



**PSGR
Krishnammal College for Women**



**DEPARTMENT OF BUSINESS ADMINISTRATION
(RETAIL MANAGEMENT)**

**CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK (LOCF)**

SYLLABUS

**BACHELOR OF BUSINESS ADMINISTRATION
(RETAIL MANAGEMENT)**

2025 – 2028 BATCH



PROGRAMME LEARNING OUTCOMES (PLO's)

At the end of the programme student will be able to:

PLO1. To provide students with experience in integrating the concepts and techniques from the various functional areas of business and generating solutions for contemporary business problems.

PLO2. To manifest the students with high level of knowledge and skills including theoretical, analytical and critical thinking, decision making, intellectual independence, leadership, planning and organization, and problem solving with paramount ability to communicate ideas effectively.

PLO3. To transform the student to play a pioneering and leading role in the community, enabling her to take responsibilities and contribute to solving problems through innovative thinking, collective work, reflection, and self-development.

PLO4. To demonstrate competence in applying the tools and techniques of Business Management to industry and to enable students to take intrapreneurial and entrepreneurial activities.

PLO5. To develop competence to become global citizens through appreciating diversity, acquiring skills in digital technologies and demonstrating awareness to professional values, ethics and sustainability issues to solve complex business problems.

PROGRAMME SPECIFIC OUTCOME

At the end of the programme student will be able to:

PSO1: Classify the retailers based on categories- traditional, merchandise offered ownership, operations and non-store retailing.

PSO2: Evaluate the factors contributing to the growth of Indian retail industry and how it has an impact on the GDP of Indian economy.

PSO3: Design their own strategies for satisfying the retail customers and doing SWOT analysis for retail business plan.

PSO4: Design the retail marketing mix and make decisions on product merchandise, price, supply chain and promotional mix with respect to their retail business.

PSO5: Evaluate the impact of information technology on retail business concerns.



**BACHELOR OF BUSINESS ADMINISTRATION (RETAIL MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS)
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK (LOCF)
SCHEME & SYLLABUS OF EXAMINATION
2025- 2028 BATCH
SEMESTER- I**

Semester	Part	Course Code	Title of the Course	Course Type	Instruction per week	Contact Hours	Tutorial Hours	Duration of the Examination	Examination Marks			Credits
									CA	ESE	Total	
I	I	TAM2501A/ HIN2501A/ FRE2501A	Tamil Paper I / Hindi Paper I / French Paper I	L	4	58	2	3	25	75	100	3
	II	ENG2501A	English Paper I	E	4	58	2	3	25	75	100	3
	III	IB25C01	Business Management and Organisational Behaviour	CC	5	73	2	3	25	75	100	3
	III	BB25C02	Financial Accounting	CC	5	73	2	3	25	75	100	3
	III	RM25C03	Global retail principles and operations	CC	5	73	2	3	25	75	100	3
	III	TH24A02	Mathematics for Management I	GE	5	73	2	3	25	75	100	4
	IV	NME25B1/ NME25A1	Basic Tamil I/ Advance Tamil I	AEC	2	28	2	-	100	-	100	2
	IV	NME23WS	Women Studies	AEC	2	30	-	-	100	-	100	
I - II	VI	NM25GAW	General Awareness	AECC	SS	-	-	-	100	-	100	Gr
I - II	VI	COM25SER	Community Services 30 Hours	GC	-	-	-	-	-	-	-	-
I - V	VI	24BONL1 24BONL2 24BONL3	Online Course I Online Course II Online Course III	ACC	-	-	-	-	-	-	-	-

L : Language
E : English
GE: Generic Elective
GC: General Course

AEC : Ability Enhancement Course
ACC : Additional Credit Course
AECC: Ability Enhancement Compulsory Course
CC: Core Courses

CA : Continuous Assessment
ESE : End Semester Examination
Gr : Grade

EXAMINATION SYSTEM

One Test for Continuous Assessment will be conducted on Pre-determined dates i.e., commencing on the 50th day from the date of reopening. The Model Exam will be conducted after completing 85th working days. Marks for ESE and CA with reference to the maximum for the courses will be as follows

CA Question Paper Pattern and Distribution of marks- Language and English

Section A	5 x 1(No Choice)	= 5 Marks
Section B	4 x 5 (4 out of 6)	= 20 Marks (250 words)
Section C	2 x 10(2 out of 3)	= 20Marks (500 Words)
Total		= 45 Marks

Core & Allied- Theory - (First 3 Units)

One question with a weightage of 2 Marks:	2 x 3 = 6 Marks
One question with a weightage of 5 Marks:	5 x 3 =15 Marks
(Internal Choice at the same CLO level)	
One question with a weightage of 8 Marks :	8 x 3 = 24 Marks
(Internal Choice at the same CLO level)	
Total	= 45 Marks

UG - Accounts Courses - (First 3 Units)

One question with a weightage of 2 Marks:	2 x 3 = 6 Marks
One question with a weightage of 5 Marks:	5 x 3 =15 Marks
One question with a weightage of 8 Marks	
(Internal Choice at the same CLO level) :	8 x 3 = 24 Marks
Total	= 45 Marks

Model & End Semester Examination – Question paper Pattern and Distribution of Marks - Language and English – UG

Section A	10 x 1(No Choice)	= 10 Marks
Section B	5 x 5 (5 out of 7)	= 25Marks (250 words)
Section C	4 x 10(2 out of 3)	= 40Marks (600- 700 Words)
Total		= 75 Marks

Core & Allied (Theory)

One question with a weightage of 2 Marks:	2 x 5 = 10 Marks
One question with a weightage of 5 Marks:	5 x 5 =25 Marks
(Internal Choice at the same CLO level)	
One question with a weightage of 8 Marks :	8 x 5 = 40 Marks
(Internal Choice at the same CLO level)	
Total	= 75 Marks

UG - Accounts Courses

One question with a weightage of 2 Marks:	2 x 5 = 10 Marks
One question with a weightage of 5 Marks:	5 x 5 = 25 Marks
One question with a weightage of 8 Marks :	8 x 5 = 40 Marks
(Internal Choice at the same CLO level)	
Total	= 75 Marks

Continuous Internal Assessment (CA)**Language, English, Core & Allied**

CIA Test	- 5 Marks (Conducted for 45 marks after 50 days)
Model Exam	- 7 Marks (Conducted for 75 marks - Q.P. Pattern (2,5,8 Marks) (Each Unit 15 Marks)
Sem/Ass/Quiz	- 5 Marks
Class Participation	- 5 Marks
Attendance	- 3 Marks (91-100% attendance: 3 Marks; 81-90% attendance: 2 Marks; 75-80% attendance: 1 Marks)

Total: 25 Marks

Advanced Tamil & Basic Tamil

CIA	: 25 Marks (Conducted for 50 marks after 50 Days)
Model	: 50 Marks Conducted for 75 marks after 50 Days)
Quiz	: 15 Marks
Assignment	: 10 Marks
Total	: 100 Marks

Women's Studies

- | | |
|---|-------------|
| • Quiz after each module of class hours | - 50 Marks |
| • Assignment after each unit | - 25 Marks |
| • A project submission at the end of course | - 25 Marks |
| Total | - 100 Marks |

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
IB25C01	BUSINESS MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	Theory	73	2	-	3

Preamble

1. This course provides a foundational understanding of management principles, functions, and processes essential for effective organisational performance.
2. It covers classical and modern approaches to planning, organising, directing, and controlling, with a focus on real-world business applications.
3. Students will gain insights into organisational behaviour, decision-making, leadership, motivation, and change management in both traditional and contemporary contexts.
4. The course also introduces ethical leadership and values-based management through Vedic principles

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the fundamental concepts, nature, scope, and evolution of management, and explain the strategic planning process.	K1
CLO2	Identify and analyse various organisational structures, decision-making models, and modern techniques including AI applications in management.	K2
CLO3	Examine the principles and importance of directing and controlling functions, and apply effective control techniques in business scenarios.	K3
CLO4	Evaluate organisational behaviour concepts such as personality, perception, leadership, and motivation, and assess the impact of organisational change, culture, stress management, and Vedic principles in management.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	M	L	S
CLO3	S	M	S	S	S
CLO4	S	S	S	S	L

S- Strong, M- Medium, L – Low

UNIT – I**14 Hrs**

Introduction to Management: Definition - Nature - Scope - Importance - Characteristics of Management - ***Functions of Management - Managerial Hierarchy*** - Managerial Roles & Skills. Evolution of Thought: Classical Approach to Management - Neo-Classical Approach - Behavioural Approach. Industry 4.0 & 5.0- Meaning- Principles. Planning: Definition - Nature - Importance - Types - Strategic Planning Process.

UNIT – II**15 Hrs**

Organizing: Meaning - Definition - Types of Organisation - Organizational Structure. - Authority, Responsibility & Power. Decision-Making: Types of Decision-Making - AI in Decision-Making - Decision - Making Models and Techniques - ***Management by Objective and Key Results (OKRs)***, Management by Exception & Management by Wandering Around (MBWA).

UNIT – III**15 Hrs**

Directing: Definitions - Importance - ***Elements of Directing - Principles of Directing*** - Characteristics of Directing. Controlling: Definitions - Need of Controlling - Characteristics of Control - Steps in the Controlling Process - Resistance to Control - Design of Effective Control System - Types of Control - Control Techniques.

UNIT – IV**16 Hrs**

Organisational Behaviour (OB): Nature – Importance - ***Approaches to Organisational Behaviour*** - OB Model. Personality: Characteristics – Theories - Factors Influencing Personality. Perception: Meaning- Perceptual Process- Factors- Perceptual Distortions. Leadership: Meaning – Nature – Styles - Emotional Intelligence - Leadership in AI Era. Motivation: Need and Importance - ***Theories of Motivation*** (Maslow, Herzberg, McClelland). ***Vedic Principles in Management***: Meaning - Scope - Ethical Leadership through Dharma.

UNIT – V**13 Hrs**

Organizational culture and climate – Factors affecting organizational climate – Importance. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. ***Stress*** – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational Development – Characteristics & objectives.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Angelo Kinicki, Denise Breaux Soignet	Management: A Practical Introduction	Tata McGraw Hill	2024, 15 th Edn
2	Sonia Umair	Human Perspectives of Industry 4.0 Organizations	CRC Press	2024, 1 st Edn

3	Robert Konopaske, John Ivancevich, and Michael Matteson	Organizational Behavior and Management	Tata McGraw Hill	2023, 12 th Edn
4	Chandrani Singh and Aditi Khatri	Principles and Practices of Management and Organizational Behavior	Sage Publication	2023, 6 th Edn

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	L.M Prasad	Principles and Practice of Management	Sultan Chand	2023, 10 th Edn
2	Charles W.L.Hill and Steven L Mcshare	Principles of Management	Tata McGraw Hill	2022, 7 th Edn
3	Dr Kannan Srinivasan	Insights Into Vedic Management	Independent Publish	2019, 18 th Edn

Blended Learning Links

S.No	Unit	Topic	Blended Link
1	I	Functions of Management	https://www.youtube.com/watch?app=desktop&v=qI16g9vjwI0
2		Managerial Hierarchy	https://www.youtube.com/watch?v=X_0LEIQbgwg
3	II	Management by Objective and Key Results (OKRs)	https://www.youtube.com/watch?v=v0GZoFpHCaE
4	III	Elements of Directing & Principles of Directing	https://www.youtube.com/watch?v=ByCNI3trTo
5	IV	Approaches to Organisational Behaviour	https://www.youtube.com/watch?v=QVEcL8nWyLc
6		Theories of Motivation	https://www.youtube.com/watch?v=woa2Qa8i80U
7		Vedic Principles in Management	https://www.youtube.com/watch?v=62_ee7exhao
8	V	Stress	https://www.youtube.com/watch?v=1XoSnaoLH7w

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity Based, Case Study

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB25C02	FINANCIAL ACCOUNTING	Theory	73	2	-	3

Preamble

1. To understand the basic concepts, conventions and principles of financial accounting.
2. To deepen knowledge on all the components of the final accounts, using a double entry book keeping perspective.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use the information provided by financial accounting.
4. To familiarize students with special systems like Hire Purchase and Bills of Exchange.
5. To effectively communicate financial results and position to stakeholders.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognize the fundamental concepts, principles, and significance of financial accounting.	K1
CLO2	Apply accounting tools and techniques to record, classify, and summarize financial transactions using the double-entry bookkeeping system.	K2
CLO3	Prepare and interpret financial statements by incorporating adjustments and adhering to accounting standards.	K3
CLO4	Analyze financial data, assess accounting operations, and evaluate financial reports for informed decision-making.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	M	S	M
CLO3	L	S	S	M	M
CLO4	S	L	S	S	S

S-Strong; M-Medium, L- Low

UNIT – I **15 Hrs**

Nature of Accounting - ***GAAP*** - Generally Accepted Accounting Principles - Accounting Concepts and conventions – Accounting Cycle – Accounting Equations - AI in Accounting – IKS in Accounting (Arthshastra & Bahi-Khata System) - ***Kinds of Accounts*** - Journal - Ledger - Subsidiary Books: Purchase Book - Sales Book - Returns Book - Cash Book.

UNIT – II **14 Hrs**

Trial Balance- ***objectives*** and methods of preparing Trial Balance - Rectification of Errors - ***types of errors*** - preparation of suspense account - effect of errors on profit - Reasons for difference between Cash Book and Pass Book Balance - Preparation of Bank Reconciliation Statement

UNIT – III **14 Hrs**

Depreciation – ***Introduction, Need*** - Methods: Straight line and Diminishing balance methods – Capital and Revenue expenditure - Preparation of Manufacturing – Trading and Profit and Loss Account – Balance Sheet - ***Treatment of adjustments***

UNIT – IV **15 Hrs**

Hire Purchase System – Default and Repossession - Hire Purchase Trading Account - Installment System - Bills of Exchange – entries in the books of drawer and acceptor.

UNIT - V **15 Hrs**

Final accounts of a company - Horizontal and vertical forms of income statement and Balance sheet and its contents - Financial statement analysis - comparative, common size statements and trend analysis –***Ethics in financial reporting*** - Introduction to Digital Assets.

(Theory and Problems in the ratio of 20% and 80% respectively)

*** Highlighted text offered in blended mode. (Links Provided)**

Text books

S.No	Author(s)	Title of the Book	Publisher	Year & Edition
1	T.S. Reddy and A. Murthy	Financial Accounting	Margham Publications	2023, 7 th Edn
2	S.P. Jain ,K.L. Narang, Simmi Agrawal & Monika Sehgal	Financial Accounting	Kalyani Publishers	2023, 9 th Edn
3	M.P. Gupta and B.M. Agarwal	Financial Accounting	Sultan Chand Publications	2023, 1 st Edn

Reference Books

S.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	S.N. Maheswari, Suneel K. Maheshwari, Sharad K. Maheshwari	Financial Accounting for BBA	Vikas Publishing House	2023, 3 rd Edn
2	P C Tulsian, Bharat Tulsian, Tushar Tulsian	Financial Accounting	Sultan Chand Publications	2023, 2 nd Edn

Blended Learning Links

S.No	Unit	Topics	Blended Learning Links
1	I	Accounting Principles	https://archive.nptel.ac.in/courses/110/106/110106147/
2		Kinds of Accounts	https://archive.nptel.ac.in/courses/110/106/110106147/
3	II	Objectives, Types of error	https://www.youtube.com/watch?v=zCZoqINp5P0
4	III	Treatment of Adjustments	https://www.youtube.com/watch?v=LzVZuBIsusU
5		Depreciation – Meaning, Need for depreciation	https://www.youtube.com/watch?v=fINkBABbqZU
6	V	Ethics in financial reporting.	https://onlinecourses.nptel.ac.in/noc25_mg24/preview

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity Based, Case Study.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM25C03	GLOBAL RETAIL PRINCIPLES AND OPERATIONS	Theory	73	2	-	3

Preamble

1. To understand the international retail landscape in an era of digital transformation and globalisation.
2. To understand the evolution of the retail industry, FDI policies, multichannel retailing, and consumer behavior across cultures.
3. To provide insight into retail operations, inventory management, and technological advances in storekeeping.
4. To explore the transformative role of e-commerce, mobile commerce, and Industry 5.0 in global retail operations.
5. To analyze the emerging trends in e-retailing, franchising, personalization, and the integration of advanced technologies

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Define the key concepts in global retailing, retail operations, consumer behavior, and technological trends.	K1
CLO2	Explain the impact of globalization and innovative trends in retail ecosystems.	K2
CLO3	Apply knowledge of inventory systems, store operations, technology tools, and analytics to retail management practices.	K3
CLO4	Analyze emerging challenges, opportunities, digital disruptions, and cultural dynamics in global retail operations and strategies.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	S	L	S
CLO2	M	S	M	S	L
CLO3	L	M	S	M	S
CLO4	S	L	S	S	M

S- Strong, M – Medium, L - Low

UNIT – I**14 Hrs**

Introduction to Global Retailing: Definition - ***Concept*** – Scope – Globalization and its impact on retail markets – Key stakeholders in the global retail ecosystem - Emerging trends in global retail industry – Challenges – Opportunities. Contemporary Principles in Retailing.

UNIT – II**15 Hrs**

Retail Industry & Consumer Behavior: Evolution of retail Industry – Drivers of retail change – Foreign Direct Investment in retail – Challenges -***Multi channel retailing*** - ***Artificial Intelligence (AI) in Retail Industry*** - Consumer Behavior in the Global Marketplace - Cultural Dynamics - Consumer Preferences – Consumer Targeting in Retail Industry.

UNIT- III**15 Hrs**

Retail Operations & ***Inventory Management*** : Operational Dimensions - ***Operations management*** in retailing - Operations Blueprint-Store maintenance - Store security – Insurance - Credit management- Digitalisation – Outsourcing - Retail Inventory - Planning-sourcing-Store keeping– Duties and Responsibilities of a storekeeper – Factors underlying successful storekeeping – Stores ledger – Bin card.

UNIT- IV**14 Hrs**

Technology and Innovation in Retail – Role of technology in transforming retail operations - ***E-commerce and digital retailing trends*** - Key drivers in global e-commerce markets - E-commerce platforms and marketplaces: – Mobile commerce trends in different regions – Mobile app localization and Optimization – Mobile payment system and cultural consideration – Industry 5.0 and Human centric retailing.

UNIT- V**15 Hrs**

Emerging Trends and Future of Retail : Emerging trends in e- Retailing- ***Retail Analytics*** - Franchising in Retailing, Retail Disruption- Technological forces in retail environment - -Role of AI in personalization - Self Service in retailing - Chatbot - Adoption of Contactless payments and Digital wallets worldwide- Applications of AR and VR integration.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Philip Kotler and Giuseppe Stigliano	Redefining Retail: 10 Guiding Principles for a Post-Digital World	Wiley	2024, 1 st Edn
2.	Swapna Pradhan	Retail Management - Text & Cases	McGraw-Hill Education	2024, 7 th Edn

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Gibson G Vedamani	Retail Management – Functional Principles and Practice	Jaico Publishing House,	2023, 4 th Edn
2	James R Ogden and Denise Togden	Integrated Retail Management	Textbook Media Press	2023, 4 th Edn
3	Barry Berman , Joel R Evans and Patrali M. Chatterjee	Retail Management, A Strategic Approach	Pearson	2021, 13 th Edn

Blended Learning Links

S.NO	Unit	Topics	Link
1	I	Introduction to Global Retailing	https://www.youtube.com/watch?v=Jzn8_C5Prk&list=PLos822zNwtUsVMal7XbxoCpZXVGPVRQTE&index=11&t=639s
2	II	AI in Retailing	https://www.youtube.com/watch?v=-Y-_jCpPCFHA
3	III	Inventory Management	https://www.youtube.com/watch?v=F-_sT3XVV27M
4	III	Introduction to Operations Management	https://www.coursera.org/learn/wharton-operations
5	IV	Digital Marketing and E-Commerce	https://www.coursera.org/professional-certificates/google-digital-marketing-ecommerce
6	V	Future in Retailing	https://www.youtube.com/watch?v=zAjVOGazc_q4
7	V	Emerging trends in e-Retailing	https://www.coursera.org/lecture/mafash/retail-trends-and-formats-DNj3l

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study



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SCHEME & SYLLABUS OF EXAMINATION
2025 -2028 BATCH
SEMESTER- II**

Sem	Part	Course Code	Title of the Course	Course Type	Instruction Hours / week	Contact Hours	Tutorial Hours	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
II	I	TAM2502A/ HIN2502A/ FRE2502A	Tamil Paper II / Hindi Paper II / French Paper II	L	4	58	2	3	25	75	100	3
	II	ENG2502A	English Paper II	E	4	58	2	3	25	75	100	3
	III	RM25C04	Mercantile Law	CC	5	73	2	3	25	75	100	3
	III	RM25C05	E- Retailing & Communication	CC	5	73	2	3	25	75	100	3
	III	BB25C06	Human Resource Management	CC	5	73	2	3	25	75	100	3
	III	TH24A10	Mathematics for Management- II	GE	5	73	2	3	25	75	100	4
	IV	NM25UHR	Universal Human Values and Rights	AEC	2	30	-	-	100	-	100	2
	IV	*NME25B2/ NME25A2	Basic Tamil II / Advance Tamil II	AEC	-	-	-	-	100	-	100	Gr.
I - II	VI	NM25GAW	General Awareness	AECC	SS	-	-	-	100	-	100	Gr.
	VI	COM25SER	Community Service - 30 Hours	GC	-	-	-	-	-	-	-	-
I - V	VI	24BONL1 24BONL2 24BONL3	Online Course I Online Course II Online Course III	ACC	-	-	-	-	-	-	-	-

L: Language
CC: Core Courses
GE: Generic Elective
AEC: Ability Enhancement Course
ACC: Additional Credit Course
AECC: Ability Enhancement Compulsory Course

E: English
CA: Continuous Assessment
ESE: End Semester Examination
GC: General Course
Gr : Grade
*- After Class hours

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM25C04	MERCANTILE LAW	THEORY	73	2	-	3

Preamble

- To have an overview of Indian Laws governing the business environment, certain corporate bodies, and related matters.
- To understand the principles and concepts of law dealing with business.
- To facilitate legal thinking and encourage them to be on the right side of the law.
- To understand the applications of these laws to practical commercial situations.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Basic knowledge and understanding of the principle laws governing the business organization.	K1
CLO2	Understand the key concepts of business law relating to contract formation, sale of goods, companies act, consumer protection, Information Commission Independence and right to information.	K2
CLO3	Future Managers and Entrepreneurs learn to minimize legal risks in business and safeguard their rights.	K3
CLO4	Ability to analyze legal issues faced by the company with the knowledge gained and upgrading the legal interpretation with the advancement of AI and ML.	K4

Mapping with Programme Learning Outcomes

CLOS	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	S	M
CLO4	S	M	S	L	S

S-Strong; M-Medium; L-Low

MERCHANTILE LAW - RM25C04 - 73 HRS

Unit- I

(14 Hrs)

Law of contract – Contracts – Essentials of contract – Nature of contract – Application of Block Chain Technology in Creating Smart Contracts - Offer – Acceptance – Consideration – Capacities of parties - Free consent- Coercion – Undue influence– Misrepresentation – Fraud – Mistake of law and Mistake of fact - Void and Voidable Contracts- Principles of Indian Trade and Commerce in Ancient Times.

Unit- II

(15 Hrs)

Discharge of Contracts – Breach of Contract – Remedies of Breach of Contract – Quasi Contract – E-Contracts and digital signature - Contracts of Bailment & Pledge: Essentials of Bailment, Duties of Bailor and Bailee, Rights of Bailor and Bailee - Finders of lost goods.

Unit- III

(15 Hrs)

Sale of Goods Act 1930 – Contract of Sale – Essentials – Conditions and Warranties – Transfer of Property/ownership – performance of contract– Rights of an unpaid seller – Sale of Goods in Digital Era - Negotiable Instruments (Amendment) Act 2018 – Type of negotiable instruments – Parties to negotiable instruments- Promissory note – bill of exchange – cheque.

Unit- IV

(15 Hrs)

The Limited Liability Partnership (Amendment) Act, 2021: Introduction – Evolution, Scope Essential features, - Incorporation procedure - Differences between LLP and other Business forms- Functions and Governance of LLP-- The Companies Act 2013 – Meaning - Types – Incorporation - Memorandum & Articles of Association– Prospectus – Issue of shares and bonus shares – Rights issue, - Sweat Equity – Role and duties of directors – Share Qualification – Company meetings and Resolutions – Winding up of a Company.

Unit- V

(14 Hrs)

Consumer Protection Act 2019 – Objectives – Rights of Consumers – Consumer Protection Council- Consumer Redressal Agencies – Complaint Procedure – Remedies to consumers. Role of Online Dispute Resolution (ODR) for Commercial Disputes- International commercial Arbitration. The Right to Information (Amendment) Act 2019 – Salient features and coverage of the act – Definition of Key terms: Information – Right to Information, Record, Public Authority – Obligations of Public Authorities – Refusal of Information – Rights of Third Party-Role of AI and ML in Consumer Protection Act and RTI Act.

Text Book

S.No.	Authors	Title	Publishers	Year and Edition
1.	M.C. Kuchhal and Vivek Kuchhal	Business Law	Vikas Publishing House Edition	2024 and 9 th edn.
2.	N.D. Kapoor	Elements of Merchantile Law	Sultan Chand & Sons, New Delhi	2023 and 40 th edn.
3.	Akhileshwar Pathak	Business Law	McGraw Hill Education	2023 and 5 th edn.

Books for Reference

S.No.	Authors	Title	Publishers	Year and Edition
1.	R S N Pillai and Bagavathi	Business Laws	S. Chand Publishing	2022 and 4 th edn.
2.	Dr. G. K. Kapoor & Sanjay Dhamija	Company Law and Practice	Taxmann Publications	2025 and 28 th edn.
3.	Avtar Singh	Company Laws	Eastern Book Company	2024 and 17 th edn.

Reference Links

S. No	Unit	Topics	Links
1	I	Application of Blockchain Technology in Creating Smart Contracts	https://www.investopedia.com/terms/s/smart-contracts.asp
2	I	Coercion – Undue influence	https://www.youtube.com/watch?v=nNFbI-feRxM
3	I	Principles of Indian Trade and Commerce in Ancient Times	https://youtu.be/StlX2FvCGnI?feature=share
4	II	Breach of Contract	https://www.miga.org/product/breach-contract
5	II	Duties of Bailor and Bailee	https://www.youtube.com/watch?v=fHqmWCctn6c
6	III	Conditions and Warranties	https://www.youtube.com/watch?v=TCVa_Sj23mk
7	III	Promissory Note	https://www.youtube.com/watch?v=5k79PntBDNk
8	III	Parties to negotiable instruments	https://www.youtube.com/watch?v=1

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM25C05	E - RETAILING & COMMUNICATION	THEORY	73	2	-	3

Preamble

- To enable students to understand the concept of e-retailing from both technological and managerial perspectives.
- To understand an in-depth understanding of e-retailing frameworks, and technological foundations.
- To examine basic concepts such as strategic formulation for e-retailing enterprises, management of their retail structures, and marketing an online store.
- To impart knowledge on the emerging electronic retailing changes and retail communication

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the basic concept of E- retailing, Demographics and Targeting, Cross Selling, Customer Service, Types of Retail Communication, and Maintaining Customer Trust.	K1
CLO2	Identify the reasons for the emergence of E- retailing, Click and mortar, Branding on the Web, Vendor Development, Social Media Marketing and Floor Plans and Customer Flow.	K2
CLO3	Discuss the importance of Multi-Channel Retailing, Promotional Strategies, CRM Implementation, Customer Communication and Crisis Communication Strategies	K3
CLO4	Analyse E-Store Design, Cyber Intermediaries, Market Place Model, Website Communication and AI in retail communication	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	S	S	S
CLO2	M	S	S	S	L
CLO3	S	S	M	S	S
CLO4	S	S	S	M	S

S-Strong; M-Medium;L-Low

E- RETAILING AND COMMUNICATION - RM25C05 - 73 HRS

Unit-I (14 Hrs)

Introduction to E- retailing: Concept – Significance - Comparison with Convention Retailing- Demographics and Targeting - Community-Based Trade Practices -Advantages of E- Retailing - Shortcomings of E-Retailing - Click & Mortar - Pure E-Retailing - Multi-Channel Retailing. E-Store Design: Web Atmospherics – Navigability –Interactivity - Retail Information- Augmented Reality (AR) & Virtual Reality (VR) in Retail.

Unit–II (15 Hrs)

Marketing Strategies for E-stores: Marketing Mix in E-Retailing - Roles of Cyber Intermediaries in E- Retailing - Promotional Strategies of E-Retail Business - Branding on the Web - Cross Selling - Referral Services - Permission Marketing - E-Malls- Traditional Marketing Wisdom and Modern Online Business Strategies - Quick Commerce (Q-Commerce) - Future of E-Retailing.

Unit– III (15 Hrs)

Customer Relation Management in E-retailing: Building Customer Loyalty - CRM Implementation - Customer Service - Gift Reminder Services - Contests & Promotions- Online Communities - Loyalty Programs - Personalization - Market Place Model - Vendor Development - Business Expansion – Legal and Compliance Considerations in E- Retailing.

Unit – IV (15 Hrs)

Retail Communication: Role of Communication in Retail - Types of Retail Communication- Trends - Effective Customer Communication - Social Media Marketing - E- Commerce and Website Communication - Internal Communication in Retail- Emerging Trends in Retail Communication. Machine Learning in Retail Communication - User-Generated Content (UGC) as Retail Communication.

Unit – V (14 Hrs)

In-Store Communication: In-Store Signage and Labels - Floor Plans and Customer Flow - Point-of-Sale Communication. Retail Crisis Communication: Handling Crises and Emergencies - Crisis Communication Strategies - Maintaining Customer Trust- Role of AI in Retail Communication. Technologies in Crisis Communication.

Text Book

S.No	Author	Title	Publishers	Year and Edition
1	Aleksej Heinze, Gordon Fletcher	Digital and Social Media Marketing: A Results-Driven Approach	Routledge	2024 and 3 rd edn.
2	Mark Billingham	Augmented and Virtual Reality in Retail: Enhancing Customer Experience	Mark Billingham	2024 and 1 st Edition
3	Kenneth C. Laudon, Carol Guercio Traver	E-Commerce 2023: Business, Technology, Society	Pearson	2023 and 19 th edn.
4	Robert Evans	Retail Marketing and E-Commerce: A New Era of Digital Transformation	Kogan Page	2023 and 1 st edn.

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1	Sarah Lacy	Retail Revolution: How AI is Transforming Retail Marketing and E-Commerce	Wiley	2023 and 1 st edn.
2	Paul D. Berger	E-Commerce Retailing: Business Models, Strategies, and Trends	Cengage Learning	2023 and 2 nd edn.

Reference Links:

S.No	Unit	Topic	Reference Learning Links
1	I	Advantages of E-Retailing	https://www.youtube.com/watch?v=kC9oCO3gIXs
2	I	Multi-Channel Retailing	https://www.coursera.org/lecture/marketing-mix/why-are-marketing-channels-so-important-B0AD7
3	II	Promotional Strategies of E-Retail Business	https://www.coursera.org/lecture/marketing-mix/what-is-price-0twO4
4	II	Future of E-Retailing	https://www.youtube.com/watch?v=4CSjbv-FeGI
5	II	Traditional Marketing	https://youtu.be/ZVOWEFVCaVg?feature=shared
6	III	CRM Implementation	https://www.youtube.com/watch?v=6CTuO-iis5Q
7	III	Personalization	https://www.youtube.com/watch?v=2JhVHYc7yf0
8	IV	Effective Customer Communication	https://www.coursera.org/lecture/identifying-attracting-and-growing-your-digital-audience/defining-your-digital-audience-1VEU0

9	IV	Emerging Trends in Retail Communication.	https://www.coursera.org/lecture/channel-management/global-growth-opportunities-where-is-retail-heading-EUI61
10	V	Point-of-Sale Communication	https://www.youtube.com/watch?v=2KTk8WMRFpE
11	VI	Role of AI in Retail Communication.	https://www.youtube.com/watch?v=GQjuEygcS3A

Pedagogy

- Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar, case study.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB25C06	HUMAN RESOURCE MANAGEMENT	THEORY	73	2	-	3

Preamble

- To provide the students with knowledge in Human Resource Management concepts, theories, scope at national and global level.
- To develop skills for writing a Job Description, Job Specification, and Job Design.
- Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.
- Design a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results and evaluate a company's implementation of a performance-based pay system.
- To understand the importance of HR Analytics, HR Audit and metrics

Prerequisites

- Basic understanding of management principles and organizational behavior.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the fundamentals and practices of human resource management	K1
CLO2	Recognize the competencies to recruit, induct, learn, train and appraise the performance of employees for better career and succession planning.	K2
CLO3	Apply the concepts of HRM, learning and training, performance appraisal, compensation, career & succession planning towards employee welfare and social security	K3
CLO4	Apply the strategies, latest trends & developments in HR and retain the best talents in the organization.	K3

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	M	S	S	S	S
CLO2	S	L	S	S	S
CLO3	S	L	S	M	S
CLO4	S	S	S	S	S

S-Strong; M-Medium; L - Low

HUMAN RESOURCE MANAGEMENT – BB25C06 - 73 HRS

Unit I

(15 Hrs)

Human Resource Management - Meaning, Definition, Objectives and Nature of HRM – Evolution of HRM - Functions & Importance of HRM – Qualities, and Role of HR Manager, Ancient Wisdom for Modern HR: Valmiki's Perspectives - Corporate Objective - Human Resource Planning – Concept –objective –Need and Importance –process –levels – Problems - HRM in changing environment - Challenges in HRM. HR Structure, Strategy and Concept of People Management in a Systems Perspective.

Unit II

(15 Hrs)

Job Analysis: Job Description - Job Specification – Objectives - Concept – Approaches- Methods. Job Design - Recruitment: Definition and Objectives of Recruitment– Recruitment Policy - Recruitment Philosophy from IKS (Insights from Arthashastra & Tirukkural) – Sources of Recruitment and Methods of Recruitment – Online recruitment (AI Powered Platforms and Mobile-optimized Recruitment Processes), RPA in Recruitment Process – HRIS- HR Automation. Selection: Definition and Purpose of Selection – Process – testing and Competency mapping - Digital Transformation- Recruitment and selection in Indian Scenario.

Unit III

(15 Hrs)

Induction and Socialization - objectives, process, and stages - Training and development of Employees – Training Objectives – Need for Training – The Role of Practical Learning in Training: Insights from the Gurukul System - Training Methods - on-the-job training - off-the-job training - choosing optimum method - Advantages of Training – Evaluation of training. Types of instructors led training and learning - coaching, mentoring, job shadowing, online learning, and Blended learning. HR Virtual Assistants.

Unit IV

(14 Hrs)

Performance Appraisal- Concept – Objective –importance –process –problems – essential Methods of Performance Appraisal – 360-degree appraisal techniques- Compensation –meaning, Essential, types, Components of compensation (direct and indirect) - Moonlighting in HRM - Reasons, types and its effects. HRM Tech Trends - Data-driven DEIB. Career Planning and Succession Planning- Objectives, Process and Career Counselling – Advantages and Limitations – Career Development Stages - Upskilling and reskilling initiatives.

Unit V

(14 Hrs)

Promotion, Transfer and Demotion - Employee engagement and retention - Employee Health, Safety & Welfare - Wellness Apps and AI-Powered Platforms, Grievances & Discipline - Digital Grievance Management, Progressive Discipline Policies, Social Security - Recent developments in HRM - HR Software development (AI Integration, Employee Self-Service Portals & Cloud-Based Solutions) - HR Analytics – Definition, importance, role, and key metrics - HR Audit - Ethics in HRM

Text Book

S. No.	Authors	Title	Publishers	Year and Edition
1.	K. Aswathappa & Sadhna Dash	Human Resource Management, Text & Cases	Mcgraw Hill	2023 and 10 th edn
2.	Gary Dessler & Biju Varkey	Human Resource Management	Pearson Publishers	2024 and 17 th edn

Books for Reference

S.No.	Authors	Title	Publishers	Year and Edition
1.	C. B. Gupta	Human Resource Management	Sultan Chand & Sons	2025 and 1 st edn
2.	IIBF	Human Resource Management	Macmillan	2023 and 1 st edn
3.	Rahul Kumar Das	Human Resource Management	Notion Press	2022 and 1 st edn

Reference links

S. No.	Units	Topics	Reference links
1.	Unit –I	Objectives and Nature of HRM – Evolution of HRM - Functions & Importance of HRM – Qualities, and Role of HR Manager	https://archive.nptel.ac.in/courses/122/105/122105020/
		HRM in changing environment - Challenges in HRM	https://www.youtube.com/watch?v=awUPBxAetIU
2.	Unit –II	Recruitment: Definition and Objectives of Recruitment – Recruitment Policy	https://archive.nptel.ac.in/courses/122/105/122105020/
		Selection: Definition and Purpose of Selection	https://archive.nptel.ac.in/courses/122/105/122105020/
3.	Unit –III	Training and development of Employees – Training Objectives – Need for Training	https://archive.nptel.ac.in/courses/122/105/122105020/
4.	Unit –IV	Compensation –meaning, Essential, types	https://www.youtube.com/watch?v=c75U2xofWEM
		Career Planning	https://www.youtube.com/watch?v=-3gpquAjjios
5.	Unit - V	Employee Health, Safety & Welfare, Grievances & Discipline, Social Security	https://www.youtube.com/watch?v=KRjsEQXeBvo https://www.youtube.com/watch?v=KoDiuL6NqgQ&t=1s

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
NM25UHR	UNIVERSAL HUMAN VALUES AND HUMAN RIGHTS	THEORY	30	-	-	2

This course is designed to inculcate a deep understanding of Universal Human Values, Rights and Ethics in a holistic means, while also addressing essential aspects that support resilience during challenges and contribute to overall personality development.

Objectives

This course focuses on exploring the meaning, purpose, and significance of Universal Human Values and Ethics. It aims to guide learners in consciously adopting and practicing these principles to foster personal growth, become compassionate and ethical individuals, and expose their full potential.

Unit I : Introduction to value Education

Education system in India, value erosion at various levels-personal, family, society, national and international, Values-concept and need, Types of values- personal, family, society and Universal, importance of value education, Incorporating Universal Human Values in Higher Education: Universal values-love, truth, non-violence, peace and righteousness.

Unit II: Promoting Universal Human Values

Harmony in the Human Being: Understanding the Human Being as Co-existence of Self ('I') and Body, Discriminating between the Needs of the Self and the Body, The Body as an Instrument of 'I', Understand Harmony in the Self ('I'), Harmony of the Self ('I') with the Body. Harmony in the Family and Society: Harmony in the Family - the Basic Unit of Human Interaction, Values in Human-to-Human Relationships, 'Trust' – the Foundational Value in Relationships, 'Respect' – as the Right Evaluation, Understand Harmony in the Society. Harmony in the Nature (Existence): Understand Harmony in the Nature, Interconnectedness, Self-regulation and Mutual fulfilment among the Four Orders of Nature, realizing 'Existence is Co-existence' at All Levels, The Holistic Perception of Harmony in Existence.

Unit III: Holistic Well-Being

Influence of universal human values on holistic wellbeing – Definition of well-being (state of being comfortable, healthy, happy and equanimity) - Types of Wellbeing: Hedonic (Subjective) and Eudaimonic (Psychological) - 8 Pillars of Holistic Wellness- (Physical, Emotional, Social, Spiritual, Intellectual, Occupational, Financial, Environment) – Resilience: Meaning and definition of Resilience - Learning from setbacks, well-being and resilience.

Unit IV: Professional Ethics

Professional Ethics: Introduction, Importance, Understanding Ethical Principles in various Disciplines (Arts & Science stream), Ethical decision-making frameworks, Core values: integrity, objectivity, professional competence, confidentiality, and professional behaviour; Ethics in the Digital Age: Ethical challenges in the use of technology and data, Privacy, confidentiality, and information security, Ethical considerations in social media and online professional conduct.

Unit V: Indian Constitutional Values

Human Rights: Meaning, characteristics of Human Rights, Human Rights and UNO, UDHR- Universal Declaration of Human Rights, Indian Constitution- Preamble, Fundamental Rights, fundamental duties; Right to Information Act (RTI), National Human Rights Commission (NHRC), State Human Rights Commission, Tamil Nadu; Role of Higher Educational Institutions in promoting Constitutional Values among students.



BACHELOR OF BUSINESS ADMINISTRATION (RETAIL MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOMES - BASED CURRICULUM FRAMEWORK (LOCF)
SCHEME & SYLLABUS OF EXAMINATION
2025-2028 BATCH
SEMESTER –III

Sem	Part	Course Code	Title of the Course	Course Type	Instruction Hours / week	Contact Hours	Tutorial Hours	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
III	I	TAM2303A/ HIN2303A/ FRE2303A	Tamil Paper III Hindi Paper III French Paper III	L	4	58	2	3	25	75	100	3
	II	ENG2403A	English Paper III	E	4	58	2	3	25	75	100	3
	III	BB25C07	Production and Material Management	CC	7	103	2	3	25	75	100	5
	III	BB25C08	*Marketing Management	CC	5	73	2	3	25	75	100	4
	III	RM25A01/ IB25A01	Business Economics / International Economics	GE	5	73	2	3	25	75	100	4
	IV	BB25SBP1	Digital Skills for Managers	SEC	3	41	4	-	100	-	100	3
	IV	NM23DTG	Design Thinking	AEC	2	30	-	-	100	-	100	2
	IV	NM25HAW	Health and Wellness	VAC	SS	-	-	-	100	-	100	1
I-V	VI	24BONL 1 24BONL 2 24BONL 3	Online Course I Online Course II Online Course III	ACC	-	-	-	-	-	-	-	-

L - Language

E - English

CC- Core Courses

GE - Generic Elective

AEC- Ability Enhancement Course

ACC- Additional Credit Course

SEC: Skill Enhancement Course

CA - Continuous Assessment

ESE - End Semester Examination

GC - General Courses

VAC – Value Added Course

* - Internal evaluation through COURSERA for CA only, COURSERA conducted for 100 & converted to 25, ESE evaluation for 75 Marks.

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB25C07	PRODUCTION AND MATERIAL MANAGEMENT	Theory	103	2	-	5

Preamble

- To make the students understand the roles/functions of production management in the context of business enterprise.
- To introduce the basic concept of Production Planning and Control, Quality and Materials Management and familiarize its applications in production.
- To understand the quality principles, frameworks, tools, and techniques for effective real-life applications in manufacturing.
- To acquaint with TQM, JIT, Six Sigma, Lean Management and World Class Manufacturing and their contribution towards production management.

Prerequisite

Basic understanding of management principles, particularly in operations and business processes, along with fundamental knowledge of production activities and quantitative aptitude.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand about Production, PPC, Quality Control, Materials Management, Supply Chain Management, AI, AR and VR.	K1
CLO2	Recognize how Plant location, Master Production Schedules, Material Requirements Plan, Inspection and Material Handling Equipment's are used in production.	K2
CLO3	Apply advanced production techniques like KANBAN, JIT, Lean, World Class Manufacturing, Six Sigma and Robotic Process Automation	K3
CLO4	Analyze how Plant Layout, Work Study, TQM, ERP, Vendor Rating and Evaluation can be used towards value creation of products.	K4

Mapping with Program Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	L	S	S	S	S
CLO2	S	S	M	S	M
CLO3	S	M	S	L	S
CLO4	S	S	M	S	S

S-Strong; M-Medium; L-Low

PRODUCTION AND MATERIAL MANAGEMENT – BB25C07 (103 Hours)

UNIT– I 21 Hrs

Production Management: Meaning - Nature, Importance and Scope – Basic Functions of Production Management– Productivity, Efficiency and Effectiveness – Plant Location- Importance – Problems, Advantages and Disadvantages of Urban, Suburban, Rural locations – Factors. Plant Layout – Principles - Types and Hybrid layouts – Pros and Cons. Circular Economy in Production

UNIT– II 21 Hrs

Production Planning and Control – Functions - Master Production Schedule (MPS) – Material Requirement Planning (MRP) – Bill of Materials – Maintenance: Meaning, Objectives and Types of maintenance – Work study: Method study - Time study - Importance – Procedure – Types.

UNIT– III 20 Hrs

Quality Control: Definition, Concepts, Objectives - Importance and Advantages of Quality Control System, Inspection: Meaning and Kinds of Inspection, - Control Charts - Types. Total Quality Management: Core Concepts & Elements of TQM - Steps in implementing TQM.

UNIT – IV 21 Hrs

Materials Management: Meaning, Objectives, and Importance, **Integrated Materials Management**. Purchasing principles – Purchase. Vendor Rating and Vendor Evaluation, Inventory Control – Types of inventories – EOQ- Safety Stock - Re-order Point – KANBAN – JIT– Outsourcing. Material Planning, Material Handling: Meaning – Principles - Categories of Material Handling Equipment.

UNIT– V 20 Hrs

Recent Trends: An Introduction to ERP–Total Productive Maintenance (TPM) - Six Sigma – concept, benefits, usage – Types and Roles of Six Sigma Belts, ISO 9000 Systems – Industry 5.0 - Lean, World Class Manufacturing, Smart Manufacturing & IIoT (Industrial Internet of Things) - Robotic Process Automation. AI, Virtual and Augmented Reality Applications in Production, Introduction to Cyber- Physical Production Systems (CPPS).

Text Books:

S. No.	Author(s)	Title	Publisher	Year & Edition
1.	Dr. F.C. Sharma	Production & Materials Management	Mahavir Publication	2024 & 1 st Edn
2.	Tony K. Arnold, Steve Chapman, Lloyd M. Clive, Ann K. Gatewood	Introduction to Materials Management	Pearson	2022 & 9th Edn
3.	K. Aswathappa	Essentials of Production Management	Himalaya Publishing House	2021 & Revised 3rd Edn

Books for Reference:

S. No.	Author(s)	Title	Publisher	Year & Edition
1.	Dr.K. Vidyakala, Dr.N. Kathiravan, Dr.K. Nithya Kala	Production and Materials Management	Bonfring Publishers	2018 & 1 st Edn
2.	Chunawalla & Patel	Production and Operations Management	Himalaya Publishing House.	2022 & 9 th Edn
3.	Marc Helmold & Brain Terry	Operations and Supply Management 4.0 Industry Insights, Case Studies and Best Practices	Springer Cham	2021 & 1 st Edn
4.	Ankita Agrawal	Production and Materials Management	Horizon Press	2022 & 1 st Edn

Reference Links

S. No	Topic	Links
1.	Basic Concept, Functions of Production Management, Productivity, Efficiency and Effectiveness	NPTEL Video : https://youtu.be/gJDYV2SmFeY Other YouTube Links: https://www.youtube.com/watch?v=EM6OyE1GI2E https://www.youtube.com/watch?v=Brkcj6ie7ic
2.	Plant Layout	NPTEL Video's https://www.youtube.com/watch?v=IhGBUcMM-rE Other YouTube Links: https://www.youtube.com/watch?v=YR5jjIeIoTg
3.	Types and Hybrid layouts	NPTEL Video's https://www.youtube.com/watch?v=swk6Fo-BoSA
4.	Master Production Schedule (MPS) – Material Requirement Planning (MRP)	NPTEL Video MPS: https://www.youtube.com/watch?v=VjSgga4E6VYMR P: https://www.youtube.com/watch?v=1kU8HG5Y9Kc

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB25C08	MARKETING MANAGEMENT	THEORY	73	2	-	4

Preamble

1. To provide fundamentals of marketing and marketing environment in business world.
2. To assess the importance of product and brand perspective
3. To assess the pricing strategies, marketing segmentation and positioning to attain competitive advantage
4. To analyse select marketing channels and promotion aspects
5. To analyse the latest developments in marketing and its application

Prerequisites

Basic understanding of business concepts and market practices. Familiarity with communication skills and general awareness of consumer behavior.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify and recall fundamental marketing concepts, functions, and the micro and macro marketing environment.	K1
CLO2	Explain the role of product management, pricing strategies, distribution channels, branding, packaging, segmentation, and buyer behavior in effectively marketing goods and services.	K2
CLO3	Apply marketing research techniques, digital marketing strategies, and data-driven insights to assess evolving market trends and consumer behavior.	K3
CLO4	Analyze contemporary marketing developments, including AI-driven personalization, ethical marketing, and sustainable practices, to facilitate informed decision-making.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	M	S	L	M	M
CLO2	S	S	M	S	M
CLO3	M	S	M	S	S
CLO4	M	S	S	M	S

S-Strong; M-Medium; L-Low

MARKETING MANAGEMENT– BB25C08 - 73 Hrs

UNIT I

(15 Hours)

Introduction to Marketing: Overview - Nature - Objectives - Functions and Factors- Marketing Environment – Micro and Macro – Concepts and Application of Marketing Mix & Approaches in Digital Era - Buyer Behaviour- Factors influencing buyer behaviour - Buyer decision-making process and roles -Consumer vs Organisational buyers - Buyer behaviour and Marketing strategies- Future Ready Marketing- Introduction to Voice and conversational marketing.

UNIT II

(15 Hours)

Product: Introduction and Product Policy - Product Classification and Levels - Product mix – Product Personalization and Customization - New Product Development- Product Life Cycle - Adoption process -Rate of adoption in new products. Branding, Packaging & Labelling - Definition, Need and Importance - Minimalist & Eco-Friendly Packaging Trends.

UNIT III

(14 Hours)

Pricing: Introduction – Objectives - Factors – Pricing Methods and strategies and Price adjustment strategy - Subscription pricing models - Market Segmentation, Targeting and Positioning - Introduction - Importance – Steps – Elements - Strategies. Sales Promotion Tools - Sales Force Management - Introduction to Customer Lifetime Value.

UNIT IV

(14 Hours)

Channel of Distribution: Introduction – Objectives - Functions- Types and Levels of distribution channels - Selection Factors and Intermediaries- Channel Management decisions – Omnichannel distribution – Distribution Problem. Marketing Research- Objectives- Elements - Marketing Information-Intelligence – Importance and role in informed decision making

UNIT V

(15 Hours)

Contemporary Marketing Trends: Introduction and Role of Digital Marketing - Digital marketing Analytics - Search Engine Optimization (SEO) - Search Engine Marketing (SEM) - Email Marketing - Mobile Marketing - Content Marketing - Marketing Metrics- Relationship Marketing. AI driven Marketing & personalization – Sustainable and Ethical Marketing - Social, Ethical and Legal Aspects of Marketing.

Text Books:

S. No	Authors	Title	Publishers	Year & Edition
1.	Philip Kotler	Marketing Management	Pearson Publishers	2024, 17 th Edn
2.	V.S. Ramasamy and S. Nama kumari	Marketing Management: Indian Context Global Perspective	Sage Publications India Pvt Ltd	2024, 8 th Edn
3.	Torben Hansen	Marketing Management	Pearson Europe	2024, 5 th Edn

Books for Reference:

S. No	Authors	Title	Publishers	Year & Edition
1.	Dr. Ruchi Gupta , Er. Jayakar Sodagiri	Principles of Marketing	Scholar Tech Press	2024, 2 nd Edn
2.	Greg Marshall and Mark Johnston	Marketing Management	McGraw-Hill	2023, 4 th Edn

Coursera Links:

Unit	Topic	Links
I	Introduction to Marketing	https://www.coursera.org/learn/wharton-marketing
	Marketing Environment	https://www.coursera.org/learn/fundamentals-of-marketing-strategy
	Marketing Strategy Specialization	https://www.coursera.org/specializations/marketing-strategy#courses
II	Brand and Product Management	https://www.coursera.org/learn/brand-management#modules
III	Pricing Methods and Strategies	https://www.coursera.org/learn/marketing-customers
	Positioning	https://www.coursera.org/learn/positioning
IV	Marketing Channel Functions	https://www.coursera.org/learn/marketingchannel functions
V	Foundations of Digital Marketing and E commerce	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce
	Marketing Analytics	https://www.coursera.org/learn/uva-darden-market-analytics

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM25A01	BUSINESS ECONOMICS	Theory	73	2	-	4

Preamble

1. To provide fundamental principles of economics and their application in managerial decision-making within business organizations.
2. It provides an understanding of demand, supply, production, cost and revenue concepts that influence business operations and market behavior.
3. It helps to examine different market structures and pricing strategies to enable effective managerial decisions in competitive environments.
4. It explores factor pricing, income distribution, unemployment and macroeconomic indicators such as national income and inflation.
5. This highlights modern analytical approaches such as AI-driven forecasting, big data analytics and insights from traditional economic thought to understand contemporary economic issues.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recall the basic concepts of economics including nature, scope, objectives of firms, demand, determinants of demand and elasticity of demand.	K1
CLO2	Explain the principles of production, laws of returns, supply, elasticity of supply and analyze cost - revenue relationships in the short run and long run.	K2
CLO3	Apply different market structures and pricing strategies under perfect competition, monopoly, monopolistic competition, oligopoly and duopoly.	K3
CLO4	Analyze factor pricing theories including wages, rent, interest, profit, unemployment patterns and macroeconomic indicators such as national income, inflation, trade cycle and balance of payments.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	L	L
CLO2	M	S	M	M	M
CLO3	M	S	S	M	S
CLO4	M	M	S	S	S

S- Strong; M-Medium; L - Low

BUSINESS ECONOMICS - RM25A01 - 73 HRS

UNIT- I (15 Hrs)

Meaning and Definition of Economics - Nature - Scope - Concepts of Economics - Firm- Industry- Objectives of Firm - Profit Maximization - Social Responsibilities of Firm - Relationship Between Micro, Macro and Managerial Economics - Demand - Meaning - Types - Law of Demand- Determinants of Demand - Elasticity of Demand - Measurement of Elasticity of Demand - Types and Methods - AI Driven Demand Forecasting.

UNIT - II (15 Hrs)

Production - Importance - Factors - Functions - Least Cost Combination - Types of Utility - Law of Returns - Law of Variable Proportions- Returns to Scale - Economies of Scale - Law of Supply - Elasticity of Supply - Cost and Revenue - Concepts and Curves - Cost Output Relationship Short Run and Long Run.

UNIT - III (16 Hrs)

Market - Meaning - Types - Equilibrium of the Firm - Industry - Fundamentals of Pricing - Pricing under Perfect Competitions- Monopoly - Price Discrimination - Pricing under Monopolistic Competition - Pricing under Oligopoly - Pricing under Duopoly - Dual Pricing - The Four Step Process - Price Ceilings and Price Floors - Application of AR and VR in Pricing Strategies.

UNIT - IV (16 Hrs)

Distribution - Factor Pricing - Marginal Productivity Theory - Wages - Determination of wages - Causes for wage difference - Trade Union and wages - Rent - Ricardian Theory Rent - Quasi - Rent-Modern theory of rent - Interest - Profit - Theories of Profit -Unemployment - Compute Unemployment Rate - Patterns of Unemployment - Changes in Unemployment over the Short Run - Changes in Unemployment over the Long Run.

UNIT - V (11 Hrs)

National Income - Concepts- Measurement - Problems- Uses - Leveraging Big Data Analytics and Machine Learning Techniques to measure National Income - Inflation- Types- Causes and Control - Tracking Inflation- Measuring Changes in the Cost of Living- Current Trends of Inflation in India- Trade Cycle - Stages of Trade Cycle - Balance of Payments- Ancient Indian Practices on governance, economics and trade (Kautilya's Arthashastra).

Text Books:

S.No.	Authors	Title	Publishers	Year & Edition
1.	N. Gregory Mankiw	Principles of Economics	Cengage Learning	2024, 10 th Edn
2.	S.R. Myneni	Managerial Economics (Business Economics)	New Era Law Publication	2024, 1 st Edn
3.	Sundharam KPM and Sundharam EN	Business Economics as per National Educational Policy 2020	Sultan Chand & Sons	2022, 5 th Edn

Books for Reference:

S.No	Authors	Title	Publishers	Year & Edition
1.	H.L Ahuja	Business Economics	Sultan Chand & Sons	2022, 15 th Edn
2.	Dr. S.Sankaran	Business Economics	Margham Publication	2022, 3 rd Edn
3.	Kaveri, SudhaNayak, Girija & Meenakashi	Business Economics	Sultan Chand & Sons	2020, 6 th Edn

Reference Links:

S. No	Unit	Topic	Links
1	I	Demand- Meaning- Types	https://onlinecourses.swayam2.ac.in/cec20_h_s26/preview
2	II	Least cost combination- Types of utility-Law of Returns-	https://archive.nptel.ac.in/courses/110/101/110101149/
3		Law of Supply	https://onlinecourses.swayam2.ac.in/cec22_h_s35/preview
4	III	Fundamentals of pricing- Pricing under perfect competitions	https://onlinecourses.swayam2.ac.in/imb22_mg04/preview
5		Pricing under Oligopoly -Pricing under Duopoly	https://onlinecourses.swayam2.ac.in/cec22_h_s35/preview
6	IV	Causes for wage difference- Trade Union and wages- Rent- Ricardian theory rent	https://onlinecourses.nptel.ac.in/noc22_mg103/preview
7		Theories of Profit - Unemployment Compute	https://onlinecourses.swayam2.ac.in/cec20_h_s43/preview
8	V	Problems- Uses- Inflation- Types-	https://onlinecourses.swayam2.ac.in/cec22_h_s49/preview
9		Trade Cycle- Stages of trade cycle - Balance of Payments	https://onlinecourses.swayam2.ac.in/cec22_h_s49/preview

Pedagogy

Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study.

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB25A01	INTERNATIONAL ECONOMICS	Theory	73	2	-	4

Preamble

1. To understand the concepts of international trade patterns and trade policies and address contemporary issues in international economics.
2. To acquire analytical methods required to understand how and when to apply different economic models to events in the global economy
3. To explain the international patterns of trade and specialization and the reasons why similar economies often trade with each other.
4. To provide an understanding of the theoretical and practical problems arising from economic interactions between countries.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify major developments in the world trading system and recognize their effects on national economies and the global community.	K1
CLO2	Explain international economic theories and how economic reasoning is used to address real-world trade and policy issues.	K2
CLO3	Apply knowledge of trade policy instruments such as tariffs, quotas, export subsidies, anti-dumping duties, countervailing duties and preferential trading agreements to evaluate their economic effects.	K3
CLO4	Analyze the relationships among different international trade models and approaches using an appropriate analytical framework.	K4

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	M	L
CLO2	S	S	M	M	L
CLO3	S	M	S	S	M
CLO4	M	S	M	S	M

S- Strong; M-Medium, L-Low

INTERNATIONAL ECONOMICS - IB25A01

UNIT - I

(14 Hours)

Introduction to International Economics - Nature - Scope - Influencing Factors - The Production Possibility Curve - Demand - Law of Demand - Elasticity of demand - Types of Demand - Supply - Law of Supply- Equilibrium - The Community Indifference Curve - The Offer Curve - Mill's Theory of Reciprocal Demand - Digital Global Trade and E-Commerce in International Economics – Green Trade in the Global Economy- Kautilya's Arthashastra on Economic Policies.

UNIT - II

(15 Hours)

Fundamentals of Cost in International Trade - Haberler's Theory of Opportunity Cost – Kravis's Theory of Availability – Linder's Theory of Trade and Demand – Posner's Imitation or Technological Gap Theory – Vernon's Product Cycle Theory – Kenon's Theory of Human Capital – Emmanuel's Theory of Unequal Exchange.

UNIT – III

(15 Hours)

Pricing and Pricing Decisions - Pricing and Output Decisions - Domestic Market Structure and Performance in Global Markets - Changes in the Global Market Structure - Methods of Pricing - Differential Pricing - International Price Discrimination and Dumping - Government Intervention and Pricing - Application of AR and VR in Global Pricing Strategies - Role of Indigenous Guilds (Shrenis) in Regulating Prices.

UNIT – IV

(15 Hours)

Imperfect Competition and Trade - Externalities and Protectionism - Welfare Comparisons Across Countries - FDI and Investment Decisions - Risk and Uncertainty in Managerial Decision Making. Economic Development Perspectives: Relationship between Trade - Economic Growth – Development - Inequality and Poverty.

UNIT - V

(14 Hours)

International Fiscal Policies and Monetary Policy : Meaning - Objectives - Instruments - Effectiveness of Monetary Policy - Monetary Policy and Fiscal Policy Mix to Control Inflation - Business Cycle Stages - Inflation and Deflation - Developments in the Pattern of Trade - Exchange Values and Currency Devaluation - Defining Balance of Trade and Balance of Payment - Equilibrium and Disequilibrium in BOP - Measures to Correct BOP Disequilibrium - BOP in India - Trade Blocs and Monetary Units - Anti Money Laundering.

Text Book:

S.No.	Author(s)	Title	Publisher	Year & Edition
1	Robert Carbaugh	International Economics	Cengage Learning	2025 & 1 st Edn
2	Paul R. Krugman & Maurice Obstfeld	International Economics: Theory and Policy	Pearson	2025 & 13 th Edn
3	Dominick Salvatore	International Economics	Wiley India	2025 & 14 th Edn

Books for Reference:

S.No.	Author(s)	Title	Publisher	Year & Edition
1	Robert J. Carbaugh	International Economics	Cengage Learning	2025 & 19 th Edn
2	B. Mahadevan, Vinayak Rajat Bhat and Nagendra Pavana R.N.	Introduction to Indian Knowledge System: Concepts and Applications	PHI Learning	2024 & Eastern Economy Edn
3	H.G. Mannur	International Economics	Vikas Publishing House	2023 & 4 th Edn

Reference Links:

S. No	Unit	Topic	Link
1	I	The production possibility curve	https://www.youtube.com/watch?v=3JLoi7K2_vY
2	II	Linder's theory of trade and Demand	https://www.youtube.com/watch?v=2OK3lDY6r9U
3	II	Kenon's theory of Human capital	https://www.khanacademy.org/economics-finance-domain/core-finance/investment-vehicles-tutorial/investment-consumption/v/human-capital
4	III	Methods of pricing	https://study.com/academy/lesson/video/pricing-strategy-in-marketing-definition-types-examples.html
5	III	Differential pricing	https://www.coursera.org/courses?query=pricing%20strategy
6	IV	Imperfect Competition and trade	https://onlinecourses.nptel.ac.in/noc21_hs46/preview
7	V	Exchange Values and Currency devaluation	https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/ap-open-economy-international-trade-and-finance/the-foreign-exchange-market/v/currency-exchange-introduction

Pedagogy:

Chalk & Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	Credit
BB25SBP1	DIGITAL SKILLS FOR MANAGERS	PRACTICAL	-	4	41	3

Preamble

1. Introduce advanced Excel tools for data analysis, including data cleaning, transformation, and modelling for better business decision-making.
2. Explore the use of data analytics tools and project management software to support decision-making and improve team collaboration.
3. Understand how automation and workflow optimisation tools enhance business process efficiency.
4. Implement cloud-based tools for data management, real-time collaboration, and backup/recovery strategies in business operations.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify key features and functionalities of Excel and analytics software to enhance business analysis skills.	K1
CLO2	Explore the application of project management tools and data analytics software in business decision-making and collaboration.	K2
CLO3	Analyze how automation tools can optimize business processes and workflow for efficiency.	K3
CLO4	Implement cloud-based tools for effective data management, collaboration, and recovery in real-world business environments.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	M	L
CLO2	S	S	S	M	M
CLO3	S	S	S	M	M
CLO4	S	S	S	L	M

S- Strong; M-Medium; L-Low

DIGITAL SKILLS FOR MANAGERS - BB25SBP1 - (41 Hours)

UNIT –I

(9 Hours)

Advanced Excel for Business Analysis and Reporting: Importing – Cleaning - Transforming Data from Multiple Sources (Databases, CSV, Web) – Data Models with Power Pivot – Advanced DAX (Data Analysis Expressions) – Sparklines – Slicers.

UNIT – II

(8 Hours)

Data Analytics Software for Decision Making - Google Analytics: Key Metrics and Reports - Analysing Website Traffic - User Engagement - Setting Up and Analysing Website Traffic Data. Website Creation.

UNIT –III

(8 Hours)

Project Management Software - Tools: Asana, Trello, and Monday.com - Reporting and integrating with Google Calendar, Slack tools - Gantt charts - Dependency Tracking.

UNIT – IV

(8 Hours)

Automation and Workflow Optimization - Zapier for Business Process Automation – Trello Power-up - Power Automate (Microsoft Flow) - Automating Repetitive Tasks.

UNIT – V

(8 Hours)

Data Management and Cloud Tools – Creating – Organizing - Sharing Cloud Folders - Real-Time Collaboration - File Versioning - Backup Strategies in Cloud data - Recovery in the Cloud.

Text Book:

S. No.	Author	Title	Publisher	Year & Edition
1.	Jordan Morrow	Be Data Literate: The Data Literacy Skills Everyone Needs to Succeed	Pearson	2024 & 1st Edn

Books for Reference:

S. No.	Author (s)	Title	Publisher	Year & Edition
1.	George Mount	Modern Data Analytics in Excel: Using Power Query, Power Pivot, and DAX	O'Reilly Media	2024 & 1st Edn
2.	Felix Zumstein	Python for Excel: A Modern Environment for Automation and Data Analysis	O'Reilly Media	2024 & 1st Edn

Pedagogy:

Practical Exercise

Course Designer

1. Dr.Devi Priya B
2. Dr.SathiyaPriya

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
NM23DTG	DESIGN THINKING	Theory	30	-	-	2

Preamble

- To expose the students to the concept of design thinking as a tool for innovation
- To facilitate them to analyze the design process in decision making
- To impart the design thinking skills

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Understand the concepts of Design thinking and its application in varied business settings	K1
CLO 2	Describe the principles, basis of design thinking and its stages	K2
CLO 3	Apply design thinking process in problem solving	K3
CLO 4	Analyze the best practices of design thinking and impart them in business and individual day to day operations.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	S	M	M	S	S
CLO 2	M	S	S	M	M
CLO 3	S	S	S	M	S
CLO 4	S	S	S	S	S

S-Strong; M-Medium

DESIGN THINKING - NM23DTG (30 Hours)

UNIT – 1 (6 Hours)

Design Thinking Overview: Introduction to Design Thinking and Design Research Strategies -Design Thinking Skills.

UNIT – II (6 Hours)

Design Thinking Mindset: Principles of Design Thinking - Basis for design thinking - Design Thinking Hats - Design thinking team.

UNIT – III**(6 Hours)**

Empathize: Definition - Listen & Empathize with the Customers and / or Users - Tools and Techniques.

UNIT – IV**(6 Hours)**

Define : Definition - Defining the Problem - Tools and Techniques - Journey mapping and Ideate - definition - Ideation techniques.

UNIT–V**(6 Hours)**

Prototype: Definition - Prototype Alternate Solutions - Test the Solutions – Visualization -Story Telling - Cautions and Pitfalls - Best Practices.

Text Books:

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Christian Mueller-Roterberg	Handbook of Design Thinking Tips & Tools for how to design thinking	Amazon Kindle Version	2018 & 1st Edn
2.	Gavin Ambrose Paul Harris	Design Thinking	AVA Publishing Switzerland	2010
3.	Sambhrant Srivastava and Vijay Kumar	A Text Book of Design Thinking	Vayu Education of India	2022 & 1st Edn

Reference Books:

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Maurício Vianna Ysmar Vianna Isabel K. Adler Brenda Lucena Beatriz Russo	Design Thinking - Business Innovation	MJV Press	2011
2.	Moritz Gekeler	A practical guide to design thinking	Friedrich- Ebert- Stiftung	2019
3.	J. Berengueres	The Brown Book of Design Thinking	UAE University College, Al Ain	2014