

**MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI - 627 012**



BBA - GENERAL

Choice Based Credit System – Affiliated Colleges

Program Regulations and Syllabus

(With Effect From The Academic Year 2026 - 2027 Onwards)

VISION

"To provide quality education to reach the un-reached"

MISSION

- ❖ To conduct research, teaching and outreach programmes to improve conditions of human living
- ❖ To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- ❖ To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development
- ❖ To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled

Name of the Programme: Bachelor of Business Administration : General

PREAMBLE

Bachelor of Business Administration is one of the most popular bachelor degree program after class XII. The BBA course is the gateway to numerous job opportunities in a plethora of sectors like Marketing, Education, Finance, Sales, and Government. The 3-year undergraduate course in Business Administration is open to students from all the three streams of education namely Commerce, Arts and Science. The BBA course offers knowledge and training in management and leadership skills to prepare them for managerial roles and entrepreneurship.

During the tenure of the course, candidates learn various aspects of business administration and management through classroom lectures, Games, Seminars and practical projects. The overall objectives of this academic Bachelor's program is to develop the students' intellectual capacity, executive personality, and managerial skills in a way that enables them assume entry-level managerial positions in business and industry, public sector organizations, consultancy companies and other organizations. Graduates of the program may also choose to start their own entrepreneurial business ventures

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO1: Developing strong positive attitude to learn independently the concepts in the field of study

PEO2: Ensuring confidence among the learners to apply the knowledge and skills gained to solve real life issues

PEO3: Habituating ethical values among the learners to succeed in personal and professional life

PROGRAMME OUTCOMES (POs)

PO1: Comprehend the knowledge acquired and communicate the same to others.

PO2: Analyze and compare the factual data / situation to comprehend and to critically evaluate to find solution to the problem ahead.

PO3: Apply theories and philosophies learned in solving the problem in scientific manner.

PO4: Think reflectively on the earlier activities and attempt for self directed lifelong learning process.

PO5: Understand multicultural existence and identify the means to prolong moral/ethical values in personal and professional life.

PO6: Explore through multiple sources and get exposed to the digital technology.

PO7: Act as a responsible member in teams and practice leadership qualities.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1: Apply management principles, theories, and functional area knowledge (Finance, Marketing, Human Resource Management, and Operations) to solve business problems and support organizational decision-making.

PSO2: Demonstrate quantitative, analytical, and problem-solving skills in interpreting financial statements, market trends, business data, and operational information.

PSO3: Develop effective business communication, professional etiquette, leadership, teamwork, negotiation, and presentation skills for diverse organizational settings.

PSO4: Understand and apply legal, regulatory, ethical, and governance frameworks relevant to business operations and corporate practices in India.

PSO5: Utilize modern business technologies, digital tools, management information systems, and data analytics for improving organizational efficiency and decision-making.

PSO6: Demonstrate entrepreneurial mindset, innovation, creativity, and strategic thinking to identify business opportunities and contribute to sustainable enterprise development.

PSO7: Exhibit social responsibility, environmental awareness, and global business perspectives to support sustainable development and responsible management practices.

ELIGIBILITY FOR ADMISSION

Any candidate who has passed the Plus Two of the Higher Secondary Board of Tamilnadu or that of any other university or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Tamilnadu.

CONDUCT OF THE PROGRAMME

The Bachelor of Business Administration (BBA) programme of Manonmaniam Sundaranar University is designed under the Choice Based Credit System (CBCS) to provide students with comprehensive knowledge in business and management studies. The programme integrates theoretical concepts with practical exposure through case studies, projects, internships, seminars, and industrial interaction. It aims to develop managerial, entrepreneurial, communication, leadership, and analytical skills among students to meet the changing needs of business and industry. The curriculum emphasizes professional ethics, social responsibility, and skill-based learning, enabling students to pursue higher education, entrepreneurship, and diverse career opportunities in business and allied sectors.

DURATION OF THE COURSE

The duration of the course shall be three academic years comprising **six semesters** into with two semesters for each academic year. There shall be at least 90 working days in a semester and a minimum 450 hours of instructions in a semester.

MEDIUM OF INSTRUCTION & EXAMINATION: English medium only.

EVALUATION PATTERN

CONTINUOUS INTERNAL ASSESSMENT TEST

INTERNAL VALUATION IS DONE BY COURSE TEACHERS PART I, II AND III-THEORY PAPERS

COMPONENT	TIME	MAX.MARKS
TEST I	1hour	20
TEST II	1hour	20
TEST III	1hour	20

PRACTICAL PAPERS

COMPONENT	MARKS
TEST I	20
TEST II	20
OBSERVATION	5
ASSIGNMENT	5

CIA EXAMINATIONS QUESTION PAPER PATTERN

Section	Type of Questions	WORDLIMIT	Marks	Total
A	MULTIPLE CHOICE QUESTIONS	-	2 X 1 = 2	20
B	SHORT EASSY TYPE QUESTIONS (Either or Choice)	120	2 X 5 = 10	
C	Essay type questions	200	1 X 8 = 8	

MODEL QUESTION PAPER

Reg. No. :

Sub Code:

B.B.A. (CBCS) DEGREE EXAMINATION ORGANIZATION BEHAVIOUR

(For those who joined in July 2026 onwards)

Time: Three Hours

Maximum: 75 marks

PART A - (10x1=10 marks) Answer ALL questions.

1. The study of Organizational Behaviour primarily focuses on _____.
a) technical processes in production b) human behaviour within organizations
c) financial decision-making d) Legal aspects of management
2. The systems approach to OB views organizations as _____.
a) Isolated units
b) Closed technical entities
c) Open and interrelated subsystems
d) Only social structures
3. The process by which individuals organize and interpret their sensory impressions to give meaning to their environment is _____.
a) Motivation
b) Personality
c) Perception
d) Attitude
4. Chris Argyris's Maturity-Immaturity theory explains that _____.
a) Employees always prefer routine jobs
b) People naturally move from immaturity to maturity as they grow
c) Employees resist responsibility at all stages
d) Motivation is not related to growth
5. Group dynamics is _____.
a) Mechanical functioning of a group
b) The interactions and forces among group members
c) The number of people in a group
d) The formal rules of an organization
6. Which of the following is NOT a common reason for resistance to change?
a) Fear of the unknown
b) Habit
c) Economic insecurity
d) Continuous learning
7. The Johari Window is mainly used for _____.
a) financial planning
b) Enhancing self-awareness and interpersonal relations
c) Leadership training only
d) Reducing costs
8. Interpersonal behaviour in organizations means _____.
a) Interaction between machines
b) Exchange of ideas and feelings between individuals
c) Legal communication only
d) Group policies
9. Organizational climate refers to _____.
a) Weather conditions affecting employees
b) Shared perceptions of policies, practices, and procedures

- c) The physical infrastructure of the office
- d) Political conditions of the country
- 10. The main purpose of organizational control is to _____.
 - a) Punish employees
 - b) Ensure activities are carried out as planned
 - c) Eliminate leadership
 - d) Increase financial profits only

PART B – (5 X 5=25 Marks)

Answer ALL questions by choosing (a) or (b) Each Answer should not exceed 250 words

- 11. a) How does understanding individual differences help managers?(OR)
 - b) What are the contributing disciplines to OB?
- 12. a) Describe Maslow's Need Hierarchy theory(OR)
 - b) Explain Vroom's Expectancy Theory and its three key elements.
- 13. a) Explain the importance of group dynamics in organizations.(OR)
 - b) Describe House's Path-Goal Theory of leadership.
- 14. a) Explain Eric Berne's Parent-Adult-Child (PAC) model.(OR)
 - b) Write short notes on interpersonal behaviour.
- 15. a) What is meant by organizational effectiveness?(OR)
 - b) How does climate affect employee behaviour and performance?

PART C – (5 X 8=40 Marks)

Answer ALL questions by choosing (a) or (b) Each Answer should not exceed 600 words

- 16. (a) What are the major challenges of OB in a globalized business environment?(OR)
 - (b) Define Organizational Behaviour and explain how it differs from general human behaviour.
- 17. (a) List and explain the five Organizational Behaviour models. (OR)
 - (b) Explain the role of learning in shaping employee behaviour at the workplace.
- 18. (a) Briefly explain autocratic, democratic, and laissez-faire leadership styles.(OR)
 - (b) Elaborate on the main reasons for resistance to change in organizations.
- 19. (a) Explain the role of communication in effective interpersonal relationships.(OR)
 - (b) Describe the Johari Window model.
- 20. (a) Describe the steps in the control process.(OR)
 - (b) Discuss any two emerging issues in Organizational Behaviour

PROGRAM STRUCTURE

The course work in an academic year shall be divided into parts as given below:

SEMESTER	PERIOD	ACTIVITY
I	15th June - 30th Oct	Classes and Continuous Internal Evaluation
I	16th Nov - 30th Nov	I and III Semester Examinations
II	1st Dec - 15th April	Classes and Continuous Internal Evaluation
II	16th April - 30th April	II Semester Examinations
III	2nd May - 15th June	Summer Project / Summer Internship
III	15th July - 15th Nov	Classes and Continuous Internal Evaluation
III	16th Nov - 30th Nov	III Semester Examinations
IV	1st Dec - 15th Jan	Main Project for the Final year Students
IV	16th Jan - 30th Nov	Classes and Continuous Internal Evaluation
IV	16th April - 30th April	IV Semester Examinations
V	15th June - 30th Oct	Classes and Continuous Internal Evaluation
V	1st Nov- 30th Nov	V Semester Examinations
VI	1st Dec - 1st April	Classes and Continuous Internal Evaluation
VI	7th April - 30th April	VI Semester Examinations

PSOs:

Title of the Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total Score
Principles of Management	9	11	9	9	10	7	8	63
Accounting for Managers I	10	11	9	8	9	8	7	62
Managerial Economics	9	11	7	8	7	8	8	58
Basics of Event Management	9	10	7	7	7	8	7	55
Managerial Communication	9	9	12	8	8	7	9	62
Organisational Behaviour	9	11	8	8	8	9	7	60
Accounting for Managers - II	9	11	8	7	7	11	7	60
Business Regulatory Frame Work	9	11	9	8	8	9	8	62
Managerial Skill Development	9	8	7	7	7	8	7	53
Business Etiquette and Corporate Grooming	8	8	7	7	8	8	7	53
Office Management	9	11	7	8	9	9	7	60
Total score of all courses contributing to PSO	99	112	90	85	88	92	82	648

COURSE CONTENT

Revised Programme Structure (With effect from June 2026)

Sem (1)	Part II/III/IV (2)	Subject number (3)	Subject Status(4)	Subject Title (5)	L	T	P	T	C	Maximum Marks		
										Internal	External	Total
I	I	1	Language	Tamil/other language	6			6	3	25	75	100
	II	2	Language	English	6			6	3	25	75	100
	III	3	Core-1	Principles of Management	5			5	5	25	75	100
	III	4	Core-2	Accounting for Managers I	5			5	5	25	75	100
	III	5	Elective-1	Managerial Economics	4			4	3	25	75	100
	IV	6	Skill1	Basics of Event Management	2			2	2	25	75	100
		7	Foundation Course	Managerial Communication	2			2	2	25	75	100
	Sub Total					30			30	23		
II	I	8	Language	Tamil/Other language	6			6	3	25	75	100
	II	9	Language	English	4			4	3	25	75	100
	III	10	Core-3	Organisational Behaviour	5			5	5	25	75	100
	III	11	Core-4	Accounting for Managers - II	5			5	5	25	75	100
	III	12	Elective-2	Business Regulatory Frame Work	4			4	3	25	75	100
	IV	13	Skill 2	Managerial Skill Development	2			2	1	25	75	100
		14	Skill 3	Business Etiquette and Corporate Grooming	2			2	1	25	75	100
	IV	15	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: Office Management	2			2	2	Internal 25, LMS 25	50	100
	Sub Total					30			30	23		
III	I	13	Language	Tamil/Other language	6			6	3	25	75	100
	II	14	Language	English	6			6	3	25	75	100
	III	15	Core-5	Marketing Management	4			4	5	25	75	100
	III	16	Core-6	Financial Management	4			4	5	25	75	100
	III	17	Elective-3	Business Statistics	4			4	3	25	75	100

	IV	18	Skill 4	Computer Applications in Business-I			2	2	1	50	50	100
	IV	19	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: New Venture Management	2			2	2	Internal 25, LMS 25	50	100
	IV	20	EVS	Environmental Studies	2			2	2	25	75	100
	SubTotal				28		2	30	24			
IV	I	21	Language	Tamil/Other language	6			6	3	25	75	100
	II	22	Language	English	6			6	3	25	75	100
	III	23	Core-7	Business Environment	4			4	5	25	75	100
	III	24	Core-8	Human Resource Management	4			4	5	25	75	100
	III	25	Elective-4	Operations Research	4			4	3	25	75	100
	IV	26	Skill 5	Tally			2	2	1	50	50	100
	IV	27	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: Intellectual Property Rights	2			2	2	Internal 25, LMS 25	50	100
	IV	28	VBE	Value Based Education	2			2	2	25	75	100
	SubTotal				28		2	30	24			
V	III	30	Core-9	Management Information system	5			5	4	25	75	100
	III	31	Core-10	Research Methodology	5			5	4	25	75	100
	III	32	Core-11	Production and Materials Management	5			5	4	25	75	100
	III	33	Core-12 / Project	Project with viva-voce	5			5	3	25	75	100
	III	34	Elective-5	Digital Marketing Or Industrial Relations Or Financial Services	4			4	3	25	75	100
	III	35	Elective -6	Consumer Behaviour Or Innovation Management Or Security Analysis &	4			4	3	25	75	100

			Portfolio Management									
IV	36	Naan Mudhalvan	NAAN Mudhalvan * Substitute Paper : Fundamentals of Fintech	2			2	2	Internal 25, LMS 25	50		100
IV	37	Internship	Internship/Industrial Visit / Field Visit					2	50	50		100
SubTotal				30			30	25				
VI	III	38	Core-13	Entrepreneurial Development	6		6	4	25	75		100
	III	39	Core-14	Strategic Management	6		6	4	25	75		100
	III	40	Core-15	Services Marketing	6		6	4	25	75		100
	III	41	Elective-7	International Business Or E-business	5		5	3	25	75		100
	III	42	Elective- 8	Business Taxation Or Fundamentals of Logistics	5		5	3	25	75		100
	IV	43	Naan Mudhalvan	Naan Mudhalvan * Substitute Paper : Quantitative Aptitude	2		2	2	Internal 25, LMS 25	50		100
	V		Extension Activity	Extension Activities				1				
	SubTotal				30		30	21				

L - Lecture Hours T - Tutorial Hours P - Practical Hours T - Total hours/week C- Credit
Allocation of questions for problem oriented subjects:40%theory and 60%problems

Summer Internship / Summer Project

- a) Every student shall undergo a six-week Summer Internship or carry out a six-week Summer Project in a reputed organization in India or abroad after completing the Fifth Semester examinations. The internship/project will be evaluated during the subsequent semester examinations.
- b) A duly signed Joining Report, countersigned by the organizational guide, must be submitted to the Project Coordinator within the prescribed date. Submission of the Attendance Certificate issued by the organization is mandatory for the acceptance of the Internship/Project Report.

Main Project

- a) Every student shall undertake a Six Weeks Main Project in a reputed organization in India or abroad after the completion of the Fifth Semester examinations, and the project will be evaluated during the Fifth Semester examinations.
- b) Students must strictly follow the procedures, schedule, and guidance provided by the Faculty Guide for successful completion and acceptance of the project report by the Project Coordinator.

COURSE STRUCTURE

SEMESTER I — COURSE STRUCTURE										
S.No	Code	Subject Name	Category	Inst. Hrs/Wk	Credits	CIA	Ext.	Total	L	T
1		Language — Tamil (Paper I)	Part I	6	3	25	75	100	Y	-
2		English (Paper I)	Part II	6	3	25	75	100	Y	-
3		Principles of Management	Core 1	5	5	25	75	100	Y	-
4		Accounting for Managers I	Core 2	5	5	25	75	100	Y	-
5		Managerial Economics	Generic Elective 1	4	3	25	75	100	Y	-
6		Basics of Event Management (SEC 1)	SEC 1	2	2	25	75	100	Y	-
7		Managerial Communication (Foundation)	Foundation	2	2	25	75	100	Y	-
SEMESTER II — COURSE STRUCTURE										
S.No	Code	Subject Name	Category	Inst. Hrs/Wk	Credits	CIA	Ext.	Total	L	T
1		Language — Tamil (Paper II)	Part I	6	3	25	75	100	Y	-
2		English (Paper II)	Part II	4	3	25	75	100	Y	-
3		Organisational Behaviour	Core 3	5	5	25	75	100	Y	-
4		Accounting for Managers II	Core 4	5	5	25	75	100	Y	-
5		Business Regulatory Framework	Generic Elective 2	4	3	25	75	100	Y	-
6		Managerial Skill Development (SEC 2)	SEC 2	2	1	25	75	100	Y	-
7		Business Etiquette & Corporate Grooming (SEC 3)	SEC 3	2	1	25	75	100	Y	-
8		Office Management (Substitute Paper)	NAAN Mudhalvan Substitute	2	2	25	75	100	Y	-

Note: The Naan Mudhalvan subject is compulsory for all students. In the event a student fails or needs to re-appear for this paper, the designated Substitute Paper (Office Management) must be taken to clear the arrear.

MSU

Subject Code		Subject Name	PRINCIPLES OF MANAGEMENT	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Describe and explain the nature, scope, evolution, functions, principles, roles, and significance of management, and distinguish between various schools of management thought.	K1 / K2 (Remember, Understand)
CO2	Apply planning, decision-making, organizing, staffing, and directing principles to solve managerial problems and achieve organizational objectives.	K3 (Apply)
CO3	Analyze organizational structures, authority relationships, delegation, departmentalization, leadership styles, motivation theories, and coordination mechanisms in business organizations.	K4 (Analyze)
CO4	Evaluate the effectiveness of management control systems, business ethics, corporate social responsibility practices, MIS, and TQM, and design suitable managerial strategies for organizational improvement.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Management	Management: Meaning and Definition — Importance of Management — Nature of Management (Science, Art and Profession) — Scope of Management — Levels of Management— Functions of Management— Evolution of Management Thought : Frederick Winslow Taylor, Henri Fayol, Elton Mayo and Peter Drucker — Managerial Roles and Skills	15	CLO1
II	Planning and Decision Making	Planning: Meaning and Definition - Importance of planning – Nature and characteristics of planning – Types of plans: strategic, tactical and operational plans – Planning process . Decision making: meaning, nature and importance – Types of decisions – Rational decision-making process – Techniques for managerial decision-making	15	CLO2
III	Organising	Organising: Meaning and importance of organizing – Principles of organization – Organization structure – Formal and informal organization – Departmentation – Span of control – Delegation of authority – Centralization and decentralization - Line and staff authority	15	CLO3
IV	Direction and Co-ordination	Direction: Meaning and principles of directing – Nature - Techniques - Importance. Coordination: meaning, need and importance – Techniques of coordination – Types - Requisites for Excellent Co-ordination	15	CLO4
V	Controlling	Controlling: Meaning and importance of control – Characteristics and principles of effective control – Steps in controlling process – Techniques of control : Budgetary control , Management audit , Performance appraisal – Control through MIS – Contemporary issues in managerial control – Challenges in controlling dynamic organizations.	15	CLO5
		Total Instructional Hours: 75		

Reading list

JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, 6th Edition, Pearson Education, 2004.
Griffin, T.O., Management, Houghton Mifflin Company, Boston, USA, 2014.

.Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management” 7th Edition, Pearson Education, 2011							
Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India							
Robbins, S., Coulter, M., Sidani, D., and Jamali, D., Management: Arab World Edition, Pearson, 2014.							
Reference Books							
P.C. Tripathi& P.N Reddy; Principles of Management, Sultan Chand& Sons,6th Edition, 2017							
L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 8 th Edition.							
Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017							
Dr.C.B.Gupta; Principles of Management, Sultan Chand& Sons, 3 rd Edition.							
Harold Koontz, Hienz Weihrich, A Ramachandra Aryasri; Principles of Management, McGraw Hill, 2nd edition, 2015							
Web Resources							
https://www.toolshero.com/management/14-principles-of-management/							
https://open.umn.edu/opentextbooks/textbooks/693							
https://open.umn.edu/opentextbooks/textbooks/34							
https://openstax.org/subjects/business							
https://blog.hubspot.com/marketing/management-principles							
CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	1	1	2	1
CO2	2	3	2	2	1	1	3
CO3	2	3	2	3	2	2	1
CO4	2	3	1	2	3	2	2
Total	9	11	7	8	7	7	7
CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	3	1	3
CO2	2	3	3	2	2	2	2
CO3	2	3	2	3	2	1	1
CO4	2	3	3	2	3	3	2
Total	9	11	9	9	10	7	8

Subject Code		Subject Name	ACCOUNTING FOR MANAGERS I	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental principles of accounting, accounting concepts, conventions, and the preparation of Journal, Ledger, and Trial Balance.	K1 / K2 (Remember, Understand)
CO2	Apply accounting procedures to classify and rectify errors, prepare Suspense Accounts, and construct Bank Reconciliation Statements.	K3 (Apply)
CO3	Analyze and prepare Final Accounts, including Trading Account, Profit and Loss Account, and Balance Sheet with necessary adjustments in accordance with accounting principles.	K4 (Analyze)
CO4	Evaluate depreciation methods and design accounting solutions for ascertaining profit or loss under the Single Entry System through reconstruction of complete accounting records.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Accounting	Meaning, objectives and scope of accounting – Accounting concepts and conventions – Accounting standards – Accounting cycle – Double-entry system – Journalizing transactions Ledger: Meaning, Format, Posting and Balancing — Preparation of Trial Balance: Meaning, Purpose, Methods and Limitations	15	CLO1
II	Subsidiary Books and Bank Reconciliation	Meaning and types of subsidiary books – Purchase book, sales book, cash book and journal proper – Petty cash book – Causes for disagreement between cash book and pass book Preparation of BRS (with favourable and overdraft balances). Rectification of Errors: Classification of Errors (Errors of Omission, Commission, Principle, Compensating Errors) — Rectification before and after preparation of Trial Balance	15	CLO2
III	Preparation of Final Accounts	Final Accounts: Meaning, Need and Components — Trading Account: Purpose and Preparation — Profit and Loss Account: Purpose and Preparation — Balance Sheet: Meaning, Classification of Assets and Liabilities - Adjustments in Final Accounts: Closing Stock — Outstanding Expenses — Prepaid Expenses — Accrued Income — Income Received in Advance — Depreciation (as adjustment) — Bad Debts — Provision for Bad and Doubtful Debts — Provision for Discount on Debtors — Provision for Discount on Creditors — Interest on Drawings — Interest on Capital — Manager's Commission	15	CLO3
IV	Depreciation	Depreciation: Meaning and causes of depreciation – Characteristics of Depreciation - Need and significance – Methods of depreciation: straight line method, diminishing balance method and annuity method – Treatment of Depreciation in Final Accounts	15	CLO4
V	Single Entry System	Single Entry System: Meaning and Definition — Features and Characteristics – Advantages and limitations – Difference between single entry and double entry systems –	15	CLO5

		Statement of affairs method – Conversion method – Ascertainment of profit under incomplete records		
		Total Instructional Hours: 75		

Reading List

- Goel.D.K and Shelly Goel, 2018, Financial Accounting, Arya Publications, 2nd edition.
Jain .S.P &Narang .K, 1999, Financial Accounting, Kalyani Publishers, Ludhiana, 4th edition
Rakesh Shankar. R &Manikandan.S, Financial Accounting, SCITECH, 3rd edition.
Shukla&Grewal, 2002, Advanced Accounting, Sultan Chand &Sons,New Delhi, 15th edition.
Tulsian P.C., 2006, Financial Accounting, Pearson Education

References Books

- Dr.K.Ganesan & S.Ushena Begam – Accounting for Managers - Volume 1, Charulatha Publications, Chennai
TS Reddy & amp; A.Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019
David Kolitz; Financial Accounting – Taylor and Francis group, USA 2017
M N Arora; Accounting for Management- Himalaya Publications House 2019.
SN Maheswari; Financial Accounting - Vikas Publishing House, Jan 2018.
T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.

Web Resources

- https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf
<https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf>
<https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles>
https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system
<https://www.profitbooks.net/what-is-depreciation>

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	2	1	3
CO2	2	3	2	3	2	2	1
CO3	3	3	3	3	2	2	1
CO4	2	3	2	1	3	3	2
Total	10	11	8	8	9	8	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	1	1
CO2	2	3	2	3	2	2	2
CO3	3	3	3	3	2	2	2
CO4	2	3	2	1	3	3	2
Total	10	11	9	8	9	8	7

Subject Code		Subject Name	MANAGERIAL ECONOMIC S	Category	Generic Elective
Credits	3	Inst. Hours/Week	4	CIA / Ext.	25 / 75

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the nature, scope, significance, and fundamental concepts of managerial economics and their role in business decision-making.	K1 / K2 (Remember, Understand)
CO2	Apply demand analysis, elasticity concepts, and demand forecasting techniques to estimate market demand and support managerial decisions.	K3 (Apply)
CO3	Analyze production, cost, and revenue relationships, including economies of scale, efficiency measures, and market behavior under different conditions.	K4 (Analyze)
CO4	Evaluate market structures, pricing strategies, and pricing decisions to formulate appropriate business policies in competitive environments.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Nature and Scope of Managerial Economics	Nature, scope and significance of managerial economics – Relationship with microeconomics and macroeconomics – Fundamental economic concepts – Opportunity cost – Incremental principle – Equi-marginal principle – Time perspective – Discounting principle – Role of managerial economics in business decision-making.	12	CLO1
II	Demand Analysis and Forecasting	Demand Analysis: Meaning and Significance - Types of Demand (Individual, Market, Derived, Joint, Cross Demand) - determinants of demand – Law of demand – Elasticity of demand and its types Demand Forecasting: Meaning, Need, Factors and Methods (Survey Method, Statistical Methods: Trend Analysis, Regression Analysis).	12	CLO2
III	Production Analysis	Production: Meaning and Concept Factors of production – Production function – Law of variable proportions – Returns to scale – Economies and diseconomies of scale - Technical and Economic Efficiency: Meaning and Measurement.	12	CLO3
IV	Cost and Revenue Analysis	Cost Concepts: Explicit and Implicit Costs — Accounting Cost vs. Economic Cost — Fixed, Variable, Total, Average and Marginal Costs. Revenue Concepts: Total Revenue (TR), Average Revenue (AR) and Marginal Revenue (MR) — Relationship between AR, MR and Elasticity — Revenue curves under Perfect Competition and Imperfect Competition.	12	CLO4
V	Market Analysis and Pricing	Market Structures: Basis of Classification - Perfect competition – Monopoly – Monopolistic competition – Oligopoly – Price determination under different market structures - Duopoly: Meaning and Models Pricing Strategies: Cost-Plus Pricing, Skimming, Penetration, Psychological Pricing .	12	CLO5
		Total Instructional Hours: 60		

Reading List	
Journal of Economic Literature – American Economic Association	
Arthasastra Indian Journal of Economics & Research	
Mithani D.M. (2016) -Managerial Economics –Himalaya Publishing House – Mumbai	
Indian Economic Journal/Sage Publications	
Mehta P.L (2016) – Managerial Economics – Sultan Chand & Sons – New Delhi	
References Books	
1.	Dr. S. Sankaran; Managerial Economics; Margham Publication, Chennai, 2019
2.	Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 editions, 2017.
3.	D N Dwivedi; Managerial Economics: Vikas Publishing House, 8 th edition, 2015.
4.	H L Ahuja; Managerial Economics, S. Chand, 9th Edition, 2017.
5.	Dominick Salvatore; Managerial Economics: Principles and Worldwide Applications, Oxford University Press, Eighth edition, 2016
Web Resources	
1	https://www.studocu.com/row/document/azerbaycan-dovlet-iqtisad-universiteti/business-and-management/lecture-notes-on-managerial-economics/6061597
2	https://www.intelligenteconomist.com/profit-maximization-rule
3	http://www.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-returns-to-scale-and-variable-proportions/5134
4	http://www.simplynotes.in/e-notes/mbabba/managerial-economics/
5	https://businessjargons.com/determinants-of-elasticity-of-demand.html

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	1	1
CO2	2	3	2	2	2	3	3
CO3	2	3	2	2	2	2	2
CO4	2	3	2	3	2	2	2
Total	9	11	7	8	7	8	8

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	1
CO2	2	3	2	2	2	3	3
CO3	2	3	2	2	2	2	2
CO4	2	3	2	3	2	2	2
Total	9	11	7	8	7	8	8

Subject Code		Subject Name	Basics of Event Management	Category	SEC – 1
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental concepts, scope, types, regulatory framework of event management, and the roles and responsibilities of event management professionals.	K1 / K2 (Remember, Understand)
CO2	Design comprehensive event plans incorporating concept development, venue selection, programme scheduling, vendor management, health and safety measures, and event marketing strategies.	K3 / K6 (Apply, Create)
CO3	Analyze and evaluate the feasibility of events through resource analysis, SWOT analysis, risk assessment, contingency planning, and performance evaluation.	K4 / K5 (Analyze, Evaluate)
CO4	Develop event budgets, perform cost-benefit and break-even analyses, prepare sponsor proposals, and formulate funding strategies for successful event execution.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Event Management	Meaning and scope of event management – Types of events – Importance of event planning – Roles and responsibilities of event managers – Career opportunities in event management	6	CLO1
II	Concept and Design of Events	Event concept development – Theme selection – Event proposal preparation – Event coordination – Venue selection – Event logistics.	6	CLO2
III	Event Feasibility Analysis	Feasibility analysis – SWOT analysis – Risk assessment – Resource mobilization – Human resource planning – Time scheduling.	6	CLO3
IV	Event Planning, Marketing and Promotion	Marketing mix in event management – Digital promotion – Social media campaigns – Public relations – Sponsorship management	6	CLO4
V	Event Budget and Financial Management	Budget preparation – Cost estimation – Revenue generation – Financial feasibility – Sponsorship planning – Event evaluation techniques – Post-event reporting	6	CLO5
		Total Instructional Hours: 30		

Reading List

Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.

Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009

Event Management & Public Relations by Savita Mohan - Enkay Publishing House

Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross

Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

References Books

Event Management By Chaudhary, Krishna, Bio-Green Publishers

Successful Event Management By Anton Shone & Bryn Parry

Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid

Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen , Wiley Publishers

Event Planning: Management & Marketing For Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik Create Space Independent Publishing Platform, 2015

Web Resources

https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf

<https://www.inderscience.com/jhome.php?jcode=ijhem>
International Journal of Hospitality & Event Management

<https://www.emeraldgrouppublishing.com/journal/ijefm>
International Journal of Event and Festival Management

<https://www.eventbrite.com/blog/?s=roundup>

<https://www.eventindustrynews.com/>

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	2	1	0	2	1
CO2	2	3	2	2	2	2	1
CO3	2	3	1	2	2	2	2
CO4	2	3	2	2	3	2	3
Total	9	10	7	7	7	8	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	1	2	1	0	2	1
CO2	2	3	2	2	2	2	1
CO3	2	3	1	2	2	2	2
CO4	2	3	2	2	3	2	3
Total	9	10	7	7	7	8	7

Subject Code		Subject Name	MANAGERIAL COMMUNICATION	Category	Foundation Course
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the communication process, models, types, barriers to communication, and strategies for effective communication in professional and organizational settings.	K1 / K2 (Remember, Understand)
CO2	Apply business communication principles to draft professional correspondence, including enquiries, offers, orders, complaints, circulars, and other business documents using appropriate formats and language conventions.	K3 (Apply)
CO3	Analyze and demonstrate effective oral and written communication skills through presentations, group discussions, interviews, reports, agendas, notices, and minutes of meetings.	K4 (Analyze)
CO4	Evaluate and create communication strategies using modern digital communication tools and platforms, ensuring professional, ethical, and effective organizational communication.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Communication	Meaning and process of communication – Types of communication – Principles of effective communication – Communication barriers - Strategies to Overcome Barriers – Listening skills	6	CLO1
II	Business Letters and Written Communication	Business letters – Letter drafting techniques – Inquiry letters – Complaint letters – Sales letters – Circulars	6	CLO2
III	Oral Communication, Interviews and Presentations	Resume writing – Cover letter preparation – Interview techniques – Group discussion – Presentation skills – Public speaking	6	CLO3
IV	Business Reports and Meeting Communication	Business reports – Agenda and minutes – Formal and informal reports – Meeting procedures – Virtual meeting communication .	6	CLO4
V	Modern Forms of Business Communication	Communication through digital platforms – Virtual collaboration – Podcasts and webinars – Social media communication – Website communication.	6	CLO5
		Total Instructional Hours: 30		

Reading List							
Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008							
Mallika Nawal –Business Communication – CENGAGE							
Bovee, Thill, Schatzman, Business Communication Today - Pearson Education Private Ltd - New Delhi.							
Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008							
Sundar K.A, Business communication Vijay Nicole imprints Pvt. Ltd., Chennai.							
References Books							
Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017							
Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017							
R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006							
Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010							
R C Bhatia, Business Communication, Ane Books Pvt Ltd., Delhi, 2015							
Web Resources							
https://www.managementstudyguide.com/business_communication.html							
https://studiousguy.com/business-communication/							
https://www.oercommons.org/curated-collections/469							
https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/							
https://open.umn.edu/opentextbooks/textbooks/8							
CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	1	0	1	3
CO2	2	2	3	2	3	2	3
CO3	2	3	3	3	2	2	1
CO4	2	2	3	2	3	2	2
Total	9	9	12	8	8	7	9
CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	0	1	3
CO2	2	2	3	2	3	2	3
CO3	2	3	3	3	2	2	1
CO4	2	2	3	2	3	2	2
Total	9	9	12	8	8	7	9

Subject Code		Subject Name	ORGANISATIONAL BEHAVIOUR	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concept, nature, scope, interdisciplinary foundations, and significance of Organisational Behaviour and its role in improving managerial effectiveness.	K1 / K2 (Remember, Understand)
CO2	Apply theories of learning, attitude formation, motivation, personality, values, and perception to understand individual behaviour and improve workplace effectiveness.	K3 (Apply)
CO3	Analyze group dynamics, team development, leadership styles, and organizational processes to enhance team performance and organizational effectiveness.	K4 (Analyze)
CO4	Evaluate organizational culture, power, conflict, and change management practices, and create strategies for ethical leadership and organizational development.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Organisational Behaviour	Concept, nature and scope of organizational behaviour – Importance and applications – Contributing disciplines – Models of OB – Challenges and opportunities in OB	15	CLO1
II	Individual Behaviour: Learning, Attitude and Perception	Learning : Definition - Theories of learning - classical conditioning, operant conditioning, cognitive theory, Social learning theory - Attitude: Components - Formation of attitude - ways to change attitude - Perception: Meaning - Definition - nature and importance, perceptual process, factors influencing perception -	15	CLO2
III	Group Behaviour and Leadership	Group dynamics – Team development – Leadership theories – Leadership styles – Communication in groups – Conflict management	15	CLO3
IV	Organizational Culture and Climate	Meaning and characteristics of organizational culture – Organizational climate – Power and politics – Stress management – Employee morale.	15	CLO4
V	Organisational Change and Development	Nature of organizational change – Resistance to change – Managing change – Organizational development interventions – Innovation and adaptability	15	CLO5
		Total Instructional Hours: 75		

Reading List

Neharika Vohra Stephen P. Robbins, Timothy A. Judge , <i>Organizational Behaviour</i> , Pearson Education, 18 th Edition, 2022.
Fred Luthans, <i>Organizational Behaviour</i> , Tata Mc Graw Hill, 2017.
Ray French, Charlotte Rayner, Gary Rees & Sally Rumbles, <i>Organizational Behaviour</i> , John Wiley &

Sons, 2011							
Louis Bevoc, Allison Shearsett, Rachael Collinson, <i>Organizational Behaviour Reference</i> , Nutri Niche System LLC (28 April 2017)							
Dr. Christopher P. Neck, Jeffery D. Houghton and Emma L. Murray, <i>Organizational Behaviour: A Skill-Building Approach</i> , SAGE Publications, Inc; 2nd edition (29 November 2018).							
References Books							
Uma Sekaran, <i>Organizational Behaviour Text & cases</i> , 2 nd edition, Tata McGraw Hill Publishing CO. Ltd							
Gangadhar Rao, Narayana, V.S.P Rao, <i>Organizational Behaviour</i> 1987, Reprint 2000, Konark Publishers Pvt. Ltd, 1 st edition							
S.S. Khanka, <i>Organizational Behaviour</i> , S. Chand & Co, New Delhi.							
J. Jayasankar, <i>Organizational Behaviour</i> , Margham Publications, Chennai, 2017.							
John Newstrom, <i>Organizational Behaviour: Human Behaviour at Work</i> , McGraw Hill Education; 12th edition (1 July 2017)							
Web Resources							
https://www.iedunote.com/organizational-behavior							
https://www.london.edu/faculty-and-research/organisational-behaviour							
Journal of Organizational Behavior on JSTOR							
International Journal of Organization Theory & Behavior Emerald Publishing							
https://2012books.lardbucket.org/pdfs/an-introduction-to-organizational-behavior-v1.1.pdf							
CO–PO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	3	2
CO2	2	3	2	2	2	2	1
CO3	2	3	3	3	2	2	1
CO4	2	3	2	2	3	2	3
Total	9	11	8	8	8	9	7
CO–PSO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	3	2
CO2	2	3	2	2	2	2	1
CO3	2	3	3	3	2	2	1
CO4	2	3	2	2	3	2	3
Total	9	11	8	8	8	9	7

Subject Code		Subject Name	ACCOUNTING FOR MANAGERS II	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

Course Outcomes (CO)

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

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concepts, objectives, classifications, and techniques of cost and management accounting, and prepare cost sheets for cost ascertainment and control.	K1 / K2 (Remember, Understand)
CO2	Apply cost accounting and budgeting techniques, including preparation of cost sheets, sales, production, flexible, and cash budgets for planning and control purposes.	K3 (Apply)
CO3	Analyze financial performance using ratio analysis, cash flow statements, and other management accounting tools to support managerial decision-making.	K4 (Analyze)
CO4	Evaluate and apply marginal costing, budgetary control, variance analysis, and management accounting techniques to solve business problems and support strategic managerial decisions.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Cost Accounting — Concepts and Cost Sheet	Cost Accounting – Meaning, objectives and advantages – Cost concepts – Classification of costs – Elements of cost – Cost sheet preparation – Job costing (Simple Problem) – Process costing (Simple Problem) – Tender and quotation preparation.	15	CLO1
II	Management Accounting — Nature and Scope	Management Accounting – Meaning, nature and scope – Objectives and functions – Importance of Management Accounting – Role of Management Accountant – Difference between Financial, Cost and Management Accounting – Techniques of Management Accounting.	15	CLO2
III	Ratio Analysis and Cash Flow	Ratio Analysis – Meaning and objectives – Liquidity ratios – Profitability ratios – Solvency ratios – Activity and turnover ratios	15	CLO3
IV	Budgets and Budgetary Control	Budgets – Meaning and objectives – Classification of budgets – Sales, Production and Cash budgets – Flexible budget – Master budget – Budgetary control process	15	CLO4
V	Marginal Costing	Marginal Costing – Meaning and significance – Marginal cost and contribution – P/V Ratio – Break-even analysis – Margin of Safety – Break-even chart – Decision-making using marginal costing – Managerial applications.	15	CLO5
		Total Instructional Hours: 75		

Reading List

1.	Gupta, R.L and M. Radhaswamy. Advanced Accountancy, Sultan Chand & Sons, 2016.
2.	T. S. and A .Murthy. Management Accounting. Chennai: Margham, 2007.
3.	Jain S.P and K.L Narang. Advanced Accountancy (Part II). Kalyani, 2007.
4.	Maheshwari S.N, Advanced Accountancy (Part1I). Vikas, 2007.
5.	Man Mohan and S.N. Goyal. Principles of Management Accounting. Agra:

	SahityaShawan, 2017.
References Books	
1.	Dr.K.Ganesan & S. Ushena Begam, Accounting for Managers – Volume II, Charulatha Publications, Chennai
2.	T. S. Reddy and Hari Prasad Reddy- Management Accounting, Margham Publication, 2016
3.	Antony Atkinson, Rebert S Kalpan, Advance Management Accounting, Pearson Publications,2015.
4.	Horngren Sunderu Stratton, Introduction to Management Accounting, Pearson Education,2013.
5.	Rajiv Kumar Goel & IshaanGoel, Concept Building Approach to Management Accounting ,2019
6.	Colin Drury, Management and Cost Accounting (with Course Mate and eBook Access), Cengage, 2015.

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1	https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/meaning-of-management-accounting/
2	https://efinancemanagement.com/financial-accounting/management-accounting
3	http://www.accountingnotes.net/management-accounting/management-accountingmeaning-limitations-and-scope/5859
4	https://www.wallstreetmojo.com/ratio-analysis/
5	http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-varianceanalysis-cost-accounting/10656

CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	3	3
CO2	2	3	2	1	1	2	1
CO3	2	3	2	2	2	3	1
CO4	2	3	2	2	2	3	2
Total	9	11	7	7	6	11	7

CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	2	3	3
CO2	2	3	2	1	1	2	1
CO3	2	3	3	2	2	3	1
CO4	2	3	2	2	2	3	2
Total	9	11	8	7	7	11	7

Subject Code		Subject Name	Business Regulatory Framework	Category	Generic Elective
Credits	3	Inst. Hours/Week	4	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental principles of business law, including the essential elements of valid contracts, classification of contracts, and the legal consequences of defective consent under the Indian Contract Act, 1872.	K1 / K2 (Remember, Understand)
CO2	Apply legal principles relating to contracts of indemnity, guarantee, bailment, pledge, agency, and sale of goods to resolve issues arising in commercial transactions.	K3 (Apply)
CO3	Analyze the legal framework governing companies, including incorporation, management, director responsibilities, company meetings, and winding up under the Companies Act, 2013.	K4 (Analyze)
CO4	Evaluate consumer rights, dispute resolution mechanisms, product liability provisions, e-commerce regulations, and other business law provisions to support ethical and legally compliant business practices.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Indian Contract Act 1872 — General Contracts	Essentials of valid contract – Classification – Offer and acceptance – Consideration – Capacity to contract – Free consent	12	CLO1
II	Special Contracts	Contract of indemnity and guarantee – Bailment and pledge – Agency – Rights and duties of agent and principal	12	CLO2
III	Companies Act — Formation, Structure and Winding Up	Meaning and features of company – Types of companies – Incorporation process – Memorandum and Articles of Association – Directors and meetings.	12	CLO3
IV	Partnership Act	Nature of partnership - Relation of partners - Dissolution of firm.	12	CLO4
V	Sale of Goods Act 1930	Contract of sale – Conditions and warranties – Transfer of ownership – Rights of unpaid seller	12	CLO5

Total Instructional Hours: 60

Reading List

Tulsian.P.C Business Law (2018) Third Edition, McGraw Hill Publications
Pillai R S N, Bhagavati, Business Law, Third Edition, Sultan Chand
N D Kapoor(2019), Elements of Merchantile Law, Sultan Chand & Sons
Constitutional Law – Dr. M.R. Sreenivasan & Ananda Krishna Deshkulkarni

Business Law (Commercial Law) – Dr. M.R. Sreenivasan

References Books

Business Regulatory Framework, Sahitya Bhawan Publications.
Revised, 2022.

Business Regulatory Framework, Garg K.C., Sareen V.K., Sharma Mukesh, 2013

Business Regulatory Framework, Pearson Education India, 2011

Bare Acts- RTI, Consumer Protection Act

Business Regulatory Framework , **Dr. Pawan Kumar Oberoi, Global Academic Publishers & Distributors, 2015**

Web Resources

<https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework---l.html>

<http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/>

<https://www.studocu.com/in/course/mahatma-gandhi-university/business-regularly-framework/51661>

International Journal of Law (lawjournals.org)

https://www.himpub.com/BookDetail.aspx?BookId=1936&NB=&Book_TitleM=%20Business%20Regulatory%20Framework

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	1	1	3	3
CO2	2	3	2	2	3	2	2
CO3	2	3	2	2	3	2	1
CO4	2	3	3	2	1	3	2
Total	9	11	9	7	8	10	8

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	2	1	2	3
CO2	2	3	2	2	3	2	2
CO3	2	3	2	2	3	2	1
CO4	2	3	3	2	1	3	2
Total	9	11	9	8	8	9	8

Subject Code		Subject Name	Managerial Skill Development	Skill	Category
Credits	1	Inst. Hours/Week	2	CIA / Ext.	SEC – 2 25 / 75

Course Outcomes (CO)

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

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concepts of self-awareness, self-concept, self-identity, self-confidence, and emotional intelligence, and identify personal strengths and areas for professional development.	K1 / K2 (Remember, Understand)
CO2	Apply principles of emotional intelligence, communication, teamwork, time management, and conflict resolution to improve interpersonal effectiveness and professional performance.	K3 (Apply)
CO3	Analyze management skills, critical-thinking frameworks, creativity techniques, and problem-solving approaches to address complex business and organizational challenges.	K4 (Analyze)
CO4	Evaluate personal and professional competencies and create effective solutions, presentations, reports, and communication strategies for leadership and career development.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Self-Awareness and Self-Concept	Self-awareness – Self-concept – Self-confidence – Personal effectiveness	6	CLO1
II	Self-Esteem and Core Management Skills	Meaning and importance of self-esteem – Team building – Conflict resolution – Collaboration and workplace behaviour	6	CLO2
III	Emotional Intelligence (EQ)	Meaning and significance – Components of emotional intelligence – Emotional competence	6	CLO3
IV	Thinking Skills and Creativity	Analytical thinking – Logical reasoning – Problem-solving – Brainstorming – Creativity and innovation techniques	6	CLO4
V	Professional Communication Competencies	Presentation skills – Group discussion – Debate – Report writing – Viva voce skills – Audio-video feedback for personality enhancement	6	CLO5
		Total Instructional Hours: 30		

Reading List

Managerial Skill Articles

The Management Skills of SALL Managers - SiSAL Journal

Managerial Skills by Dr.K.Alex S.CHAND

Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP

Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press.
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References Books

Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication
McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.
Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.
P. Varshney , A. Dutta , Managerial Skill Development, Alfa Publications, 2012
EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan
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https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	3	2
CO2	2	2	2	2	3	3	1
CO3	3	3	1	1	1	2	2
CO4	2	2	3	3	2	3	2
Total	10	9	7	7	7	11	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	1	1	1	2	2	1
CO2	2	2	2	3	3	2	1
CO3	2	3	1	1	1	1	3
CO4	2	2	3	2	1	3	2
Total	9	8	7	7	7	8	7

Subject Code		Subject Name	Business Etiquette And Corporate Grooming	Category	SEC – 3
Credits	1	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO) On successful completion of this course, students will be able to:

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the principles of business etiquette, professional conduct, workplace ethics, and grooming standards required for effective professional behaviour in diverse organizational settings.	K1 / K2 (Remember, Understand)
CO2	Apply appropriate meeting, greeting, dining, networking, telephone, email, and digital communication etiquette in professional and business environments.	K3 (Apply)
CO3	Analyze workplace diversity, cultural sensitivity, cross-cultural communication practices, and professional interactions to foster inclusive and effective workplace relationships.	K4 (Analyze)
CO4	Evaluate professional image requirements and create effective personal branding strategies by integrating professional attire, grooming, communication skills, and digital presence.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Business Etiquette	Meaning and importance – Professional conduct – Meeting and greeting etiquette – Workplace manners.	6	CLO1
II	Workplace Courtesy and Business Ethics	Professional ethics – Courtesy practices – Workplace discipline – Ethical dilemmas in organizations	6	CLO2
III	Telephone, Email and Digital Etiquette	Telephone manners – Email etiquette – Virtual meeting etiquette – Social media behaviour – Handling difficult customers	6	CLO3
IV	Diversity, Cultural Sensitivity and Cross-Cultural Communication	Cross-cultural communication – Diversity management – Cultural sensitivity – Workplace inclusiveness	6	CLO4
V	Business Attire, Grooming and Professional Image	Dress code standards – Personal grooming – Professional image building – Body language – Workplace professionalism	6	CLO5
		Total Instructional Hours: 30		

Reading List

Managerial Skill Articles

The Management Skills of SALL Managers - SiSAL Journal

Managerial Skills by Dr.K.Alex S.CHAND

Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP

Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press.

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References Books							
Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication							
McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.							
Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.							
P. Varshney , A. Dutta , Managerial Skill Development, Alfa Publications, 2012							
EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan							
Web Resources							
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https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf							
CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	2	3	3	3
CO2	1	2	1	2	2	3	1
CO3	2	2	3	2	1	2	1
CO4	1	2	2	2	2	3	2
Total	5	8	7	8	8	11	7
CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	3	2	3
CO2	2	3	1	1	2	2	1
CO3	1	2	3	2	1	1	1
CO4	2	1	2	2	2	3	2
Total	8	8	7	7	8	8	7

Subject Code		Subject Name	Office Management	Category	Substitute Paper
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO) On successful completion of this course, students will be able to:

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concept, functions, importance of office management, and the roles, responsibilities, and qualities required of an effective office manager.	K1 / K2 (Remember, Understand)
CO2	Apply principles of office administration to design office layouts, manage mail handling systems, and improve office procedures for organizational effectiveness.	K3 (Apply)
CO3	Analyze office forms, records management systems, filing and indexing methods, and office technology requirements to enhance administrative efficiency.	K4 (Analyze)
CO4	Evaluate office automation tools, office equipment, document management practices, and create effective systems for modern office operations and productivity improvement.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	The Modern Office	Meaning and importance of office management – Functions of office – Office manager and qualities	6	CLO1
II	Office Environment and Layout	Office layout principles – Office environment – Workspace management	6	CLO2
III	Mail Handling	Centralized and decentralized mail handling – Filing systems – Office records management – Digital records	6	CLO3
IV	Office Forms and Records Management	Office forms – Types and significance – Form design – Office documentation practices	6	CLO4
V	Office Appliances and Technology	Office machines – Selection criteria – Modern office automation tools – Digital office systems	6	CLO5
		Total Instructional Hours: 30		

Reading List

Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.

Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009

Event Management & Public Relations by Savita Mohan - Enkay Publishing House

Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross

Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

References Books

Commercial correspondence and office management - R.S.N. Pillai and Baghavathi

Office Management - R.K. Chopra

Office Management - Prasanta K.Ghosh

Office Organisation and Management - S.P. Arora

Business Communication (Text, cases and Laboratory Manual) - C.S.C. Krishnamacharyulu and Lalitha Ramakrishnan

Web Resources

<https://www.schandpublishing.com/books/higher-education/commerce-management/office-management/9788121922524/>

http://www.worldcolleges.info/sites/default/files/schoolbooks/Std12-Voc-Office_Management-EM1.pdf

https://cuils.cuchd.in/cgi-bin/koha/opac-detail.pl?biblionumber=125675&shelfbrowse_itemnumber=163517

<https://www.waterstones.com/category/business-finance-law/business/office-and-workplace/office-management>

https://www.academia.edu/44331654/Book_Office_Management_and_Secretarial_Practice_OMSP_

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	3	3
CO2	2	3	1	2	3	2	1
CO3	2	3	2	2	2	2	1
CO4	2	3	2	2	3	2	2
Total	9	11	6	8	9	9	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	1	3	3
CO2	2	3	1	2	3	2	1
CO3	2	3	3	2	2	2	1
CO4	2	3	2	2	3	2	2
Total	9	11	7	8	9	9	7