



**PSGR
Krishnammal College for Women**



DEPARTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOMES - BASED CURRICULAR FRAMEWORK (LOCF)

(Semester – I & II)

BACHELOR OF BUSINESS ADMINISTRATION

2025-2028 Batch



Program Learning Outcomes (PLOs):

PLO 1 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.

PLO 2 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.

PLO 3 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.

PLO 4 To demonstrate competence in applying the tools and techniques of Business Management to industry and to enable students to take intrapreneurial and entrepreneurial activities.

PLO 5 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.

Program Specific Outcomes (PSOs):

Business Administration Department has specifically defined few outcomes of the programme which make students:

PSO 1 To apply functional and foundational business concepts, theories, decision-making techniques and practices to succeed in a complex, technology-driven, global society.

PSO 2 To effectively communicate their ideas both oral and written in the business context and develop technical skills and human relation skills and attitude that they need for career progression.

PSO 3 To apply creativity, problem solving skills and innovation in development of an enterprise including sensitization towards ethical, moral and environmental issues.

Bachelor of Business Administration

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

Scheme & Syllabus of Examination

2025-2028 Batch

Semester – I & II

Semester	Part	Course Code	Title of Course	Course Type	Instruction hours / week	Contact hours	Tutorial hours	Duration of Examinations	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	BB25C01	Contemporary Management	CC	5	73	2	3	25	75	100	3
	III	BB25C02	Financial Accounting	CC	5	73	2	3	25	75	100	3
	III	BB25C03	Organizational Behavior	CC	5	73	2	3	25	75	100	3
	III	TH24A02/ ES25A01/ HI25A01/ EG24A01	Mathematics for Management I/ Indian Economic Development / Fundamentals of Political Science/ English through classics I	GE	5	73	2	3	25	75	100	4
	IV	NME25B1/ NME25A1	Basic Tamil I / Advanced Tamil I	AEC	2	28	2	-	100		100	2
	NME23WS	Women Studies	AEC	2	30	-	-	100		100		
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	BB25C04	Quantitative Techniques for Management	CC	5	73	2	3	25	75	100	3
	III	BB25C05	Leadership Communication	CC	5	73	2	3	25	75	100	3
	III	BB25C06	Human Resource Management	CC	5	73	2	3	25	75	100	3
		ES25A03/ ES25A04/ ES25A05/	Economic Analysis/ Managerial Economics/ Money and Banking /	GE	5	73	2	3	25	75	100	4

	III	TH24A10/ HI25A02/ EG24A02	Mathematics for Management II / Indian Constitution / English through Classics II									
	IV	*NME25B2 / NME25A2	Basic Tamil II / Advance Tamil II	AEC	-	-	-	-	100	-	100	Gr.
		NM25UHR	Universal Human Values and Human Rights	AEC	2	30	-	-	100	-	100	2
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

CC - Core Courses

GE - Generic Elective

AEC - Ability Enhancement Courses

**AECC - Ability Enhancement Compulsory
Courses**

GC – General Course

ACC - Additional Credit Course

CA - Continuous Assessment

ESE - End Semester Examination

***- After Class Hours**

Gr. - Grade

Examination System

One test for the 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 course will be as follows

Question Paper Pattern

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) : 20 Marks (500 words)

Total : 45 Marks

Core & Allied - CA Pattern -Theory- (First 3 Units)

Section A – 3 x 2 = 6 Marks

Section B – 3 x 5 = 15 Marks (either or – same CLO Level)

Section C – 3 x 8 = 24 Marks (either or – same CLO Level)

Total : 45 Marks

UG - Accounts Courses

CA Question from each unit comprising of first 3 units

One question with a weightage of 2 Marks : 3 x 2 = 6 Marks

One question with a weightage of 5 Marks : 3 x 5 =15 Marks

One question with a weightage of 8 Marks

(Internal Choice at the same CLO level) : 3 x 8 = 24 Marks

Total : 45 Marks

Model & End Semester Examination – Question Paper Pattern and Distribution of Marks Language and English

Section A 10 x 1 (10 out of 12) : 10 Marks

Section B 5 x 5 (5 out of 7) : 25 Marks (250 words)

Section C 4 x 10 (4 out of 6) : 40 Marks (600 - 700 words)

Total : 75 Marks

Core & Allied – ESE Pattern (Theory)

Section A – 5 x 2 = 10 Marks

Section B – 5 x 5 = 25 Marks (either or – same CLO Level)

Section C – 5 x 8 = 40 Marks (either or same CLO Level)

Total : 75 Marks

ESE Question Paper Pattern: (for Accounts Paper)

Question from each unit comprising of

One question with a weightage of 2 Marks : 5 x 2=10 Marks

One question with a weightage of 5 Marks : 5 x 5 =25 Marks

One question with a weightage of 8 Marks

(Internal Choice at the same CLO level) : 5 x 8 =40 Marks

Total : 75 Marks

Advanced Tamil & Basic Tamil

CIA Test	- 25 Marks (Conducted for 50 marks after 50 days)
Model Exam	- 50 Marks (Conducted for 75 marks after 85days)
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 Marks - 100 Marks

Universal Human Values and Human Rights

- 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 Marks - 100 Marks

Continuous Internal Assessment Pattern

CIA Test	- 5 Marks (Conducted for 45 marks after 50 days)
Model Exam	- 7 Marks (Conducted for 75 marks after 85days (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 Mark)

Total: 25 Marks

MAPPING OF PLOs WITH CLOs

COURSE	PROGRAMME LEARNING OUTCOMES				
	PLO 1	PLO2	PLO3	PLO4	PLO5
COURSE- BB25C01					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	S	S	M
CLO3	S	S	S	M	L
CLO4	S	M	M	S	L
COURSE- BB25C02					
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
COURSE- BB25C03					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	L	S
CLO2	S	L	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M
COURSE-BB25C04					
CLOs	PLO1	PLO2	PLO3	PLO4	PL05
CLO1	S	M	S	L	M
CLO2	S	S	M	L	S

CLO3	S	S	S	S	S
CLO4	S	S	S	M	S
COURSE – BB25C05					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	L	S
CLO2	S	S	M	L	S
CLO3	S	S	S	M	S
CLO4	S	S	S	M	S
COURSE – BB25C06					
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

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB25C01	CONTEMPORARY MANAGEMENT	Theory	73	2	-	3

Preamble

1. To impart thorough understanding of management fundamentals and diverse managerial functions to students.
2. To empower students with comprehension of essential managerial skills crucial for achieving success in managerial roles.
3. To equip students with knowledge in planning, decision-making, organizing, and controlling, essential for navigating evolving organizational structures, globalization, technological advancements, and diverse workforce dynamics.
4. To integrate the concept of social responsibility into business decision-making processes.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recall fundamental concepts, definitions, and scope of management including traditional and modern approaches, ethics, social responsibility, and lessons from Indian Knowledge Systems (IKS).	K1
CLO2	Explain the nature, functions, and significance of core managerial functions such as planning, organizing, staffing, directing, controlling, and coordinating in diverse business contexts.	K2
CLO3	Apply principles of management, decision-making, creativity, and innovation using tools like OKRs, AI, and design thinking to solve business problems and enhance organizational performance.	K3
CLO4	Analyze the impact of management structures, control techniques, and emerging trends like Industry 4.0/5.0, DEI, and crisis/change management on organizational effectiveness and sustainability.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

CONTEMPORARY MANAGEMENT - BB25C01

(73 Hours)

UNIT – I

(14 Hours)

Management: Meaning - Definition – Scope - Features – Levels – Managerial Roles and Skills -Management as an art or a science or a profession – Functions of Management - Management Thoughts (Scientific & Modern Management) - Ethics - Social Responsibility – Sustainable Management - Management Lessons from IKS (Arthashastra and Thirukkural).

UNIT – II

(15 Hours)

Planning: Meaning - Definition – Nature - Characteristics – Importance – Process – Types - Limitations – Management by OKRs (Objectives and Key Results) - Decision Making: Meaning-Definition - Features – Process –Types - Artificial Intelligence in Decision Making -Design Thinking - Creativity – Innovation.

UNIT – III

(14 Hours)

Organizing: Meaning - Definition – Principles– Formal and Informal Organization - Forms of Organisation (Organisation Structure) - Delegation and Authority — Learning Organization-Centralization and Decentralization.

Staffing-Meaning – Importance - Process of Staffing – Directing- Definition- Characteristics – Importance- Manager Vs Leader.

UNIT – IV

(15 Hours)

Controlling: Definition – Characteristics – Importance - Limitations - Control Process – Effective control system - Types of Control - Control Techniques: Budgetary Control and Non budgetary control-Management by Walking Around (MBWA).

Co-ordination: Meaning - Definition– Features – Types – Benefits. Co-Working Spaces-Meaning -Opportunities and Challenges.

UNIT – V

(15 Hours)

Emerging Trends in Management: Crisis Management- Change Management (adapting to change)- Gender Balance - Diversity, Equity, and Inclusion (DEI) - Global Management Competencies.

Introduction to Industry 4.0- Need– Reasons for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0- Skills required for Industry 4.0- Advancements in Industry 4.0— Impact of Industry 4.0 on Society, Business, Government and People - Introduction to Industry 5.0 - Principles of Industry 5.0.

Case study Analysis- (Internal Evaluation Only)

Text Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Gareth Jones and Jennifer George	Contemporary Management	McGraw-Hill	2024 13 th Edn
2	L M Prasad	Principles and Practice of Management	Sultan Chand and Sons	2024 11 th Edn
3	Gupta CB	Management Theory and Practice	Sultan Chand & Sons	2023 21 st Edn
4. P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0				

Reference Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Harold Koontz, Heinz Weihrich & Mark V. Cannice	Essentials of Management- An International, Innovation and Leadership Perspective	Tata McGraw Hill	2023 11 th Edn
2	Stephen P Robbins; Mary K Coulter	Management	Hoboken, NJ : Pearson	2021 15 th Edn
3	Mahadevan, B., Bhat Vinayak Rajat, Nagendra Pavana R.N.	Introduction to Indian Knowledge System: Concepts and Applications	PHI Learning Private Ltd. Delhi.	2022

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

Reference Links: Web-links**1. Management Lessons from Kautilya's Arthashastra:**

<https://theintactone.com/2019/08/09/mcie-u1-topic-3-management-lessons-from-kautilya-arthashastra/>

<https://www.esamskriti.com/e/Spirituality/Education/Arthashastra-Lessons-for-Management-Theory-1.aspx>

2. Management Concepts in Thirukkural:

https://www.researchgate.net/publication/338570731_management_concepts_in_thirukkural

3. OKRs: <https://www.whatmatters.com/resources/okr-and-mbo-difference-between?utm>**4. AI in Decision Making:** <https://intellias.com/ai-decision-making/?utm>**5. Coworking Spaces:** https://www.zoho.com/workdrive/digest/work-culture/9-benefits-and-challenges-of-coworking-spaces.html?utm_source=chatgpt.com**6. Diversity, Equity and Inclusion | UN Global Compact:** <https://unglobalcompact.org/take-action/action/dei?utm>

OER Resources:

1. <https://openstax.org/books/principles-management/pages/3-3-the-industrial-revolution>
2. <https://www.toolshero.com/management/14-principles-of-management/>
3. https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management
4. e-PGPathshala:
<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>

NPTEL Video Links:

1. Concept of Management, Organizing, Controlling, Management & Society, Creativity & Innovation: <https://nptel.ac.in/courses/122108038>
2. Introduction to Industry 4.0: <https://youtu.be/wgWRLu8p90M>

COURSE NUMBER	COURSE TITLE	Category	L	T	P	Credit
BB25C02	FINANCIAL ACCOUNTING	Theory	73	2	-	3

Preamble

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

Financial Accounting - BB25C02 **(73 Hours)**

UNIT – I **(15 Hours)**

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 Hours)**

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 Hours)**

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 Hours)**

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 Hours)**

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)

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

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB25C03	ORGANISATIONAL BEHAVIOUR	Theory	73	2	-	3

Preamble

1. To provide the students with knowledge on organizational behaviour concepts, theories, and business practices at national and global level.
2. To develop human relation skills (group dynamics, team building and leadership).
3. To analyze the impact of personality, values, perception, motivation, and attitudes on behaviour in organizations.
4. To apply organizational behaviour approaches in the workplace towards improving organization's effectiveness.

Course Learning Outcome

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand Organisational behaviour concepts, theories and relate it to organizational context.	K1
CLO2	Recognize the impact of perceptions, attitudes, personality, culture and rewards on organizational performance.	K2
CLO3	Apply the needs of group dynamics, cohesiveness, power, politics and values for development of team building.	K3
CLO4	Analyse the behaviour of individuals and groups to handle stress and conflict in an organisation and adapt with the organization climate and changes.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

ORGANISATIONAL BEHAVIOUR – BB25C03

(73 Hours)

UNIT – 1

(15 Hours)

Nature and importance of Organisational Behaviour (OB) - Concept and Relevance of OB in Modern Management - Models of OB- Challenges and Opportunities faced by Managers applying OB- Revolutionizing Technology in OB - Learning: Concept and Implications; Conditioning and Social Learning Theories; Self-concept, Self-Esteem, Personality, Meaning, Major determinants of Personality, Personality traits - Personality tests - Panchakosha Model of Personality (Five layers of personality).

UNIT – II

(15 Hours)

Perception- Process, importance, factors influencing perception, Managerial and Behavioural applications of Perception, Attribution Theory –Organisational Applications Motivation-Concept, Theories (Maslow, Herzberg, and McGregor) - Evaluation, Feedback and Reward - Attitudes: characteristics, components, Types of Attitudes; Values, Beliefs and Attitudes with Managerial Implications.

UNIT – III

(15 Hours)

Group Dynamics- Definition, types of Groups, Stages of Group Development, Team Building, Emotional Intelligence (EI) in teamwork, AI in Workplace Collaboration and Team Dynamics - Group Cohesiveness – Group norms -Group processes and Group Decision Making, Evolution of a Group into Teams. Organisation Power: Concept, Source and Classification; Power Tactics; Coalitions; Politics: People’s Response to Organisational Politics.

UNIT – IV

(14 Hours)

Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Across Culture; Employees Learning of The Culture; Bureaucratic Culture Influence Organizational Structure, Panchatantra way of Conflict Resolution - Responsive Culture. Organisational Stress & Conflict: Concept; Consequences and Sources; Stress Management: Approaches; Types of Stress and Conflicts; Stages; Effects and Management of Conflicts .

UNIT – V

(14 Hours)

Organisational Development and Climate – Objectives-Characteristics-Importance- Factors - Rational decision making- Vedic perspective - AI Application - Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Boundedness of Managing the Change.

Case study (internal valuation only)

Text Books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	L.M. Prasad	Organisational Behaviour	Sultan Chand & Sons	2024 4 th Edn
2.	Stephen P. Robbins, Timothy A. JudgeNeharika Vohra	Organisational Behaviour	Pearson	2023 19 th Edn
3.	Steven McShane, Mary Ann Von Glinow	Organisational Behaviour	McGraw-Hill Higher Education	2024 8 th Edn

Reference Books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai	Organisational Behaviour	McGraw Hill	2022 9 th Edn
2.	Dr. F. C. Sharma	Organisational Behaviour	SBPD Publications	2021 1 st Edn
3.	Mathias J. Seventh	Organizational Behavior: How to Turn Your Business into The Professional Organization That You Want	Author's Republic	2019 1 st Edn

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

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB25C04	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	THEORY	73	2	-	3

Preamble

- To introduce students to basic quantitative techniques that support effective decision-making in business.
- To equip students with problem-solving tools such as Linear Programming, Transportation, Assignment, Game Theory, PERT, CPM, and related methods.
- To develop analytical skills that simplify complex problems and help in framing sound management policies.

Prerequisite

- Students are expected to have a basic understanding of mathematics and logical reasoning. An interest in numerical analysis and analytical problem-solving will enable effective learning of Quantitative Techniques.

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 and methodologies of quantitative techniques, including Linear Programming, Transportation, Assignment, Travelling salesman problem, Sequencing, Game Theory, Queuing, Replacement Models, PERT, CPM, Simulation, Decision Trees, and Inventory Models.	K1
CLO2	Identify and explain appropriate tools such as simplex, transportation, assignment, queuing, and network techniques for solving managerial problems.	K2
CLO3	Apply quantitative methods to obtain feasible and optimal solutions for structured decision-making problems in business and industry.	K3
CLO4	Analyze real-world business scenarios using optimization, replacement and inventory techniques to recommend effective solutions.	K3

Mapping with Programme Learning Outcomes

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

S- Strong; M-Medium; L-Low

QUANTITATIVE TECHNIQUES FOR MANAGEMENT – BB25C04 - 73 HRS

Unit I (14 Hrs)

Introduction to Operations Research – Meaning and Definition – Scope and Methodology of OR – Models in OR – Advantages & Limitations of OR – Linear Programming: Formulation – Dual – Graphical Method & Simplex Method (Simple problems from graphical and simplex methods only).

Unit II (16 Hrs)

Transportation Problems – Meaning & Definition – Application – Basic Feasible Solution: North West Corner Rule – Least Cost Method – Vogel’s Approximation Method – Optimum Solution: MODI Method. Assignment Problems – Meaning & Definition – Application Travelling Salesman Problem (TSP) – Introduction, Applications - Sequencing Problem – Processing n jobs on 2 machines, 3 machines, m machines.

Unit III (15 Hrs)

Game Theory – Meaning & Definition – Basic terminology – Maximin- Minimax Principle - Two Person Zero Sum Game – Mixed Strategy Problem – Dominance Property (simple problems) - Queuing Theory – Meaning & Definition – Terms used in queuing theory – Main elements of queuing system – Single channel Formulas (Simple problems from single channel only).

Unit IV (15 Hrs)

Critical Path Method – Meaning & Definition – Basic concepts of Network analysis – Construction of network diagram – Critical Path – Advantages & Limitations. Programme Evaluation and Review Technique (PERT) – Time scale analysis – Critical Path – Probability of completion of project – Advantages and Limitations – Comparison between PERT and CPM. Simulation – Meaning & Definition – Monte Carlo simulation (simple problems) - Data Driven Optimisation in Industry 4.0 and 5.0.

Unit V (13 Hrs)

Decision Theory - Decision making under condition of Uncertainty: Maximax criterion, Maximin criterion, Minimax regret criterion, Hurwicz criterion and Laplace criterion. Decision making under Risk: Expected value criterion, Expected Opportunity Loss (EOL) criterion, Expected Value of Perfect Information (EVPI). Decision Tree – Introduction & Concepts (Theory only).

Theory and problems in the ratio of 20% and 80% respectively

* - Simple problems only

Text Book

S. No	Authors	Title	Publishers	Year & Edition
1.	R. Latha, R. Nagendran, S. Suriaprakash	Resource Management Techniques	RN Publications	2023 & Revised Edn
2.	Frederick S. Hillier, Gerald J. Lieberman Bodhibroto Nag	Introduction to Operations Research	Mc Graw Gill	2022 & 12th Edn
3	R. Panneerselvam	Operations Research	PHI Learning	2023 & 4th Edn

Books for Reference

S. No.	Authors	Title	Publishers	Year & Edition
1	N.D. Vohra	Quantitative Techniques in Management	Mc Graw Hill	2019 & 5 th Edn
2.	Michael Carter Camille C. Price Ghaith Rabadi	Operations Research A Practical Introduction	Chapman and Hall/CRC	2018 & 2 nd Edn
3.	V Sundaresan, KS Ganapathy Subramanian, K Ganesan	Resources Management Techniques	AR Publishers	2017 & 11 th Edn
4.	Kanti Swarp, P.K.Gupta, Man Mohan	Operations Research— Introduction to Management Science	Sultan Chand & Sons	2022 & 20 th Revised Edn

Reference Links

Unit	Topic	Reference Links
I	Advantages & Limitations of OR	https://archive.nptel.ac.in/courses/112/106/112106134/
II	Assignment Problems – Meaning & Definition	https://archive.nptel.ac.in/courses/110/106/110106062/
III	Game Theory – Basic terminology	https://archive.nptel.ac.in/courses/112/106/112106134/
III	Queuing Theory – Terms used in queuing theory	https://archive.nptel.ac.in/courses/110/106/110106062/
IV	Critical Path – Advantages & Limitations	https://archive.nptel.ac.in/courses/112/106/112106134/
IV	Comparison between PERT and CPM	https://archive.nptel.ac.in/courses/110/106/110106062/
V	Decision Tree – Introduction & Concepts	https://archive.nptel.ac.in/courses/110/106/110106062/

Pedagogy

- Chalk& Talk, lecture, Seminar, Power Point Presentation, Group Discussion

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB25C05	LEADERSHIP COMMUNICATION	THEORY	73	2	-	3

Preamble:

- To enable students to grasp the fundamental principles of effective leadership communication.
- To equip students to exhibit clear, precise, and coherent communication as leaders, both in written and oral forms.
- To effectively structure and convey ideas in written and spoken communication, tailoring messages to match the topic, purpose, audience, communication channel, and context.
- To foster critical and creative thinking skills essential for effective leadership communication in today's competitive business environment.

Prerequisite

- Basic foundation in communication skills.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Define the fundamentals of communication, leadership, and correspondence by understanding strategic communication concepts, business letters, presentations, non-verbal cues, and crisis management across diverse organizational contexts.	K1
CLO2	Explain principles of effective communication, business correspondence, digital and AI-enhanced strategies, leadership lessons from Indian classics, and intercultural communication with emphasis on ethics and professionalism in leadership.	K2
CLO3	Demonstrate leadership presentations, AI-assisted agenda, minutes, reports, and press release creation, apply non-verbal skills, develop digital self-branding, and utilize communication frameworks for Industry 4.0 and 5.0 contexts.	K3
CLO4	Analyze leadership approaches, environmental influences, organizational strategies, team collaboration, social media crisis communication, and evaluate communication effectiveness for sustainable leadership in diverse environments.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

LEADERSHIP COMMUNICATION - BB25C05 - 73 HRS

Unit I (15 Hrs)

Introduction to Communication:

Communication: Meaning – Objectives – Importance – Communication Process - Media – Channels -Barriers and Gateways to Communication – Essentials of Effective Communication.

Leadership: Leadership and Followership - Definition - The Language of Leaders- Leadership Communication Strategy and Structure – Communication Skills for Team and Leadership Effectiveness - Leadership Lessons from Arthashastra and Thirukkural – Ethics in Leadership Communication (Traditional & AI).

Unit II (15 Hrs)

Business Correspondence:

Business Letters: Enquiries and Reply – Offers and Quotations – Orders and Execution – Claims and Adjustments – Collection – Status Enquiries - Job Application - Resume Writing - Business Email Etiquette – AI-Enhanced Business Writing.

Unit III (14 Hrs)

Leadership Presentations, Documents and Digital Communication:

Preparing Presentations (including Presentations in Virtual Environment), Agenda, Minutes & Reports - Press Releases - AI-Assisted creation of Agenda, Minutes, Presentations, Professional Report and Press Releases.

Digital Communications: Leveraging the Web for Knowledge Sharing – Podcasts –Meaning - Types (Educational, Public Relations) - Professional Networking Sites – Types (Operational, Strategic) - Uses - Corporate Blogs- Tools - Content Writing Techniques- Strategic Communication in the Digital Era- Communication Analytics - Key Aspects of Communication in Industry 5.0.

Unit IV (15 Hrs)

Non-verbal communication:

Body Language – Types - Meta-Communication.

Leadership Development:

Leadership Styles - Leadership and Followership communication Styles - Power and Influence in Leadership – Empowerment and Credibility Gaining Strategies - Strategies for Effective Team Communication and Collaboration -Leadership for Industry 4.0 & Industry 5.0 - Leadership Narratives – Public Speaking - Overcoming Glossophobia (Fear of Public Speaking) -Digital Self-Branding.

Unit V (14 Hrs)

Leadership in Diverse Environment:

Leadership in Diverse Organisational Structures, Cultures and Communications - Intercultural Communication - Organizational Communication - Interpersonal Communication - Group Communication- Powerful and Powerless Talks - BATNA (Best Alternative To a Negotiated Agreement) - Crisis Communication in the Age of Social Media- Leading Change Through Communication - Corporate Culture.

Case study - (for internal valuation only)

Text Book

S. No.	Authors	Title	Publishers	Year & Edition
1.	Kitty O. Locker, Jo Mackiewicz, Jeanine Elise Aune, Donna S. Kienzler Professor	Business Communication	McGraw Hill	2025 & 14 th Edn
2.	K.K Sinha	Fundamentals of Business Communication	Taxmann Publications Pvt Ltd.	2023 & 5 th Edn
3.	Deborah Barrett	Leadership Communication	McGraw-Hill	Reprint 2021 & 4 th Edn
4.	Rajendra Pal & Korlahalli	Essentials of Business Communication	Sultan Chand & Sons.	Reprint 2020 & 13 th Edn

Books for Reference

S. No.	Authors	Title	Publishers	Year & Edition
1.	Monika Schaller, Nicole Pfeffermann	New Leadership Communication—Inspire Your Horizon	Springer International Publishing	2024 & 1 st Edn
2.	Joanna Paliszkievicz & José L. Guerrero Cusumano	Communication, Leadership and Trust in Organizations	Routledge	2024 & 1 st Edition
3.	Carolyn Mae Kim	Leveraging Technology in Leadership Communication	Taylor & Francis	Reprints 2022 & 1 st Edition
4.	Heidi Grant, Scott Berinato, Tsedal Neeley, Erin Meyer	HBR's 10 Must Reads on Communication	Harvard Business Review	2021 & 1 st Edition
5.	Northouse book online tools for students: Leadership: Theory and Practice by Peter G. Northouse: https://edge.sagepub.com/northouse8e/student-resources-0			

Reference Links

S. No	Topics	Reference Links
1.	Introduction to the Communication Meaning – Objectives – Importance	https://youtu.be/mrSnjEEL1ws
2.	Barriers and Gateways to Communication	https://youtu.be/og5kkKtmQjs
3.	Communication Skills for Team	https://youtu.be/aQGQ8PN3x8I
4.	Leadership	https://youtu.be/TSU2VE38qUI

5.	Leadership Communication Strategy and Structure	https://youtu.be/2A6OI5PZpd0
6.	Leadership & Management - Leadership Lessons from Arthashastra and Thirukkural	https://www.idsa.in/system/files/jds/jds-13-1-2019-leadership-and-management.pdf https://blog.focusu.com/leadership-lessons-from-chanakyas-arthashastra https://www.wisdomlib.org/hinduism/book/kautilya-arthashastra Contents Thirukkural in English
7.	Business Letters	https://youtu.be/ekFRWnPV6lc
8.	Job Application - Resume Writing	https://youtu.be/36tCzSbtnOY
9.	Preparing Presentations	https://youtu.be/36tCzSbtnOY
10.	Podcasts & Communication Tools	https://www.captivate.fm/learn-podcasting/types-of-podcast-explained Communication Tools for Business MOBI @SCU
11.	Body Language	https://youtu.be/mXlriwFIXnE
12.	Leadership Styles	https://youtu.be/xed2Sz-mjN8 https://youtu.be/36sHW0ER4oQ
13.	Power and influence in Leadership	https://youtu.be/vXJmO_gF72w
14.	Leadership for Industry 4.0	https://youtu.be/wUVTGg8MATY
15.	Public Speaking	https://youtu.be/RB3MJt3dfrg
16.	Intercultural Communication	https://youtu.be/5Lm20a1L89c
17.	Interpersonal Communication	https://youtu.be/YrZSkdReOzc
18.	Group Communication	https://youtu.be/3UMxnWFxdm8
19.	Crisis Communication	https://youtu.be/cw8vb08Zsp0
20.	Corporate Culture	https://youtu.be/Bxm3j8JOXs4

Pedagogy

- Chalk & Talk, Lecture, Power Point Presentation & Video.

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 employee relations and workplace behavior, with interest in people management, motivation, and organizational performance.

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 & Edition
1.	K. Aswathappa & Sadhna Dash	Human Resource Management, Text & Cases	Mcgraw Hill	2023 & 10 th Edn
2.	Gary Dessler & Biju Varkey	Human Resource Management	Pearson Publishers	2024 & 17 th Edn

Books for Reference

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

Pedagogy

- Chalk & Talk, lecture, Seminar, Power Point Presentation, Group Discussion and Case Study.