaplan, R. S., & Atkinson, A. A. (2021). Advanced management accounting (4th ed.). Pearson.

E-RESOURCES

1. **https://www.investopedia.com/**
2. **https://www.accountingtools.com/**
3. **https://www.imanet.org/**
4. **https://www.cimaglobal.com/**
5. **https://www.ifac.org/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO2	3	3	2	2	-	2	-	-	2	2	3	3	2	1	-	2	1
CO3	3	3	2	2	1	2	-	1	2	2	2	3	2	2	-	2	1
CO4	3	3	2	2	1	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	3	3

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MASTER OF BUSINESS ADMINISTRATION

Semester :I **Core Course-V(CC)** **QUANTITATIVE TECHNIQUES**
Ins.Hrs./Week:5 **Course Credit: 5** **Course Code: P26MBA105**

COURSE OBJECTIVES:

- To understand the basic concepts, scope and importance of Quantitative Techniques in management.
- To learn statistical tools and their application in data analysis and forecasting.
- To gain knowledge about linear programming and optimization techniques for decision making.
- To understand decision making under risk, uncertainty and game theory concepts.
- To know advanced quantitative techniques used in inventory, project and operations management.

Unit I -Introduction to Quantitative Techniques **(15 Hours)**

Meaning, nature, scope and importance of Quantitative Techniques and their application in business and managerial decision making. Role of Quantitative Techniques in Management for planning, forecasting, problem solving and control. Types of models including Deterministic and Probabilistic models and their significance in decision making. Linear Equations, Matrices and Basics of Probability: concepts, applications and use in analyzing business situations and uncertainties.

Unit II -Statistical Techniques **(15 Hours)**

Measures of Central Tendency: concept and computation of Mean, Median and Mode, and their importance in data analysis. Measures of Dispersion: meaning and calculation of Range, Variance and Standard Deviation to measure variability in data. Time Series Analysis: concept, components and significance in studying trends and forecasting future values.

Unit III -Linear Programming and Optimization **(15 Hours)**

Linear Programming Problem (LPP): meaning, assumptions and formulation of LPP for business decision making. Graphical Method: concept and application in solving linear programming problems involving two variables. Simplex Method: basic concepts, procedures and significance in obtaining optimal solutions to complex problems. Transportation and Assignment Problems: meaning, methods and applications in resource allocation, cost minimization and operational efficiency.

Unit IV-Decision Theory and Game Theory **(15 Hours)**

Decision Making under Risk and Uncertainty: meaning, concepts and approaches used in managerial decision making under different situations. Decision Trees: concept, construction and application in evaluating alternative decisions and outcomes. Payoff Matrix: meaning and use in analyzing decision alternatives under uncertainty. Game Theory: basic concepts of two-person zero-sum games and their application in competitive business decision making.

Unit V -Advanced Quantitative Techniques **(15 Hours)**

Queuing Theory: meaning, characteristics and applications in managing waiting lines and service efficiency. Inventory Models: concepts of Economic Order Quantity (EOQ) and ABC Analysis, and their role in inventory control and cost reduction. Simulation: meaning, process and significance in analyzing complex business situations and decision making. Network Analysis: concepts of PERT and CPM, and their application in project planning, scheduling and control.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to statistical analysis, probability applications, linear programming, transportation problems, assignment techniques, decision-making models, forecasting methods, queuing theory, inventory control, and quantitative tools used in business problem solving.

Total Lecture Hours- 75

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

COURSE OUTCOME

The students should be able to

1. Understand fundamental quantitative concepts and mathematical tools
2. Apply statistical tools for data analysis and interpretation
3. Analyze and solve optimization problems
4. Evaluate decisions using quantitative models
5. Develop solutions using advanced quantitative techniques
6. Apply quantitative techniques to analyze business problems and support managerial decision-making.

TEXT BOOKS

1. Hillier, F. S., & Lieberman, G. J. (2025). Introduction to operations research (12th ed.). McGraw Hill Education.
2. Taha, H. A. (2024). Operations research: An introduction (11th Global ed.). Pearson.
3. Render, B., Stair, R. M., & Hanna, M. E. (2024). Quantitative analysis for management (15th ed.). Pearson.
4. Winston, W. L. (2025). Operations research: Applications and algorithms (6th ed.). Cengage Learning.
5. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2023). Statistics for business and economics (15th ed.). Cengage Learning.
6. Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2021). Statistics for management (8th ed.). Pearson.

7. Sharma, J. K. (2021). Operations research: Theory and applications (6th ed.). McGraw-Hill.
8. Gupta, S. P., & Gupta, M. P. (2021). Business statistics (latest ed.). Sultan Chand.
9. Vohra, N. D. (2020). Quantitative techniques in management (6th ed.). McGraw-Hill.
10. Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age Publishers.

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1. Bronson, R., & Naadimuthu, G. (2024). Business statistics: A decision-making approach (12th ed.). Cengage Learning.
2. Sharma, J. K., & Kumar, S. (2025). Advanced operations research: Applications and techniques (7th ed.). McGraw-Hill Education.
3. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2022). An introduction to management science (15th ed.). Cengage.
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6. Montgomery, D. C., & Runger, G. C. (2020). Applied statistics and probability for engineers (7th ed.). Wiley
7. Bazaraa, M. S., Jarvis, J. J., & Sherali, H. D. (2018). Linear programming and network flows (4th ed.). Wiley.
8. Khanna, O. P. (2019). Quantitative techniques for management. Dhanpat Rai.
9. Mood, A. M., Graybill, F. A., & Boes, D. C. (2017). Introduction to the theory of statistics (3rd ed.). McGraw-Hill.
10. Kalavathy, S. (2013). *Operations research* (4th ed.). Vikas Publishing House.

E-RESOURCES

1.**https://www.khanacademy.org/**
2.**https://ocw.mit.edu/**
3.**https://www.coursera.org/**
4.**https://www.statista.com/**
5.**https://www.r-project.org/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	-	1	-	-	2	1	2	2	1	-	-	1	-
CO2	3	3	3	2	-	2	-	1	2	2	3	3	2	1	-	2	1
CO3	3	3	2	2	-	2	-	1	2	2	2	3	2	2	-	2	1
CO4	3	3	2	2	1	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	3	2	3	1	2	3	3	3	3	3	3	2	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :I **Discipline Centric Elective Course-I(DCEC)** **DATA VISUALIZATION FOR MANAGERS**
Ins.Hrs./Week:5 **Course Credit: 4** **Course Code: P26MBADC11A**

COURSE OBJECTIVES:

- To understand the basic concepts, importance and role of data visualization in decision making.
- To learn data preparation, analysis and visualization techniques using different tools.
- To gain knowledge about charts, dashboards and data storytelling for effective communication.
- To understand dashboard design, business intelligence and data visualization in business functions.
- To know advanced trends in data visualization including big data, AI and ethical issues.

Unit I -Introduction to Data Visualization (12 Hours)

Meaning, Importance, and Scope, Role of Data Visualization in Decision Making, Types of Data (Categorical, Numerical, Time Series),Principles of Data Visualization (Clarity, Accuracy, Simplicity),Data Visualization Process.

Unit II -Data Preparation and Exploratory Analysis (12 Hours)

Data Collection and Cleaning, Data Transformation and Structuring, Exploratory Data Analysis (EDA),Summary Statistics and Data Distribution, Introduction to Visualization Tools (Excel, Power BI basics).

Unit III -Visualization Techniques and Tools (12 Hours)

Charts: Bar, Line, Pie, Histogram, Scatter Plot,Advanced Visualizations (Heat Maps, Tree Maps, Dashboards),Design Principles (Color, Layout, Typography),Data Storytelling Concepts,Tools: Microsoft Excel, Power BI, Tableau

Unit IV-Dashboarding and Business Intelligence (12 Hours)

Dashboard Design Principles, Key Performance Indicators (KPIs),Interactive Dashboards, Business Intelligence Concepts, Data Visualization for Business Functions (Marketing, Finance, HR).

Unit V -Advanced Visualization and Emerging Trends (12 Hours)

Big Data Visualization, Real-time Data Visualization, AI and Machine Learning in Visualization, Ethical Issues in Data Visualization, Case Studies in Data-Driven, Decision Making.

Unit VI- Dynamic Component for Continuous Internal Assessment Only

Case studies relating to dashboard creation, business data interpretation, graphical representation of data, interactive visualization tools, trend analysis, KPI monitoring, decision support systems, storytelling with data, and visualization techniques used for managerial decision-making.

Total Lecture Hours- 60

COURSE OUTCOME

The students should be able to

1. Understand fundamentals of data visualization and its managerial relevance
2. Apply data preparation and exploratory techniques
3. Analyze and create effective visualizations
4. Evaluate dashboards for managerial decision-making
5. Develop advanced visualization solutions for business problems
6. Apply data visualization techniques to interpret business data and support managerial decision-making.

TEXT BOOKS

1. Yau, N. (2024). Data visualization with Excel and R (2nd ed.). Wiley.
2. Knaflic, C. N. (2023). Storytelling with data: Let's practice! Wiley.
3. Kirk, A. (2023). Data visualization: A handbook for data-driven design (3rd ed.). SAGE.
4. Few, S. (2021). Show me the numbers: Designing tables and graphs to enlighten (2nd ed.). Analytics Press.
5. Schwabish, J. A. (2021). Better data visualizations: A guide for scholars, researchers, and wonks. Columbia University Press.
6. Cairo, A. (2019). How charts lie: Getting smarter about visual information. W. W. Norton.
7. Wilke, C. O. (2019). Fundamentals of data visualization. O'Reilly Media.
8. Healy, K. (2018). Data visualization: A practical introduction. Princeton University Press.
9. Evergreen, S. D. H. (2017). Effective data visualization: The right chart for the right data. SAGE Publications.
10. Munzner, T. (2014). Visualization analysis and design. CRC Press.

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1. Kosara, R., & Mackinlay, J. (2022). Storytelling and visual analytics: Turning data into insights. CRC Press.
2. Bostock, M., Ogievetsky, V., & Heer, J. (2021). D3.js in action (2nd ed.). Manning Publications.
3. Ware, C. (2021). Information visualization: Perception for design (4th ed.). Morgan Kaufmann.
4. Ward, M., Grinstein, G., & Keim, D. (2015). Interactive data visualization: Foundations, techniques, and applications (2nd ed.). CRC Press.
5. Telea, A. (2014). Data visualization: Principles and practice. CRC Press.
6. Spence, R. (2014). Information visualization: An introduction (3rd ed.). Pearson.
7. Keim, D. A., Kohlhammer, J., Ellis, G., & Mansmann, F. (2010). Mastering the information age. Eurographics.
8. Few, S. (2009). Now you see it: Simple visualization techniques for quantitative analysis. Analytics Press.

9. Chen, M., Härdle, W., & Unwin, A. (2008). Handbook of data visualization. Springer.
10. Tufte, E. R. (2001). The visual display of quantitative information (2nd ed.). Graphics Press.

E-RESOURCES

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2. **https://www.statista.com**
3. **https://data.worldbank.org**
4. **https://www.ibm.com/analytics**
5. **https://www.tableau.com**
6. **https://powerbi.microsoft.com**
7. **https://datastudio.google.com**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	1	2	2	1	-	2	2	3	3	2	2	1	1	2
CO3	2	3	2	1	2	3	1	-	2	2	2	3	3	2	2	1	2
CO4	2	3	2	2	2	3	2	1	2	3	2	2	3	3	3	2	2
CO5	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

Semester :I	**Discipline Centric Elective Course-I(DCEC)**	**TOTAL QUALITY MANAGEMENT**
Ins.Hrs./Week:5	**Course Credit: 4**	**Course Code: P26MBADC11B**

COURSE OBJECTIVES:

- To understand the basic concepts, principles and importance of Total Quality Management (TQM).
- To learn the implementation process, benefits and challenges of TQM and Total Quality Control.
- To gain knowledge about strategic quality tools used for improving organizational performance.
- To understand quality systems, quality culture and practices for continuous improvement.
- To know ISO standards, certification processes and their role in maintaining quality management systems.

UNIT – I : Introduction to Total Quality Management **(12 Hours)**

Total Quality Management – Definition – Scope of TQM. Dimensions and ingredients of quality, dimensions of product quality, dimensions of service quality. TQM Framework – Contributions of Deming, Juran and Crosby.

UNIT – II : TQM Implementation and Total Quality Control **(12 Hours)**

Steps in implementing TQM. Advantages, limitations and barriers to TQM implementation. TQC – Meaning, factors affecting TQC.

UNIT – III : Strategic Tools for TQM **(12 Hours)**

Strategic tools for TQM – Benchmarking, Business Process Reengineering, Six Sigma, JIT, QFD, Taguchi's Quality Engineering, Failure Mode and Effect Analysis (FMEA), Poka Yoke.

UNIT – IV : Quality Systems and TQM Culture **(12 Hours)**

Quality education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. TQM culture, quality circles, quality audits.

UNIT – V : ISO Standards and Certification **(12 Hours)**

The ISO 9000 Series, need for ISO 9000, ISO 9000:2000, process of obtaining ISO certification, advantages of ISO certification, new version of ISO standards, documentation, ISO 14000 – concepts, requirements and benefits.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Contemporary issues related to the quality systems of different countries – Practical: Studying TQM culture in different countries – Group discussions and case studies on quality audits.

Total Lecture Hours- 60

COURSE OUTCOME

The students should be able to

1. Understand the fundamentals, importance and significance of Total Quality Management in business organizations.
2. Apply quality improvement techniques and participate effectively in quality improvement programs and teams.
3. Analyze and implement appropriate quality management tools and statistical techniques for process improvement.
4. Evaluate quality systems, ISO standards and continuous improvement practices for organizational effectiveness.
5. Develop problem-solving and research skills to address contemporary issues and emerging trends in Total Quality Management.
6. Apply quality management concepts to analyze global quality systems and evaluate quality practices.

TEXT BOOKS

1. Goetsch, D. L., & Davis, S. B. (2021). Quality management for organizational excellence (9th ed.). Pearson Education.
2. Janakiraman, B., & Gopal, R. K. (2021). Total quality management: Text and cases. PHI Learning Pvt. Ltd.
3. Evans, J. R. (2018). Total quality management (India ed.). Cengage Learning.
4. Besterfield, D. H. (2018). Total quality management (4th ed.). Pearson India.
5. Oakland, J. S. (2019). Total quality management and operational excellence: Text with cases (4th ed.). Routledge.
6. Dale, B. G., Van Der Wiele, T., & Van Iwaarden, J. (2017). Managing quality (6th ed.). Wiley India Pvt. Ltd.
7. Omachonu, V. K., & Ross, J. E. (2016). Principles of total quality. CRC Press.
8. Ross, J. E. (2016). Total quality management: Text, cases and readings. CRC Press.
9. Mukherjee, P. N. (2017). Total quality management. PHI Learning Pvt. Ltd.
10. Mandal, S. K. (2015). Total quality management. Vikas Publishing House Pvt. Ltd.

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1. Foster, S. T. (2020). Managing quality: Integrating the supply chain (6th ed.). Pearson Education.
2. Panneerselvam, R. (2020). Production and operations management (4th ed.). PHI Learning.
3. Evans, J. R., & Lindsay, W. M. (2019). Quality control and management (9th ed.). Cengage Learning.

4. Spath, P. (2017). Applying quality management in healthcare: A systems approach (4th ed.). Health Administration Press.
5. Hoyle, D. (2017). ISO 9000 quality systems handbook (7th ed.). Routledge.
6. Pyzdek, T., & Keller, P. (2018). The Six Sigma handbook (4th ed.). McGraw-Hill Education.
7. Gupta, P. (2016). Six Sigma business scorecard. McGraw-Hill Education.
8. Juran, J. M., & Godfrey, A. B. (2016). Juran's quality planning and analysis for enterprise quality (India ed.). Tata McGraw-Hill.
9. Suganthi, L., & Anand, A. Samvel. (2016). Total quality management. PHI Learning Pvt. Ltd.
10. Gitlow, H. S. (2015). Quality management systems: A practical guide (2nd ed.). CRC Press.

E-RESOURCES

1. **https://www.iso.org**
2. **https://asq.org**
3. **https://www.isixsigma.com**
4. **https://www.qualitydigest.com**
5. **https://www.coursera.org**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	1	2	2	1	-	2	2	3	3	2	2	1	1	2
CO3	2	3	2	1	2	3	1	-	2	2	2	3	3	2	2	1	2
CO4	2	3	2	2	2	3	2	1	2	3	2	2	3	3	3	2	2
CO5	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :I	**Value Added Course-I (VAC)**	**CONTEMPORARY TAXATION**
Ins.Hrs./Week:2	**Course Credit: 2**	**Course Code: P26MBAVA11**

COURSE OBJECTIVES

- To understand the structure and significance of the Indian taxation system.
- To gain knowledge of contemporary developments in direct and indirect taxation.
- To familiarize students with GST provisions, income tax concepts, and tax compliance procedures.
- To understand the role of technology in taxation and tax administration.
- To develop practical skills in tax computation, GST compliance, and e-filing processes.

Unit I: Introduction to Contemporary Taxation (6 Hours)

Concept and Importance of Taxation – Objectives of Taxation – Evolution of Tax Reforms in India – Structure of the Indian Tax System – Direct and Indirect Taxes – Principles of Taxation – Recent Tax Reforms and Their Impact on Businesses and the Economy.

Unit II: Goods and Services Tax (GST) (6 Hours)

Overview of GST – Need and Objectives of GST – GST Framework in India – CGST, SGST, IGST and UTGST – Registration under GST – Taxable Supply – Exempt Supply – Composition Scheme – GST Compliance Requirements.

Unit III: Income Tax Fundamentals (6 Hours)

Introduction to Income Tax – Basic Concepts: Assessee, Previous Year, Assessment Year – Heads of Income – Computation of Taxable Income – Tax Deducted at Source (TDS) – Advance Tax – Income Tax Return Filing Process – Recent Developments in Direct Taxation.

Unit IV: Digital Taxation and Tax Technology (6 Hours)

Digital Economy and Taxation – E-Tax Administration – E-Filing of Returns – Faceless Assessment – Taxpayer Services through Digital Platforms – Artificial Intelligence and Automation in Tax Administration – FinTech and Tax Compliance Systems.

Unit V: Emerging Trends in Taxation (6 Hours)

International Taxation and Global Tax Reforms – OECD Initiatives and Global Minimum Tax – Taxation of E-Commerce Transactions – Green Taxation and Environmental Taxes – Tax Incentives for Sustainable Development – Contemporary Challenges in Tax Administration.

Unit VI: Dynamic Component for Continuous Internal Assessment Only

Preparation of GST Registration Form using sample business data- Identification and verification of GSTIN structure- Computation of GST liability (CGST, SGST and IGST)- Preparation of Tax Invoice and Bill of Supply -Basic Income Tax Computation using sample cases-E-Filing demonstration of GST Returns and Income Tax Returns-Practical exercise on TDS calculation and compliance- Case analysis on recent taxation reforms and digital taxation practices.

Total Lecture Hours: 30

COURSE OUTCOME

The students should be able to

1. Explain the concepts, principles, structure, and significance of the Indian taxation system and recent tax reforms.
2. Demonstrate an understanding of the Goods and Services Tax (GST) framework, including its components, registration process, and compliance requirements.
3. Apply basic income tax provisions to identify taxable income, understand tax deductions, and interpret tax filing procedures.
4. Analyze the impact of digital transformation, e-filing systems, and technology-driven tax administration on businesses and taxpayers.
5. Evaluate contemporary developments in taxation, including international taxation, e-commerce taxation, green taxes, and global tax reforms.
6. Perform basic tax-related computations, prepare GST invoices, verify GSTIN details, and undertake practical tax compliance activities using sample business scenarios.

TEXT BOOKS

1. Singhania, V. K., & Singhania, M. (2025). Students' guide to income tax including GST (72nd ed.). Taxmann Publications.
2. Bansal, K. M. (2025). GST and customs law (12th ed.). Taxmann Publications.
3. Sekar, G. (2025). Personal income tax (20th ed.). Commercial Law Publishers.
4. Raman, A., & Lydia Arockia, M. A. (2025). A textbook of income tax: Law and practice. Sultan Chand & Sons.
5. Jain, R. K., Gupta, N., Sharma, R. R., & Agrawal, M. K. (2024). Income tax law and practice with GST. SBPD Publications.
6. Sury, M. M. (2024). Goods and services tax in India: Concepts and applications. New Century Publications.
7. Balachandran, V. (2024). Indirect taxes and GST (5th ed.). Sultan Chand & Sons.
8. Gupta, S. S. (2024). GST: How to meet your obligations (15th ed.). Taxmann Publications.
9. Ahuja, G., & Gupta, R. (2024). Systematic approach to GST and indirect taxation. Bharat Law House.
10. Manoharan, T. N. (2024). Handbook on GST and contemporary taxation. Snow White Publications.

REFERENCE BOOKS

1. Institute of Chartered Accountants of India. (2025). Study material on indirect taxation (GST and customs). ICAI Publications.
2. Central Board of Indirect Taxes and Customs. (2025). GST manual and customs procedures. Government of India.
3. Bangar, V., & Bangar, Y. (2025). Indirect tax laws: GST, customs and foreign trade policy. Aadhya Prakashan.
4. Agrawal, R. K. (2024). Handbook on income tax (10th ed.). Bharat Law House.
5. Chhawchharia, R. (2025). Direct tax laws and international taxation (8th ed.). Taxmann Publications.
6. Jain, R. K. (2025). Customs law manual 2025–26. Centax Publications.
7. Sehgal, V. K. (2024). Practical GST guide with customs procedures. Commercial Law Publishers.
8. Mehrotra, H. C., & Goyal, S. P. (2024). Indirect taxation including GST. Sahitya Bhawan Publications.
9. Gupta, S. S. (2025). Corporate taxation and tax planning. Taxmann Publications.
10. Government of India. (2025). Income tax rules and procedures. Ministry of Finance.

E-RESOURCES

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2. **https://www.indiabudget.gov.in**
3. **https://www.cbic.gov.in**
4. **https://cleartax.in/s/gst-law-goods-and-services-tax**
5. **https://tax2win.in/guide/basics-of-gst**
6. **https://www.incometax.gov.in**
7. **https://www.incometaxindia.gov.in**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PS05	PSO6	PSO7
CO1	3	2	2	1	-	-	2	1	2	1	2	2	-	-	1	1	-
CO2	3	3	2	1	-	1	2	1	2	-	3	2	1	-	-	2	1
CO3	3	3	2	1	-	1	2	1	2	-	2	2	1	-	-	2	1
CO4	2	3	3	2	1	1	1	2	2	1	2	2	2	1	-	1	1
CO5	2	3	2	2	1	1	2	2	3	3	1	2	2	1	2	1	1

S-Strong (3) **M-Medium (2)** **L-Low (1)**

SEMESTER II

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :II	**Core Course-VI(CC)**	**MARKETING MANAGEMENT**
Ins.Hrs./Week:4	**Course Credit: 5**	**Course Code: P26MBA206**

COURSE OBJECTIVES:

- To understand the basic concepts, scope and importance of marketing in business organizations.
- To learn consumer behaviour, market research and factors influencing buying decisions.
- To gain knowledge about product strategies, branding and pricing methods in marketing.
- To understand promotion, distribution channels and digital marketing practices.
- To know contemporary marketing concepts such as relationship marketing, green marketing, global marketing and marketing analytics.

Unit I – Introduction to Marketing Management (15 Hours)
Meaning, Nature, Scope of Marketing, evolution and significance of marketing, Marketing Concepts (Production, Product, Selling, Marketing, Societal), Marketing Environment: meaning and components of Micro and Macro environment influencing marketing decisions. STP (Segmentation, Targeting, Positioning), Marketing Mix (4Ps and 7Ps), and their role in achieving marketing objectives.

Unit II – Consumer Behaviour and Market Research (15 Hours)
Consumer Buying Behaviour Models: concepts and stages involved in consumer decision-making process; factors influencing consumer behavior. Organizational Buying Behaviour: meaning, characteristics and buying decision process in organizations. Marketing Research Process: concept, importance and stages involved in marketing research. Data Collection and Analysis: methods of collecting data and techniques used for analyzing marketing information for decision making.

Unit III – Product and Pricing Strategies (15 Hours)
Product Life Cycle: concept, stages and significance in marketing strategies; Product Mix and Branding: meaning, elements and importance in creating market identity. New Product Development: concept, stages and factors influencing successful product introduction. Pricing Objectives and Methods: meaning, objectives and approaches to pricing; Competitive Pricing Strategies and their role in responding to market competition.

Unit IV – Place and Promotion Strategies (15 Hours)
Integrated Marketing Communication (IMC): concept, importance and components including Advertising, Sales Promotion and Personal Selling. Digital Marketing and Social Media: meaning, tools and role in customer engagement and market reach. Distribution Channels and Logistics: concepts, functions and significance in delivering products efficiently. Retailing and Wholesaling: meaning, types and importance in the marketing distribution system.

Unit V – Contemporary Issues in Marketing (15 Hours)

Relationship Marketing: concept and importance in building long-term customer relationships; Services Marketing: meaning, characteristics and strategies for marketing services. Green Marketing and Marketing Ethics: concepts, significance and role in sustainable and responsible business practices. Global Marketing: meaning, opportunities and challenges in international markets. Marketing Analytics and Artificial Intelligence (AI): concepts and applications in customer analysis, forecasting and marketing decision making.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Preparation of a marketing plan for a selected product or service. ,Conducting market survey and analyzing consumer buying behavior. ,Case study analysis on successful marketing strategies of companies. SWOT analysis of a selected brand or organization. Social media marketing campaign creation for a sample business.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understand fundamental marketing concepts and environment
2. Apply consumer behaviour and research techniques
3. Analyze product and pricing decisions
4. Evaluate promotional and distribution strategies
5. Develop innovative marketing strategies for modern challenges
6. Apply marketing concepts to analyze consumer behaviour and formulate marketing strategies.

TEXT BOOKS

1. Kotler, P., Armstrong, G., & Opresnik, M. O. (2025). Principles of marketing (19th ed.). Pearson.
2. Saxena, R. (2023). Marketing management (7th ed.). McGraw-Hill Education.
3. Pride, W. M., & Ferrell, O. C. (2023). Marketing (20th ed.). Cengage Learning.
4. Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson.
5. Stanton, W. J., Etzel, M. J., & Walker, B. J. (2022). Fundamentals of marketing. McGraw-Hill Education.
6. Ramaswamy, V. S., & Namakumari, S. (2022). Marketing management: Global perspective (6th ed.). SAGE Publications.
7. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing (8th ed.). Pearson.
8. Baker, M. J., & Hart, S. (2022). Marketing strategy and management (6th ed.). Palgrave Macmillan.
9. Kurtz, D. L. (2021). Contemporary marketing (18th ed.). Cengage Learning.
10. Jobber, D., & Ellis-Chadwick, F. (2020). Principles and practice of marketing (9th ed.). McGraw-Hill Education.

REFERENCE BOOKS

1. Malhotra, N. K., Nunan, D., & Birks, D. F. (2023). Marketing research: An applied approach (6th ed.). Pearson.
2. Tuten, T. L., & Solomon, M. R. (2023). Social media marketing (4th ed.). SAGE Publications.
3. Solomon, M. R. (2023). Consumer behavior: Buying, having, and being (14th ed.). Pearson.
4. Lovelock, C., Wirtz, J., & Chew, P. (2022). Services marketing: People, technology, strategy (9th ed.). Pearson.
5. Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill Education.
6. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for humanity. Wiley.
7. Ryan, D. (2021). Understanding digital marketing (5th ed.). Kogan Page.
8. Aaker, D. A. (2020). Strategic market management (11th ed.). Wiley.
9. Keller, K. L., & Swaminathan, V. (2020). Strategic brand management (5th ed.). Pearson.
10. Hollensen, S. (2020). Global marketing (8th ed.). Pearson.

E-RESOURCES

1. **https://www.ama.org/**
2. **https://www.marketingweek.com/**
3. **https://www.hubspot.com/**
4. **https://www.mckinsey.com/**
5. **https://www.mckinsey.com/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO2	3	3	2	1	2	2	1	-	2	2	3	3	2	2	1	1	2
CO3	3	3	2	2	2	2	1	1	2	2	2	3	2	2	1	2	2
CO4	3	3	2	2	2	3	2	1	2	3	2	2	3	3	2	2	2
CO5	3	3	3	2	3	3	2	2	3	3	3	3	3	3	3	3	3

S-Strong (3) M-Medium (2) L-Low (1)

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :II	**Core Course-VII(CC)**	**FINANCIAL MANAGEMENT**
Ins.Hrs./Week:5	**Course Credit: 5**	**Course Code: P26MBA207**

COURSE OBJECTIVES:

- To understand the basic concepts, scope and importance of Financial Management in business.
- To learn investment decisions and capital budgeting techniques used for evaluating projects.
- To gain knowledge about financing decisions, cost of capital and capital structure concepts.
- To understand dividend decisions and factors affecting dividend policies in organizations.
- To know working capital management and short-term financial planning for effective financial control.

Unit I – Introduction to Financial Management **(15 Hours)**
Meaning, nature, scope and importance of Financial Management; objectives and role of finance in business organizations. Finance functions and objectives including Profit Maximization and Wealth Maximization approaches. Financial Environment: concept, components and factors influencing financial decisions. Time Value of Money (TVM): meaning, significance and application in financial decision making; Risk and Return concepts and their role in investment and financing decisions.

Unit II – Investment Decisions (Capital Budgeting) **(15 Hours)**
Capital Budgeting: meaning, process and importance in long-term investment decisions. Techniques of Capital Budgeting including Payback Period, Accounting Rate of Return (ARR), Net Present Value (NPV) and Internal Rate of Return (IRR). Risk Analysis in Capital Budgeting: concept and methods of assessing investment risk. Capital Rationing: meaning, significance and its role in selecting investment projects under limited resources.

Unit III – Financing Decisions **(15 Hours)**
Cost of Capital: meaning, importance and computation of cost of equity, debt and preference capital. Weighted Average Cost of Capital (WACC): concept, calculation and significance in financial decision making. Capital Structure Theories including Net Income (NI), Net Operating Income (NOI) and Modigliani–Miller (MM) approaches. Leverage Analysis: concepts of Operating Leverage, Financial Leverage and Combined Leverage and their impact on profitability and risk.

Unit IV – Dividend Decisions **(15 Hours)**
Dividend: meaning, objectives and significance in financial management; Dividend Theories including Walter's Model, Gordon's Model and Modigliani–Miller (MM) approach. Dividend Policies and Practices: concepts, types and approaches ,Factors affecting dividend decisions, Retained Earnings versus Dividend: concepts, advantages and role in financing and wealth maximization decisions.

Unit V –Working Capital Management **(15 Hours)**

Working Capital: concept, importance and role, Cash Management, Inventory Management and Receivables Management: concepts, objectives and techniques, Working Capital Financing: meaning, sources and approaches for financing working capital requirements. Short-term Financial Planning: concept and significance in managing day-to-day financial operations and business stability.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Preparation of cash budget and financial statements for a business organization. Calculation and analysis of financial ratios using sample company data. Case study analysis on investment and financing decisions of companies. Preparation of capital budgeting techniques such as Payback Period and NPV. Mini project on working capital management and fund flow analysis.

Total Lecture Hours- 75

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

COURSE OUTCOME

The students should be able to

1. Understand fundamental financial management concepts and principles
2. Apply capital budgeting techniques for investment decisions
3. Analyze financing decisions and capital structure
4. Evaluate dividend policies and shareholder value
5. Develop working capital strategies for business efficiency
6. Apply financial management techniques to analyze financial performance and support business decisions.

TEXT BOOKS

1. Brigham, E. F., & Ehrhardt, M. C. (2023). Financial management: Theory & practice (17th ed.). Cengage.
2. Gitman, L. J., Zutter, C. J., & Smart, S. B. (2023). Principles of managerial finance (16th ed.). Pearson.
3. Brealey, R. A., Myers, S. C., & Allen, F. (2023). Principles of corporate finance (14th ed.). McGraw-Hill Education.
4. Damodaran, A. (2023). Applied corporate finance (5th ed.). Wiley.
5. Chandra, P. (2022). Financial management: Theory and practice (11th ed.). McGraw-Hill Education.
6. Van Horne, J. C., & Wachowicz, J. M. (2022). Fundamentals of financial management (15th ed.). Pearson.
7. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2022). Corporate finance (13th ed.). McGraw-Hill Education.
8. Keown, A. J., Martin, J. D., Petty, J. W., & Scott, D. F. (2022). Foundations of finance (10th ed.). Pearson.
9. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.
10. Khan, M. Y., & Jain, P. K. (2020). Financial management (8th ed.). McGraw-Hill Education.

REFERENCE BOOKS

1. Berk, J., & DeMarzo, P. (2023). Corporate finance (6th ed.). Pearson.
2. Higgins, R. C. (2022). Analysis for financial management (13th ed.). McGraw-Hill Education.
3. Levy, H., & Post, T. (2022). Investments (2nd ed.). Pearson.
4. Smart, S. B., Megginson, W. L., & Gitman, L. J. (2022). Corporate finance (5th ed.). Cengage.
5. Hull, J. C. (2022). Fundamentals of futures and options markets (10th ed.). Pearson.
6. Bodie, Z., Kane, A., & Marcus, A. J. (2021). Investments (12th ed.). McGraw-Hill Education.
7. Fabozzi, F. J. (2021). Foundations of financial markets and institutions (6th ed.). Pearson.
8. Emery, D. R., Finnerty, J. D., & Stowe, J. D. (2020). Corporate financial management (5th ed.). Pearson.
9. Tirole, J. (2019). The theory of corporate finance. Princeton University Press.
10. Periasamy, P. (2012). Financial management (3rd ed.). McGraw-Hill Education (India).

E-RESOURCES

1. https://www.investopedia.com/
2. https://www.moneycontrol.com/
3. https://www.bseindia.com/
4. https://www.imf.org/
5. https://www.coursera.org/

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	-	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	2	-	2	-	-	2	2	3	3	2	1	-	1	2
CO3	3	3	2	2	1	2	-	1	2	2	2	3	2	2	-	2	1
CO4	3	3	2	2	1	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

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For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :II **Core Course-VIII(CC)** **HUMAN RESOURCE MANAGEMENT**
Ins.Hrs./Week:4 **Course Credit: 5** **Course Code: P26MBA208**

COURSE OBJECTIVES:

- To understand the basic concepts, functions and importance of Human Resource Management in organizations.
- To learn human resource planning, recruitment, selection and employee retention practices.
- To gain knowledge about training, development and career growth of employees.
- To understand performance appraisal, compensation and reward management systems.
- To know industrial relations, labour laws and emerging trends in Human Resource Management.

Unit I – Introduction to Human Resource Management **(15 Hours)**
Meaning, Nature, Scope of HRM, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good HR manager - Evolution and growth of Human Resource Management in India,Functions of HRM, Human Resource Policies and Practices: Need, type and scope,Role of HR Manager.

Unit II – Human Resource Planning and Recruitment **(15 Hours)**
Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management.

Unit III – Training and Development **(15 Hours)**
Training Needs Analysis: concept, importance and process of identifying employee training requirements. Training Methods (On-the-job and Off-the-job training methods), Management Development Programs: concept, objectives and techniques for improving managerial skills and competencies. Career Planning and Development: meaning, importance and process; Evaluation of Training Effectiveness: concept, methods and significance in measuring training outcomes.

Unit IV – Performance Management and Compensation. **(15 Hours)**
Performance Appraisal: concept, objectives and methods; Performance Management System: meaning, process and importance in improving organizational effectiveness. Compensation Management: concepts of wages, incentives and compensation practices; Employee Benefits and Welfare measures for employee satisfaction and well-being. Reward Management: meaning, types and significance in motivating and retaining employees.

Unit V – Industrial Relations and Contemporary HR Issues **(15 Hours)**
Industrial Relations: meaning, importance and role in maintaining employer–employee relationships; Trade Unions and Collective Bargaining: concepts, functions and significance in resolving workplace issues. Grievance Handling: meaning, causes and procedures for addressing employee grievances. Labour Laws: basic overview and importance in protecting employee rights and ensuring compliance. Emerging Trends in HRM including HR Analytics, Diversity Management and Remote Work.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Preparation of job description and job specification for selected positions. Conducting mock recruitment and selection process for an organization. Case study analysis on employee motivation and performance management. Preparation of training and development programme for employees. Mini project on employee satisfaction survey and HR practices in an organization.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understand fundamental concepts and functions of HRM
2. Apply HR planning and recruitment techniques
3. Analyze training and development practices
4. Evaluate performance and compensation strategies
5. Develop HR strategies for modern organizational challenges
6. Apply HRM concepts to support employee performance and organizational effectiveness.

TEXT BOOKS

1. Dessler, G., & Varkkey, B. (2023). Human resource management (17th ed.). Pearson.
2. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. (2021). Human resource management (16th ed.). Cengage.
3. Aswathappa, K. (2021). Human resource management: Text and cases (9th ed.). McGraw-Hill Education.
4. Mondy, R. W., & Martocchio, J. J. (2020). Human resource management (15th ed.). Pearson.
5. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2020). Fundamentals of human resource management (13th ed.). Wiley.
6. Snell, S., Morris, S., & Bohlander, G. (2019). Managing human resources (18th ed.). Cengage.
7. Rao, V. S. P. (2020). Human resource management: Text and cases (4th ed.). Excel Books.
8. Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education.
9. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2019). Organizational behavior and management (11th ed.). McGraw-Hill Education.
10. Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. Palgrave Macmillan.

REFERENCE BOOKS

1. Armstrong, M., & Taylor, S. (2023). Armstrong’s handbook of human resource management practice (16th ed.). Kogan Page.
2. Sparrow, P., Brewster, C., & Chung, C. (2023). Globalizing human resource management (3rd ed.). Routledge.
3. Cascio, W. F., & Boudreau, J. W. (2022). Investing in people: Financial impact of human resource initiatives (3rd ed.). Pearson.
4. Boxall, P., & Purcell, J. (2022). Strategy and human resource management (5th ed.). Palgrave Macmillan.
5. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). Human resource management (11th ed.). Pearson.
6. Stone, R. J., Cox, A., & Gavin, M. (2020). Human resource management (10th ed.). Wiley.
7. Beardwell, J., & Thompson, A. (2020). Human resource management: A contemporary approach (9th ed.). Pearson.
8. Brewster, C., Mayrhofer, W., & Morley, M. (2020). Handbook of research on comparative human resource management (2nd ed.). Edward Elgar.
9. Storey, J., Ulrich, D., & Wright, P. (2019). The Routledge companion to strategic human resource management. Routledge.
10. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2017). HR transformation: Building human resources from the outside in. McGraw-Hill Education.

E-RESOURCES

1. https://www.humanresourcesonline.net/
2. https://www.hr.com/
3. https://www.mckinsey.com/
4. https://www.analyticsinhr.com/
5. https://www.coursera.org/

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	1	2	2	1	-	2	2	3	3	2	2	1	1	2
CO3	2	3	2	2	2	2	1	1	2	2	2	3	2	2	1	2	2
CO4	2	3	2	2	2	3	2	1	2	3	2	2	3	3	2	2	2
CO5	3	3	3	2	3	3	2	2	3	3	3	3	3	3	3	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

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MASTER OF BUSINESS ADMINISTRATION

Semester :II	**Core Course-IX(CC)**	**OPERATIONS MANAGEMENT**
Ins.Hrs./Week:5	**Course Credit: 5**	**Course Code: P26MBA209**

COURSE OBJECTIVES:

- To understand the basic concepts, scope and importance of Operations Management in organizations.
- To learn process design, capacity planning and production control techniques.
- To gain knowledge about inventory management, production planning and quality management practices.
- To understand supply chain management, logistics and global operations strategies.
- To know contemporary trends such as lean operations, automation and digital technologies in operations management.

Unit I – Introduction to Operations Management **(15 Hours)**
Meaning, nature, scope and importance of Operations Management and its role in organizational performance. Evolution of Operations Management and development of production practices over time. Operations Strategy: concept, objectives and significance in achieving business goals. Types of Production Systems; Productivity and Competitiveness: concepts and their importance in improving operational efficiency and organizational success.

Unit II – Process Design and Capacity Planning **(15 Hours)**
Process Selection and Design: concept, types and importance; Facility Location and Layout: meaning, factors influencing location decisions and types of plant layout. Capacity Planning: concept, objectives and significance; Work Study including Method Study and Time Study, and Line Balancing: concepts and applications in improving productivity and operational performance.

Unit III – Production Planning and Control **(15 Hours)**
Production Planning and Scheduling: concept, objectives and importance; Aggregate Planning and Materials Requirement Planning (MRP): meaning, process and role in managing production resources and material needs. Inventory Management: concepts of Economic Order Quantity (EOQ) and ABC Analysis, and their significance in inventory control. Just-In-Time (JIT): concept, principles and importance in reducing waste and improving operational efficiency.

Unit IV – .Quality Management **(15 Hours)**
Total Quality Management (TQM): concept, principles and importance; Six Sigma: meaning, concepts and role in reducing defects and improving process quality. Statistical Quality Control (SQC): concept and techniques; ISO Standards and Continuous Improvement (Kaizen): meaning, significance and application in achieving quality excellence and operational efficiency.

Unit V –Supply Chain and Contemporary Issues **(15 Hours)**

Supply Chain Management (SCM): concept, functions and importance in managing the flow of goods and services; Logistics and Distribution: meaning and role in efficient delivery systems. Operations Strategy in Global Context: concept and significance in managing international operations. Lean Operations: principles and importance in reducing waste and improving efficiency. Industry 4.0, Automation and Digital Operations: concepts and impact of advanced technologies on modern operations management.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Preparation of production planning and scheduling for a manufacturing unit. Case study analysis on inventory and supply chain management practices. Application of quality control techniques using sample production data. Comparative study of traditional and modern operations management methods. Mini project on process improvement and productivity enhancement in an organization.

Total Lecture Hours- 75

COURSE OUTCOME
The students should be able to

1. Understand fundamental concepts and strategies of operations management
2. Apply process design and capacity planning techniques
3. Analyze production planning and inventory control systems
4. Evaluate quality management practices in operations
5. Develop strategies for efficient and modern operations systems
6. Apply operations management concepts to improve productivity and support organizational efficiency.

TEXT BOOKS

1. Heizer, J., Render, B., & Munson, C. (2023). Operations management (14th ed.). Pearson.
2. Stevenson, W. J. (2021). Operations management (14th ed.). McGraw-Hill Education.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2022). Operations management: Processes and supply chains (13th ed.). Pearson.
4. Slack, N., Brandon-Jones, A., & Burgess, N. (2023). Operations management (10th ed.). Pearson.
5. Jacobs, F. R., & Chase, R. B. (2021). Operations and supply chain management (16th ed.). McGraw-Hill Education.
6. Mahadevan, B. (2022). Operations management: Theory and practice (4th ed.). Pearson.
7. Russell, R. S., & Taylor, B. W. (2021). Operations and supply chain management (10th ed.). Wiley.
8. Panneerselvam, R. (2020). Production and operations management (3rd ed.). PHI Learning.
9. Reid, R. D., & Sanders, N. R. (2020). Operations management: An integrated approach (6th ed.). Wiley.
10. Buffa, E. S., & Sarin, R. K. (2018). Modern production/operations management. Wiley.

REFERENCE BOOKS

1. Chopra, S., & Meindl, P. (2023). Supply chain management: Strategy, planning, and operation (8th ed.). Pearson.
2. Christopher, M. (2022). Logistics and supply chain management (6th ed.). Pearson.
3. Liker, J. K. (2021). The Toyota way (2nd ed.). McGraw-Hill Education.
4. Womack, J. P., & Jones, D. T. (2020). Lean thinking (revised ed.). Simon & Schuster.
5. Evans, J. R., & Lindsay, W. M. (2020). Managing for quality and performance excellence (11th ed.). Cengage.
6. Montgomery, D. C. (2020). Introduction to statistical quality control (8th ed.). Wiley.
7. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2016). Inventory and production management in supply chains (4th ed.). CRC Press.
8. Schonberger, R. J. (2019). World class manufacturing: The next decade. Free Press.
9. Ohno, T. (2019). Toyota production system: Beyond large-scale production. Productivity Press.
10. Saravanavel, P., & Sumathi, S. (2013). Operations research (4th ed.). Vikas Publishing House Pvt. Ltd.

E-RESOURCES

1. **https://www.apics.org/**
2. **https://www.mckinsey.com/**
3. **https://www.coursera.org/**
4. **https://www.asq.org/**
5. **https://www.cips.org/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	2	1	2	-	-	2	2	3	3	2	1	-	2	1
CO3	3	3	2	2	1	2	-	1	2	2	2	3	2	2	-	2	1
CO4	3	3	2	2	2	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

Semester :II Core Course-X(CC) RESEARCH METHODS AND ANALYTICS IN BUSINESS

Ins.Hrs./Week:5 Course Credit: 5 Course Code: P26MBA210

COURSE OBJECTIVES:

- To understand the basic concepts, process and importance of business research in decision making.
- To learn data collection methods, sampling techniques and measurement tools used in research.
- To gain knowledge about statistical analysis and the use of software for interpreting research data.
- To understand business analytics techniques and the role of data-driven decision making.
- To develop skills in research report writing, ethical practices and presentation of research findings.

Unit I – Introduction to Business Research (15 Hours)
Meaning, nature, scope and importance of research in business decision making. Types of Research including Exploratory, Descriptive and Causal research, and their applications in business studies. Research Process: stages involved in conducting research, problem identification and formulation of research problems. Research Design: concept, types and significance in planning and conducting effective research studies.

Unit II –Data Collection and Measurement (15 Hours)
Primary and Secondary Data: meaning, sources, methods and importance in research. Sampling Techniques: concepts and types including Probability and Non-probability sampling methods. Questionnaire Design: principles, process and significance in collecting reliable data. Measurement Scales including Nominal, Ordinal, Interval and Ratio scales; Reliability and Validity: concepts and importance in ensuring accuracy and consistency in research findings.

Unit III –Data Analysis using Statistical Tools (15 Hours)
Descriptive Statistics: concept and application in summarizing and interpreting research data. Correlation and Regression Analysis: meaning, methods and significance in examining relationships between variables. Hypothesis Testing: concepts and techniques including t-test, Chi-square test and ANOVA for testing research assumptions. Use of Statistical Software such as SPSS, Excel and basic R for data analysis and interpretation in research studies.

Unit IV – Business Analytics Techniques (15 Hours)
Introduction to Business Analytics: meaning, importance and applications in managerial decision making. Predictive and Prescriptive Analytics: concepts and role in forecasting and recommending business actions. Data Visualization Techniques: meaning and significance in presenting analytical results effectively. Big Data Concepts and Machine Learning Basics for Managers: concepts, applications and impact on business analysis and decision making.

Unit V – Report Writing and Ethical Issues (15 Hours)
Research Report Writing: concept, structure and process of preparing research reports. Interpretation and Presentation of Results: methods of analyzing, presenting and communicating research findings effectively. Research Ethics and Plagiarism: concepts, importance and ethical practices in conducting

research. Case Study Analysis and Contemporary Trends in Business Analytics: meaning, applications and emerging developments in data-driven business research.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only
Preparation of research design and questionnaire for a business problem. Collection and analysis of primary data using survey methods. Application of statistical tools for data interpretation and decision making.

Total Lecture Hours- 75

COURSE OUTCOME
The students should be able to
1. Understand research concepts and design appropriate research problems
2. Apply data collection methods and measurement techniques
3. Analyze data using statistical and analytical tools
4. Evaluate analytics techniques for business decision-making
5. Develop research reports and apply analytics for managerial decisions
6. Apply research methods and analytical tools to interpret data and support business decision-making.

TEXT BOOKS
1. Malhotra, N. K., Nunan, D., & Birks, D. F. (2023). Marketing research: An applied approach (6th ed.). Pearson.
2. Saunders, M., Lewis, P., & Thornhill, A. (2023). Research methods for business students (9th ed.). Pearson.
3. Cooper, D. R., & Schindler, P. S. (2022). Business research methods (14th ed.). McGraw-Hill Education.
4. Bryman, A., & Bell, E. (2022). Business research methods (5th ed.). Oxford University Press.
5. Creswell, J. W., & Creswell, J. D. (2022). Research design: Qualitative, quantitative, and mixed methods approaches (6th ed.). SAGE Publications.
6. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022). Multivariate data analysis (8th ed.). Cengage Learning.
7. Field, A. (2023). Discovering statistics using IBM SPSS statistics (5th ed.). SAGE Publications.
8. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2021). Business research methods (10th ed.). Cengage Learning.
9. Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2021). Statistics for management (8th ed.). Pearson.
10. Malhotra, N. K. (2023). Research methodology in business and social sciences (latest ed.). Pearson.

REFERENCE BOOKS
1. Provost, F., & Fawcett, T. (2023). Data science for business (2nd ed.). O'Reilly Media.
2. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). An introduction to statistical learning (2nd ed.). Springer.
3. McKinney, W. (2022). Python for data analysis (3rd ed.). O'Reilly Media.
4. Shmueli, G., Bruce, P. C., Yahav, I., Patel, N. R., & Lichtendahl, K. C. (2023). Data mining for business analytics (4th ed.). Wiley.
5. Knaflic, C. N. (2023). Storytelling with data: Let's practice! Wiley.
6. Siegel, E. (2020). Predictive analytics: The power to predict who will click, buy, lie, or die (revised ed.). Wiley.
7. Wickham, H., & Grolemund, G. (2017). R for data science. O'Reilly Media.
8. Marr, B. (2021). Data strategy: How to profit from a world of big data, analytics and AI. Kogan Page.

9. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022). Multivariate data analysis (8th ed.). Cengage Learning.
10. Creswell, J. W., & Creswell, J. D. (2022). Research design: Qualitative, quantitative, and mixed methods approaches (6th ed.). SAGE Publications.

E-RESOURCES

1. **https://www.statista.com/**
2. **https://www.analyticsvidhya.com/**
3. **https://www.coursera.org/**
4. **https://www.kaggle.com/**
5. **https://www.edx.org/**

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	1	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	2	1	2	-	-	2	2	3	3	2	1	-	2	1
CO3	3	3	2	3	1	2	-	1	2	2	2	3	2	2	-	2	1
CO4	2	3	2	3	2	3	-	1	2	3	2	2	3	2	1	2	2
CO5	3	3	3	3	2	3	2	2	3	3	3	3	3	3	2	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**

STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :II **Discipline Centric Elective Course-II(DCEC)** **BUSINESS COMMUNICATION AND MANAGERIAL SKILLS**

Ins.Hrs./Week:5 **Course Credit: 4** **Course Code: P26MBADC22A**

COURSE OBJECTIVES:

- To understand the basic concepts, process and importance of communication in business organizations.
- To develop oral communication, interpersonal and presentation skills for professional effectiveness.
- To gain knowledge about business writing, report preparation and digital communication practices.
- To enhance managerial, leadership and problem-solving skills required in the workplace.
- To improve employability, corporate communication and professional communication skills for career development.

Unit I – Fundamentals of Business Communication **(12 Hours)**

Meaning, nature, and scope of communication, Communication process and models,Types of communication,Barriers to communication, Organizational communication, Cross-cultural communication. Listening and feedback techniques, Communication ethics and digital communication.

Unit II – Oral Communication and Interpersonal Skills **(12 Hours)**

Principles of effective oral communication,Business conversations and public speaking,Group discussion techniques,Interview skills and mock interviews,Non-verbal communication,Emotional intelligence in communication,Interpersonal relationships and conflict management,Team communication.

Unit III – Written Business Communication **(12 Hours)**

Principles of business writing,Business letters and correspondence,Email writing and digital communication etiquette,Report writing and proposal writing,Agenda, notice, minutes preparation,Resume writing and job application letters,Executive summaries and memos,Professional documentation skills.

Unit IV – Managerial and Leadership Skills **(12 Hours)**

Leadership communication,Motivation and managerial effectiveness,Negotiation and persuasion skills,Decision-making and problem-solving,Time management and stress management,Team building and collaboration,Assertiveness and networking skills,Corporate etiquette and professional ethics.

Unit V – Presentation, Corporate Communication and Employability Skills **(12 Hours)**

Business presentations and visual aids, Presentation design and delivery, Corporate communication strategies, Media and crisis communication, Corporate meetings and conferences, Business etiquette and workplace professionalism, Employability and career communication skills, Technology-enabled, communication tools.

UNIT – VI : Dynamic Component for Continuous Internal Assessment Only

Preparation of business letters, emails and official reports for organizational communication. Conducting group discussions and presentations on business-related topics. Role play activities for improving leadership, negotiation and interpersonal skills.

Total Lecture Hours- 60

COURSE OUTCOME

The students should be able to

1. Communication processes and apply effective communication strategies in managerial situations
2. Demonstrate effective oral, interpersonal, and team communication skills in professional environments
3. Prepare professional business documents, reports, and corporate correspondence effectively
4. Apply managerial and leadership skills for effective decision-making, negotiation, and team management
5. Deliver professional presentations and manage corporate communication effectively in organizational settings.
6. Apply business communication skills to enhance professional interaction and organizational effectiveness.

TEXT BOOKS

1. Bovee, C. L., & Thill, J. V. *Business Communication Today*, 16th Edition, Pearson Education, 2025
2. Guffey, M. E., & Loewy, D. (2023). Business communication: Process and product (11th ed.). Cengage Learning.
3. Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (2022). Effective business communication (8th ed.). McGraw-Hill Education.
4. Lesikar, R. V., Flatley, M. E., & Rentz, K. (2021). Business communication: Connecting in a digital world (13th ed.). McGraw-Hill Education.
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1. Robbins, S. P., & Judge, T. A. (2023). Organizational behavior (19th ed.). Pearson.
2. DuBrin, A. J. (2022). Leadership: Research findings, practice, and skills (10th ed.). Cengage Learning.
3. Carnegie, D. (2020). How to win friends and influence people (revised ed.). Gallery Books.
4. Goleman, D. (2017). Emotional intelligence: Why it can matter more than IQ (10th anniversary ed.). Bantam Books.
5. Covey, S. R. (2020). The 7 habits of highly effective people (revised ed.). Simon & Schuster.
6. Lunenburg, F. C. (2019). Communication in organizations. Wiley.
7. Locker, K. O., & Kaczmarek, S. K. (2019). Business communication: Building critical skills. McGraw-Hill Education.

8. Sharma, R. C., & Mohan, K. (2020). Business correspondence and report writing. McGraw Hill India.
9. Lucas, S. E. (2021). The art of public speaking (14th ed.). McGraw-Hill Education.
10. Hargie, O. (2018). Skilled interpersonal communication: Research, theory and practice (6th ed.). Routledge.

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3.http://www.pearson.com
4.http://www.mheducation.com
5.http://communicationprogram.wharton.upenn.edu
6.http://www.iabc.com

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	3	1	1	2	2	1	2	3	2	2	2	1	1	2	1
CO2	1	2	3	1	3	3	2	2	2	2	2	3	3	2	1	3	1
CO3	2	2	3	2	1	2	2	2	2	1	2	2	2	1	1	2	1
CO4	2	3	2	2	3	3	3	2	2	2	2	3	3	3	2	3	2
CO5	2	2	3	1	2	2	2	2	3	3	2	2	3	2	1	2	1

S-Strong (3) **M-Medium (2)** **L-Low (1)**

STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2026-2027
MASTER OF BUSINESS ADMINISTRATION

Semester :II **Discipline Centric Elective Course-II (DCEC)** **MANAGING DIGITAL INNOVATION AND TRANSFORMATION**
Ins.Hrs./Week:5 **Course Credit: 4** **Course Code: P26MBADC22B**

COURSE OBJECTIVES:

- To understand the concepts, scope, and importance of digital innovation and transformation in modern business environments.
- To analyze emerging technologies and their applications in organizations for competitive advantage.
- To develop strategies for digital innovation and manage the transformation process effectively.
- To apply data analytics for informed decision-making and business value creation.
- To enhance managerial skills through practical exercises, case studies, and project work on digital transformation.

Unit I – Introduction to Digital Innovation and Transformation **(12 Hours)**
This unit introduces the meaning, nature, scope, and importance of digital innovation and transformation in modern organizations, along with drivers such as technological change, globalization, and competitive pressure. It covers digital disruption, emerging business models, and the role of digital technologies in reshaping organizations, including strategic significance, frameworks, organizational change, and real-world case studies.

Unit II – Technologies Driving Digital Transformation **(12 Hours)**
This unit focuses on technologies such as cloud computing, artificial intelligence, machine learning, IoT, big data analytics, blockchain, and robotics. It also explains digital platforms, ecosystems, cybersecurity challenges, technology integration, and applications across industries, highlighting advantages, limitations, and impact on organizational performance.

Unit III – Digital Innovation Strategies **(12 Hours)**
Covers open innovation, collaborative innovation models, design thinking, agile methodology, and lean startup approaches. Includes digital product development, innovation management, performance measurement, business model innovation, and real-world case analysis of successful digital-first organizations.

Unit IV – Managing Digital Transformation in Organizations **(12 Hours)**
Covers organizational aspects like readiness assessment, change management, leadership roles, and digital culture. Includes talent management, reskilling, strategy alignment, performance monitoring, and challenges such as resistance to change, restructuring, and sustaining digital initiatives.

Unit V – Analytics, Decision Making and Business Value Creation **(12 Hours)**
Explains the role of descriptive, predictive, and prescriptive analytics for decision-making. Covers KPI development, value creation, business process reengineering, and case studies illustrating data-driven strategies improving organizational performance.

Unit VI – Dynamic Component for Continuous Internal Assessment Only

Application-focused unit includes simulation exercises, case studies, group discussions, and project work. Students design digital transformation plans, analyze strategies, or present emerging technologies in business. Includes role plays, peer-learning, and evaluation of digital transformation initiatives in real-world scenarios.

Total Lecture Hours- 60

COURSE OUTCOME

The students should be able to

1. Understand the fundamentals, scope, and impact of digital innovation and transformation in organizations.
2. Develop effective digital innovation strategies using modern frameworks and approaches.
3. Manage organizational change, leadership, and culture for successful digital transformation.
4. Apply analytics tools for informed decision-making and value creation.
5. Demonstrate practical skills through simulations, case studies, and project-based digital transformation initiatives.

TEXT BOOKS

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2. Marr, B. (2023). Generative AI in practice: 100+ amazing ways artificial intelligence is transforming business. Wiley.
3. Kane, G. C., Phillips, A. N., Copulsky, J., & Andrus, G. (2019). The technology fallacy. MIT Press.
4. Laudon, K. C., & Laudon, J. P. (2022). Management information systems: Managing the digital firm (17th ed.). Pearson.
5. Tidd, J., & Bessant, J. R. (2021). Managing innovation: Integrating technological, market and organizational change (7th ed.). Wiley.
6. Brynjolfsson, E., & McAfee, A. (2014). The second machine age. W. W. Norton & Company.
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8. Rogers, D. L. (2016). The digital transformation playbook. Columbia University Press.
9. Davenport, T. H., & Ronanki, R. (2018). AI for the real world. Harvard Business Review, 96(1), 108–116.
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2. McKinsey Global Institute. (2023). The economic potential of generative AI. McKinsey & Company.
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4. World Economic Forum. (2023). Future of jobs report 2023. WEF.
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6. Accenture. (2024). Technology vision 2024: Human by design. Accenture.
7. IBM Institute for Business Value. (2024). Enterprise reinvention: AI and digital transformation. IBM.
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4. https://hbr.org/2016/04/change-management-the-people-side-of-digital
5. https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights
6. https://www2.deloitte.com/us/en/insights/industry/technology/digital-transformation-leadership.html

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	3	1	1	2	2	1	2	3	2	2	2	1	1	2	1
CO2	1	2	3	1	3	3	2	2	2	2	2	3	3	2	1	3	1
CO3	2	2	3	2	1	2	2	2	2	1	2	2	1	1	2	1	1
CO4	2	3	2	2	3	3	3	2	2	2	2	3	3	3	2	3	2
CO5	2	2	3	1	2	2	2	2	3	3	2	2	3	2	1	2	1

S-Strong (3) **M-Medium (2)** **L-Low (1)**

Semester :II **Non Major Elective Course-I (NMEC)** **MANAGEMENT OF MSMEs**
Ins.Hrs./Week:2 **Course Credit: 2** **Course Code: P26NMEMBA21**

COURSE OBJECTIVES:

- To understand the concepts, significance, and role of MSMEs in economic development and entrepreneurship.
- To gain knowledge about entrepreneurial competencies, business opportunities, startup ecosystem, and MSME support systems.
- To familiarize with financial support institutions, government schemes, and business planning for MSME development.
- To develop understanding of financial, marketing, operational, and human resource practices in MSMEs.
- To enhance knowledge on innovation, digital transformation, sustainability, and growth strategies for MSME competitiveness.

Unit I – Overview of MSMEs **(6 Hours)**
Definition and Classification of MSMEs, Role of MSMEs in Economic Development, MSMEs in India: Opportunities and Challenges, Government Policies and Regulations.

Unit II – Entrepreneurship Development and MSME Support Systems **(6 Hours)**
Entrepreneurial skills and competencies, identification of business opportunities, basics of business plan preparation, startup ecosystem, MSME development, financial support institutions, and government schemes and initiatives for entrepreneurship and MSMEs such as Udyam Registration, PMEGP, MUDRA Scheme, Stand-Up India, and Startup India.

Unit III – Basics of Financial and Marketing Management **(6 Hours)**
Sources of Finance for MSMEs, Working Capital Basics,Pricing and Costing,Marketing Strategies for MSMEs,Introduction to Digital Marketing.

Unit IV –Operations and HR Practices in MSMEs . **(6 Hours)**
Production and Operations Basics, Quality and Productivity, HRM Practices in MSMEs, Labour Regulations (Overview).

Unit V – Growth, Innovation and Sustainability **(6 Hours)**
Innovation in MSMEs, Digital Transformation Basics, Sustainability and Green Practices, Growth and Expansion Strategies.

UNIT VI - Dynamic Component for Continuous Internal Assessment Only

Preparation of a business plan for a Micro, Small or Medium Enterprise. Case study analysis on successful MSME management practices. Identification of financial assistance and government schemes available for MSMEs. Conducting market analysis and feasibility study for a small business unit. Mini project on operational and marketing strategies adopted by MSMEs.

Total Lecture Hours- 30

COURSE OUTCOME
The students should be able to

1. Understand the fundamentals and importance of MSMEs
2. Apply entrepreneurial skills to identify MSME opportunities
3. Analyze financial and marketing practices in MSMEs
4. Evaluate operational and HR practices in MSMEs
5. Develop strategies for MSME growth and sustainability
6. Apply MSME management concepts to analyze business opportunities and support entrepreneurial decision-making.

TEXT BOOKS

1. OECD. (2025). SME and entrepreneurship outlook 2025. OECD Publishing.
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5. Burns, P. (2022). Entrepreneurship and small business (5th ed.). Palgrave Macmillan.
6. Kuratko, D. F. (2021). Entrepreneurship: Theory, process, and practice (11th ed.). Cengage.
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9. Khanka, S. S. (2020). Entrepreneurial development. S. Chand Publishing.
10. Taneja, S. (2020). Entrepreneurship development. Himalaya Publishing House.

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1. Drucker, P. F. (2023). Innovation and entrepreneurship (updated ed.). Routledge.
2. Acs, Z. J., & Audretsch, D. B. (2022). Entrepreneurship and economic development (2nd ed.). Edward Elgar Publishing.
3. Schaper, M., Volery, T., Weber, P., & Gibson, B. (2021). Entrepreneurship and small business (5th ed.). Wiley.
4. Kuratko, D. F. (2021). Entrepreneurship: Theory, process, and practice (11th ed.). Cengage. (Reference duplication removed from core list; kept here only if used as support text)
5. Stevenson, H. H., & Jarillo, J. C. (2020). A paradigm of entrepreneurship. Harvard Business School Press.
6. Wickham, P. A. (2020). Strategic entrepreneurship (7th ed.). Pearson.
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3. **https://www.startupindia.gov.in/**
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MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	-	1	-	-	2	1	2	2	1	-	-	-	-
CO2	3	3	2	1	1	2	-	-	2	2	3	3	2	1	-	1	2
CO3	2	3	2	2	1	2	-	1	2	2	2	3	2	2	-	2	1
CO4	2	3	2	2	1	3	1	1	2	2	2	2	3	2	1	2	1
CO5	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	3	3

S-Strong (3) **M-Medium (2)** **L-Low (1)**