



MUSLIM ARTS COLLEGE

(Accredited by NAAC with B+ grade & Affiliated to Manonmaniam Sundaranar University,
Tirunelveli; Recognized US 2(f) 12 (B) of UGC Act.)

Thiruvithancode, Kanyakumari District, Tamil Nadu - 629174.

DEPARTMENT OF BUSINESS ADMINISTRATION

CBCS SYLLABUS

Learning Outcome-based Curriculum Framework for

BUSINESS ADMINISTRATION (MBA)

Applicable for students admitted from June 2026 as per the Resolutions of the Academic Council

Meeting held on 01.06.2026

Vision

- To strive towards a distinguished position in business education, creating graduates who become future leaders, entrepreneurs, and socially responsible professionals with a global outlook.

Mission

- To attract bright and intellectually curious students
- To foster excellence through quality education in Business Management
- To develop capable business and community leaders
- To promote entrepreneurship and self-employment

Academic and Professional Attributes of MBA Graduates

Graduates of the Master of Business Administration (MBA) programme will possess the following academic and professional attributes:

- **Managerial Knowledge:** Demonstrate comprehensive knowledge of management principles, business functions, organizational behaviour, finance, marketing, operations, human resource management, and strategic management.
- **Analytical and Decision-Making Skills:** Apply analytical thinking, quantitative techniques, critical reasoning, and evidence-based approaches to solve complex business and managerial problems.
- **Leadership and Teamwork:** Exhibit leadership qualities, interpersonal skills, emotional intelligence, and the ability to work effectively in multidisciplinary and multicultural teams.
- **Communication Competence:** Communicate ideas, strategies, reports, and business information effectively through oral, written, presentation, and digital communication.
- **Strategic Thinking:** Analyze business environments, identify opportunities and threats, and formulate innovative and sustainable business strategies.
- **Digital and Technological Proficiency:** Utilize digital tools, data analytics, business information systems, artificial intelligence applications, and emerging technologies for managerial decision-making.
- **Entrepreneurial Orientation:** Demonstrate creativity, innovation, risk assessment, opportunity recognition, and the ability to develop and manage entrepreneurial ventures.
- **Ethical and Social Responsibility:** Uphold professional ethics, corporate governance, accountability, sustainability, and social responsibility in managerial and organizational practices.
- **Global Perspective:** Understand global business environments, cross-cultural management, international trade, and the impact of economic, legal, political, and technological factors on business decisions.
- **Research and Problem-Solving Ability:** Conduct business research, interpret data, evaluate alternatives, and provide practical solutions to organizational challenges.
- **Adaptability and Lifelong Learning:** Engage in continuous learning, professional development, and adaptability to changing business environments and technological advancements.
- **Career Readiness:** Be prepared for managerial, consulting, entrepreneurial, financial, marketing, operations, human resource, analytics, and leadership roles in corporate, public, and non-profit sectors.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO No.	Programme Educational Objectives (PEOs)	Mapping with Mission
PEO1	To equip graduates with comprehensive knowledge of business management principles, analytical skills, and managerial competencies to excel in diverse organizational settings.	M2
PEO2	To develop ethical, competent, and socially responsible business professionals capable of assuming leadership roles in corporate, public, and entrepreneurial organizations.	M3, M4
PEO3	To foster innovation, entrepreneurship, and strategic decision-making abilities that enable graduates to create sustainable business ventures and generate employment opportunities.	M4
PEO4	To cultivate critical thinking, problem-solving, communication, teamwork, and digital competencies required for effective managerial practice in a dynamic global business environment.	M2, M3
PEO5	To encourage graduates to pursue lifelong learning, research, professional development, and continuous upskilling to adapt to emerging business challenges and technological advancements.	M1, M2
PEO6	To prepare graduates with a global perspective, professional ethics, and social commitment to contribute responsibly to business, industry, and society.	M2, M3

Programme Outcomes (POs)

PO No.	Programme Outcomes (POs)	Mapping with PEOs
PO1	Demonstrate comprehensive knowledge of management principles, business functions, and organizational practices to solve business problems effectively.	PEO1
PO2	Apply analytical thinking, problem-solving, and decision-making skills using appropriate managerial tools and techniques.	PEO1, PEO4
PO3	Exhibit leadership, teamwork, communication, and interpersonal skills in professional and organizational settings.	PEO2, PEO4
PO4	Demonstrate entrepreneurial mindset, innovation, and strategic thinking to create sustainable business opportunities.	PEO3
PO5	Apply digital technologies, business analytics, and research methods for effective managerial decision-making.	PEO1, PEO5
PO6	Uphold professional ethics, corporate governance, social responsibility, and sustainable business practices.	PEO2, PEO6
PO7	Analyze business issues from national and global perspectives to make informed managerial decisions.	PEO4, PEO6
PO8	Engage in lifelong learning, continuous professional development, and adaptability to meet evolving business challenges.	PEO5

Programme Specific Outcomes (PSOs)

PSO No.	Programme Specific Outcomes (PSOs)	Mapping with POs
PSO1	Apply advanced management knowledge, business analytics, and strategic decision-making skills to solve complex organizational and business problems.	PO1, PO2, PO5

PSO2	Demonstrate leadership, effective communication, teamwork, and ethical values while managing organizations and business projects in diverse environments.	PO3, PO6, PO7
PSO3	Develop entrepreneurial competencies by identifying business opportunities, preparing business plans, and managing sustainable enterprises.	PO4, PO6, PO8
PSO4	Utilize digital technologies, research methodologies, and data-driven approaches to improve organizational performance and support managerial decision-making.	PO2, PO5, PO8
PSO5	Exhibit professional competence and global business awareness for careers in corporate organizations, entrepreneurship, consulting, research, public service, and higher education.	PO1, PO3, PO7, PO8

Mapping of Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

PSO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PSO1	3	3	2	2	3	2	2	2
PSO2	2	2	3	3	2	3	3	2
PSO3	2	3	3	3	2	3	2	3
PSO4	2	3	2	2	3	2	2	3
PSO5	3	2	3	2	2	3	3	3

●3 – High Correlation

●2 – Moderate Correlation

●1 – Low Correlation

COURSES OFFERED

SEMESTER I

Category	Course Code	Course Title	Hours / Week	Credits
Core I	NMBA11	Management Principles and Business Ethics	4	4
Core II	NMBA12	Business Research Methods and Quantitative Techniques	4	4
Core III	NMBA13	Organizational Behaviour	4	4
Core IV	NMBA14	Accounting for Managers	5	4
Core V	NMBA15	Managerial Economics	4	4
Core VI	NMBA16	Legal Systems in Business	4	4
Elective -I	NEBA11	Business Communication	3	3
Elective - II	NEBAP1	Leadership Lab-I	2	2
Total			30	29

SEMESTER I
CORE I: MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

Subject Code	Subject Name	Category	L	T	P	O	Credits	Instruction Hours / Week	CIA	External	Total
NMBA11	Management Principles and Business Ethics	Core	4	-	-	-	4	4	25	75	100

Learning Objectives

The course Objectives are:

1. To introduce the fundamental concepts, principles, functions, and evolution of management.
2. To develop an understanding of planning, organizing, staffing, directing, and controlling in organizational settings.
3. To familiarize students with managerial roles, leadership, decision-making, and contemporary management practices.
4. To explain the concepts of business ethics, corporate governance, corporate social responsibility, and sustainable management.
5. To prepare students to apply ethical principles and managerial competencies in solving business and organizational challenges.

Course Outcomes (COs)

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

CO No.	Course Outcomes	BT Level
CO1	Explain the principles, functions, evolution, and significance of management in business organizations.	K2
CO2	Apply planning, organizing, staffing, directing, and controlling functions to organizational and managerial situations.	K3
CO3	Analyze managerial roles, leadership styles, motivation, communication, and decision-making processes in organizations.	K4
CO4	Evaluate business ethics, corporate governance, corporate social responsibility, and sustainability practices in organizational decision-making.	K5
CO5	Develop ethical and strategic managerial solutions for contemporary business challenges by integrating management principles and professional values.	K6

Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

Course Content

Unit	Details	No. of Hours
I	Introduction to Management: Nature, Meaning and Scope of Management – Concepts and Foundations of Management – Functions of Management – Managerial Skills and Roles – Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture – Business Environment – Systems Approach to Management – Levels of Management – Disaster Management.	12

II	Planning and Decision Making: Nature and Importance of Planning – Planning Process – Scope and Limitations of Planning – Short-term and Long-term Planning – Characteristics of a Sound Plan – Flexibility in Planning – Management by Objectives (MBO) – Strategic Management Process – Decision Making Process and Techniques – Business Models.	12
III	Organizing and Organizational Design: Principles of Organizing – Organization Structure and Design – Authority Relationships – Delegation of Authority – Decentralization – Interdepartmental Coordination – Emerging Trends in Corporate Structure, Strategy and Culture – Impact of Technology on Organizational Design – Mechanistic and Adaptive Structures – Formal and Informal Organizations – Span of Control – Managing Change and Innovation.	12
IV	Leadership and Control: Leadership – Leadership Theories and Approaches – Motivation and Communication – Control: Concept and Importance – Control Process – Control at Different Levels of Management – Performance Standards and Measurement – Corrective Actions – Integrated Control Systems – Management by Exception (MBE).	12
V	Business Ethics and Corporate Social Responsibility: Business Ethics – Importance of Ethics in Business – Ethical Issues and Dilemmas – Ethical Decision Making – Ethical Leadership – Ethics Audit – Corporate Governance – Corporate Social Responsibility (CSR) – CSR Models – Sustainability and Responsible Business Practices in India	12

S. No.	Text Book
1	Stephen P. Robbins & Mary Coulter. <i>Management</i> . 15th Edition, Pearson Education.
2	Harold Koontz, Heinz Weihrich & Mark V. Cannice. <i>Essentials of Management: An International and Leadership Perspective</i> . McGraw-Hill Education.
3	Richard L. Daft. <i>Management</i> . Cengage Learning.
4	Ricky W. Griffin. <i>Management</i> . Cengage Learning.
5	P. C. Tripathi & P. N. Reddy. <i>Principles of Management</i> . Sultan Chand & Sons, New Delhi.

S. No.	Reference Book
1	L. M. Prasad. <i>Principles and Practice of Management</i> . Sultan Chand & Sons, New Delhi.
2	John R. Schermerhorn Jr. <i>Management</i> . Wiley India.
3	James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert Jr. <i>Management</i> . Pearson Education.
4	Weihrich, Cannice & Koontz. <i>Management: A Global, Innovative and Entrepreneurial Perspective</i> . McGraw-Hill Education.
5	C. B. Gupta. <i>Principles of Management</i> . Sultan Chand & Sons, New Delhi.

S. No.	Web Resource
1	OpenStax – Principles of Management – https://openstax.org/subjects/business
2	Management Study Guide – https://www.managementstudyguide.com
3	MindTools – Management and Leadership – https://www.mindtools.com
4	Harvard Business Review – https://hbr.org

5	Project Management Institute (PMI) – https://www.pmi.org
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Mapping with Programme Outcomes

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	2	1
CO2	3	3	2	2	2	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	2	3	3	2	2	3	3	2
CO5	2	3	3	3	2	3	3	3
Weightage	13	14	13	10	9	12	11	10
Weighted Percentage of Course Contribution	2.6	2.8	2.6	2.0	1.8	2.4	2.2	2.0

3 – Strong, 2 – Medium, 1 – Low

Mapping with Programme Specific Outcomes

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	1
CO2	3	2	2	3	2
CO3	3	3	2	3	2
CO4	2	3	2	3	3
CO5	2	3	3	3	3
Weightage	13	13	10	14	11
Weighted Percentage of Course Contribution	2.6	2.6	2.0	2.8	2.2

3 – Strong, 2 – Medium, 1 – Low

FIRST YEAR - SEMESTER I
CORE II - BUSINESS RESEARCH METHODS AND QUANTITATIVE
TECHNIQUES

Subject Code	Subject Name	Category	L	T	P	O	Credits	Instruction Hours / Week	CI A	External	Total
NMBA12	Business Research Methods and Quantitative Techniques	Core	3	1	-	-	4	4	25	75	100

Learning Objectives

The course objectives are:

1. To develop a sound understanding of quantitative techniques and statistical tools used in business decision-making.
2. To familiarize students with business research methods, research design, data collection techniques, sampling, and measurement scales.
3. To enable students to apply statistical techniques and analytical tools for interpreting business data and testing research hypotheses.
4. To introduce multivariate statistical techniques, business analytics, and statistical software for managerial decision-making.
5. To enhance research, report writing, ethical practices, and evidence-based decision-making skills required in business and management.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain and Analyze business data using appropriate statistical techniques, including hypothesis testing, correlation, regression, and analysis of variance.	K2
CO2	Apply research methodology, research design, sampling techniques, data collection methods, and measurement scales in conducting business research.	K3
CO3	Explain the concepts of probability, probability distributions, and quantitative techniques used in business decision-making under risk and uncertainty.	K4
CO4	Evaluate multivariate statistical techniques and apply statistical software to solve business and managerial problems.	K5
CO5	Develop research reports by integrating quantitative analysis, ethical research practices, and appropriate documentation for effective managerial decision-making.	K6

Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

Course Content

Unit	Details	Hours
I	Business Research Methods: Meaning, Nature and Objectives of Research – Research Process – Research Design – Types of Research – Variables –	12

	Hypothesis Formulation – Primary and Secondary Data – Questionnaire Design – Measurement Scales – Reliability and Validity – Sampling Techniques and Sample Size Determination.	
II	Data Preparation and Statistical Analysis: Data Editing, Coding and Data Entry – Descriptive Statistics – Hypothesis Testing – Parametric and Non-Parametric Tests – Chi-Square Test – Correlation – Regression Analysis – One-way and Two-way ANOVA.	12
III	Quantitative Techniques for Business Decision Making: Probability – Rules of Probability – Probability Distributions (Binomial, Poisson, Normal) – Applications in Business – Bayes' Theorem – Decision Making under Risk and Uncertainty – Maximax, Maximin, Minimax Regret, Hurwicz and Laplace Criteria – Decision Trees.	12
IV	Multivariate Analysis and Business Analytics: Factor Analysis – Cluster Analysis – Discriminant Analysis – Conjoint Analysis – Multiple Regression – Multidimensional Scaling – Structural Equation Modelling (SEM) – Applications using Statistical Software (SPSS/R/Excel).	12
V	Research Reporting and Ethics: Business Research Reports – Technical and Management Reports – Executive Summary – Report Structure – Referencing Styles – Plagiarism – Research Ethics – Academic Integrity – Presentation of Research Findings.	12
	Total	60

S. No.	Text Book
1	Donald R. Cooper & Pamela S. Schindler. <i>Business Research Methods</i> . 13th Edition, McGraw-Hill Education.
2	C. R. Kothari & Gaurav Garg. <i>Research Methodology: Methods and Techniques</i> . 4th Edition, New Age International Publishers.
3	Uma Sekaran & Roger Bougie. <i>Research Methods for Business: A Skill Building Approach</i> . 8th Edition, Wiley India.
4	Anderson, Sweeney, Williams, Camm & Cochran. <i>Statistics for Business and Economics</i> . Cengage Learning.
5	Levin, Rubin, Rastogi & Siddiqui. <i>Statistics for Management</i> . 8th Edition, Pearson Education India.

S. No.	Reference Book
1	Naresh K. Malhotra, Satyabhushan Dash & Chandan Birks. <i>Marketing Research: An Applied Orientation</i> . Pearson Education.
2	William G. Zikmund, Barry J. Babin, Jon C. Carr & Mitch Griffin. <i>Business Research Methods</i> . Cengage Learning.
3	Douglas A. Lind, William G. Marchal & Samuel A. Wathen. <i>Statistical Techniques in Business and Economics</i> . McGraw-Hill Education.
4	Andy Field. <i>Discovering Statistics Using IBM SPSS Statistics</i> . Sage Publications.
5	Hair, Black, Babin & Anderson. <i>Multivariate Data Analysis</i> . 8th Edition, Cengage Learning.

S. No.	Web Resource
1	NPTEL – Research Methodology & Statistics – https://nptel.ac.in
2	OpenStax – Introductory Statistics – https://openstax.org/details/books/introductory-statistics
3	IBM SPSS Documentation – https://www.ibm.com/docs/en/spss-statistics
4	R Project for Statistical Computing – https://www.r-project.org
5	SAGE Research Methods – https://methods.sagepub.com

MappingwithProgrammeOutcomes

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	3	2	1	2
CO2	3	3	2	2	3	3	1	2
CO3	3	3	2	2	3	3	2	2
CO4	2	3	2	2	3	3	2	3
CO5	2	3	3	3	3	3	3	3
Weightage	13	15	10	10	15	14	9	12
Weighted Percentage of Course Contribution	2.6	3.0	2.0	2.0	3.0	2.8	1.8	2.4

3 – Strong, 2 – Medium , 1 – Low

MappingwithProgrammeSpecificOutcomes

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	3	2
CO2	3	2	2	3	2
CO3	3	3	2	3	2
CO4	3	3	2	3	3
CO5	3	3	3	3	3
Weightage	15	13	10	15	12
Weighted Percentage of Course Contribution	3.0	2.6	2.0	3.0	2.4

FIRST YEAR - SEMESTER I

COREIII: ORGANIZATIONAL BEHAVIOUR

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
NMBA13	Organizational Behaviour	Core	4	–	–	–	4	4	25	75	100

Learning Objectives (LOs)

The course objectives are:

- To introduce the concepts, foundations, and significance of Organizational Behaviour in contemporary organizations.
- To develop an understanding of individual behaviour, personality, perception, learning, attitudes, values, and motivation in organizational settings.
- To explain group dynamics, communication, teamwork, leadership, power, conflict management, and negotiation techniques.
- To familiarize students with organizational culture, emotional intelligence, stress management, and work-life integration practices.
- To prepare students to apply behavioural concepts and leadership skills for improving organizational effectiveness and managing change.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain the concepts, foundations, and significance of Organizational Behaviour and individual behaviour in organizations.	K2
CO2	Apply theories of personality, perception, learning, attitudes, values, and motivation to analyze individual behaviour in organizational contexts.	K3
CO3	Analyze group dynamics, communication processes, teamwork, and decision-making for enhancing organizational performance.	K4
CO4	Evaluate leadership theories, power, organizational politics, conflict, and negotiation strategies for effective managerial decision-making.	K5
CO5	Develop strategies to manage organizational culture, workplace stress, emotional intelligence, work-life integration, and organizational effectiveness in dynamic business environments.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Details	No. of Hours
I	Introduction to Organizational Behaviour: Historical Background – Concept and Importance of Organizational Behaviour – Contributing Disciplines – Challenges and Opportunities – Foundations of Individual Behaviour – Social Theory – Organizational Citizenship Behaviour.	12

II	Individual Behaviour: Personality – Concepts, Determinants and Theories – Personality and Job Fit – Perception and Attribution Theory – Learning: Classical, Operant and Social Cognitive Approaches – Attitudes and Values – Motivation Theories: Maslow, McGregor, Herzberg, McClelland, Self-Determination, Goal Setting, Self-Efficacy, Reinforcement, Equity and Expectancy Theories.	12
III	Group Dynamics and Communication: Foundations of Group Behaviour – Groups and Teams – Stages of Group Development – Team Performance – Group Decision Making – Interpersonal Communication – Communication Process – Barriers and Guidelines for Effective Communication.	12
IV	Leadership, Power and Conflict Management: Leadership Theories – Trait, Behavioural and Contingency Approaches – Leaders and Managers – Sources of Power – Organizational Politics – Conflict Management – Negotiation Strategies and Process.	12
V	Organizational Effectiveness: Workplace Stress and Stress Management – Organizational Culture and Climate – Emotional Intelligence – Work-Life Integration – Knowledge-Based Enterprises – Networked and Virtual Organizations.	12

S. No.	Text Book
1	Stephen P. Robbins & Timothy A. Judge. <i>Organizational Behavior</i> . 19th Edition, Pearson Education.
2	Fred Luthans. <i>Organizational Behavior: An Evidence-Based Approach</i> . 14th Edition, McGraw-Hill Education.
3	K. Aswathappa. <i>Organizational Behaviour</i> . 13th Edition, Himalaya Publishing House.
4	Udai Pareek. <i>Understanding Organizational Behaviour</i> . 3rd Edition, Oxford University Press India.
5	Steven L. McShane & Mary Ann Von Glinow. <i>Organizational Behavior</i> . 9th Edition, McGraw-Hill Education.

S. No.	Reference Book
1	Keith Davis & John W. Newstrom. <i>Human Behavior at Work: Organizational Behavior</i> . McGraw-Hill Education.
2	Jerald Greenberg & Robert A. Baron. <i>Behavior in Organizations</i> . Pearson Education.
3	John W. Newstrom. <i>Organizational Behavior: Human Behavior at Work</i> . McGraw-Hill Education.
4	Richard L. Daft. <i>The Leadership Experience</i> . 7th Edition, Cengage Learning.
5	Daniel Goleman. <i>Emotional Intelligence: Why It Can Matter More Than IQ</i> . Bloomsbury Publishing.

S. No.	Web Resource
1	NPTEL – Organizational Behaviour – https://nptel.ac.in
2	OpenStax – Organizational Behavior – https://openstax.org/details/books/organizational-behavior
3	Harvard Business Review – https://hbr.org
4	Society for Human Resource Management (SHRM) – https://www.shrm.org
5	MindTools – Leadership and Organizational Behaviour – https://www.mindtools.com

Mapping of Course Outcomes (COs) with Programme Outcomes (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	2	1
CO2	3	3	2	2	1	2	2	2
CO3	2	3	3	2	2	2	2	2
CO4	2	3	3	3	2	3	3	2
CO5	2	3	3	3	2	3	3	3
Weightage	12	14	13	11	8	12	12	10
Weighted Percentage of Course Contribution	2.4	2.8	2.6	2.2	1.6	2.4	2.4	2.0

Mapping of Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	1
CO2	3	3	2	2	2
CO3	2	3	2	3	2
CO4	2	3	3	2	3
CO5	2	3	3	3	3
Weightage	12	14	11	12	11
Weighted Percentage of Course Contribution	2.4	2.8	2.2	2.4	2.2

FIRST YEAR – SEMESTER I
Core IV – ACCOUNTING FOR MANAGERS

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
NMBA14	Accounting for Managers	Core	5	–	–	–	4	5	25	75	100

Learning Objectives

The course objectives are:

- To introduce the concepts, principles, and practices of financial, cost, and management accounting.
- To develop the ability to prepare and interpret financial statements and apply accounting standards in business organizations.
- To familiarize students with financial statement analysis, fund flow, cash flow analysis, and managerial accounting techniques.
- To enable students to apply marginal costing, budgeting, and cost accounting techniques for managerial planning and decision-making.
- To provide practical knowledge of accounting software and the role of accounting information in strategic business decisions.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain the concepts, principles, accounting standards, and preparation of financial statements used in business organizations.	K2
CO2	Apply financial statement analysis, ratio analysis, fund flow, and cash flow techniques to evaluate organizational financial performance.	K3
CO3	Analyze managerial decision-making using marginal costing, break-even analysis, and cost-volume-profit techniques.	K4
CO4	Evaluate budgeting techniques, budgetary control systems, and cost accounting methods for planning and controlling organizational resources.	K5
CO5	Develop managerial reports using accounting information, accounting software, and modern accounting practices for effective business decision-making.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Details	No. of Hours
I	Introduction to Financial Accounting: Meaning, Objectives and Functions of Accounting – Branches of Accounting: Financial, Cost and Management Accounting – Accounting Concepts and Conventions – Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading Account, Profit and Loss Account and Balance Sheet (Problems) – International Financial Reporting Standards (IFRS) and Accounting Standards.	15

II	Financial Statement Analysis: Objectives and Techniques of Financial Statement Analysis – Common Size Statements – Comparative Statements – Trend Analysis – Ratio Analysis – Fund Flow Statement – Statement of Changes in Working Capital – Cash Flow Statement – Distinction between Fund Flow and Cash Flow Statements (Problems).	15
III	Marginal Costing and Managerial Decision Making: Marginal Costing and Absorption Costing – Cost-Volume-Profit Analysis – Break-even Analysis – Contribution – Profit-Volume Ratio – Margin of Safety – Decision Making under Marginal Costing – Key Factor Analysis – Make or Buy Decisions – Export Decisions – Sales Mix Decisions (Problems).	15
IV	Budgeting and Budgetary Control: Budget, Budgeting and Budgetary Control – Types of Budgets – Fixed and Flexible Budgets – Master Budget – Cash Budget – Zero-Based Budgeting – Preparation of Budgets (Problems).	15
V	Cost Accounting and Managerial Reporting: Meaning and Objectives of Cost Accounting – Elements and Classification of Cost – Cost Sheet (Problems) – Cost Unit and Cost Centre – Methods and Techniques of Costing – Standard Costing and Variance Analysis – Management Reporting – Accounting Information for Decision Making – Accounting Standards and Disclosure Practices in India – Introduction to Accounting Software (Open Source).	15
THEORY 50% & PROBLEM 50%		

S. No.	Text Book
1	S. N. Maheshwari & S. K. Maheshwari. <i>Financial Accounting</i> . Vikas Publishing House.
2	T. S. Reddy & A. Murthy. <i>Financial Accounting</i> . Margham Publications, Chennai.
3	M. N. Arora. <i>Cost Accounting – Principles and Practice</i> . Himalaya Publishing House.
4	M. Y. Khan & P. K. Jain. <i>Management Accounting</i> . McGraw-Hill Education.
5	R. Narayanaswamy. <i>Financial Accounting: A Managerial Perspective</i> . PHI Learning Pvt. Ltd.

S. No.	Reference Book
1	Charles T. Horngren, Srikant M. Datar & Madhav V. Rajan. <i>Cost Accounting: A Managerial Emphasis</i> . Pearson Education.
2	R. K. Sharma & Shashi K. Gupta. <i>Management Accounting</i> . Kalyani Publishers.
3	Jawahar Lal. <i>Cost Accounting</i> . McGraw-Hill Education.
4	P. C. Tulsian & Bharat Tulsian. <i>Financial Accounting</i> . McGraw-Hill Education.
5	Bhabatosh Banerjee. <i>Financial Policy and Management Accounting</i> . PHI Learning Pvt. Ltd.

S. No.	Web Resource
1	Institute of Chartered Accountants of India (ICAI) – https://www.icai.org
2	IFRS Foundation – https://www.ifrs.org
3	Corporate Finance Institute (CFI) – https://corporatefinanceinstitute.com
4	AccountingTools – https://www.accountingtools.com

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	2	2	1	2
CO2	3	3	2	1	3	2	1	2
CO3	3	3	2	2	3	2	2	2
CO4	2	3	2	2	3	3	2	2
CO5	2	3	3	2	3	3	3	3
Weightage	13	14	10	8	14	12	9	11
Weighted Percentage of Course Contribution	2.6	2.8	2.0	1.6	2.8	2.4	1.8	2.2

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	2	3	2
CO3	3	3	2	3	2
CO4	3	3	2	3	3
CO5	3	3	3	3	3
Weightage	15	13	10	14	12
Weighted Percentage of Course Contribution	3.0	2.6	2.0	2.8	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

FIRST YEAR – SEMESTER I
Core V – MANAGERIAL ECONOMICS

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
NMBA15	Managerial Economics	Core V	4	–	–	–	4	4	25	75	100

Learning Objectives (LOs)

The course objectives are:

1. To introduce the fundamental principles and concepts of managerial economics for effective business decision-making.
2. To develop analytical skills in demand forecasting, consumer behaviour, production, cost analysis, and pricing decisions.
3. To familiarize students with market structures and economic models affecting business organizations.
4. To provide an understanding of macroeconomic variables, national income, business cycles, and economic policies.
5. To enable students to evaluate monetary, fiscal, and global economic policies influencing managerial and strategic decisions.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain the concepts, principles, and theories of managerial economics and apply economic reasoning to business decision-making.	K2
CO2	Apply demand analysis, elasticity, demand forecasting techniques, and consumer behaviour theories to managerial problems.	K3
CO3	Analyze production, cost functions, market structures, and pricing strategies for effective managerial decision-making.	K4
CO4	Evaluate macroeconomic variables, national income, business cycles, and government economic policies affecting business organizations.	K5
CO5	Develop strategic managerial decisions by integrating monetary policy, fiscal policy, globalization, digital economy, FEMA, GST, and industrial policies.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Details	No. of Hours
I	Introduction to Managerial Economics: Meaning, Nature and Scope – Fundamental Concepts of Decision Making – Incremental Principle – Marginal Analysis – Equi-marginal Principle – Time Perspective – Discounting Principle – Opportunity Cost – Micro and Macro Economics.	12
II	Demand Analysis and Consumer Behaviour: Utility Analysis – Demand Curve – Elasticity of Demand – Demand Analysis – Demand Forecasting Techniques – Business Indicators – Forecasting for Consumer, Consumer	12

	Durable and Capital Goods – Input–Output Analysis – Consumer Behaviour – Consumer Equilibrium.	
III	Production, Cost and Market Analysis: Production Function – Law of Variable Proportions – Isoquants and Isocost Lines – Returns to Scale – Economies and Diseconomies of Scale – Cost Concepts – Short-run and Long-run Costs – Market Structures – Perfect Competition – Monopoly – Duopoly – Monopolistic Competition – Pricing Methods.	12
IV	Macroeconomic Environment: National Income Concepts – GDP – GNP – NNP – Measurement of National Income – Savings and Investment – Business Cycles – Countercyclical Policies – Economic Planning – Role of Economic Policies in India.	12
V	Monetary, Fiscal and Global Economic Policies: Commodity and Money Markets – Demand and Supply of Money – Monetary Policy – Inflation, Deflation and Stagflation – Fiscal Policy – Foreign Capital and Collaborations – Globalization – Cashless Economy – Digital Payments – Economic Models – FEMA – GST – Industrial Policy and Economic Growth.	12

S. No.	Text Book
1	Paul G. Keat, Philip K. Y. Young & Sreejata Banerjee. <i>Managerial Economics: Economic Tools for Today's Decision Makers</i> . 8th Edition, Pearson India.
2	D. N. Dwivedi. <i>Managerial Economics</i> . 8th Edition, Vikas Publishing House, New Delhi.
3	H. L. Ahuja. <i>Managerial Economics</i> . S. Chand Publishing, New Delhi.
4	S. Sankaran. <i>Managerial Economics</i> . Margham Publications, Chennai.
5	Dominick Salvatore. <i>Managerial Economics: Principles and Worldwide Applications</i> . 9th Edition, Oxford University Press.

S. No.	Reference Book
1	Damodaran, S. <i>Managerial Economics</i> . 2nd Edition, Oxford University Press.
2	R. L. Varshney & K. L. Maheshwari. <i>Managerial Economics</i> . Sultan Chand & Sons, New Delhi.
3	William F. Samuelson, Stephen G. Marks & Jay L. Zagorsky. <i>Managerial Economics</i> . 9th Edition, Wiley.
4	Thomas N. Hubbard & Anthony Patrick O'Brien. <i>Managerial Economics and Business Strategy</i> . Pearson Education.
5	Christopher R. Thomas & S. Charles Maurice. <i>Managerial Economics: Foundations of Business Analysis and Strategy</i> . McGraw-Hill Education.

S. No.	Web Resource
1	Pearson India – Managerial Economics Resources – https://www.pearson.com
2	NPTEL – Managerial Economics – https://nptel.ac.in
3	The Indian Economic Journal (SAGE Publications) – https://journals.sagepub.com/home/iej
4	Reserve Bank of India (RBI) – https://www.rbi.org.in
5	Ministry of Statistics and Programme Implementation (MoSPI) – https://mospi.gov.in

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	2	2	1	2
CO2	3	3	2	2	2	2	1	2
CO3	3	3	2	2	3	2	2	2
CO4	2	3	2	2	3	3	2	3
CO5	2	3	3	3	3	3	3	3
Weightage	13	15	10	10	13	12	9	12
Weighted Percentage of Course Contribution	2.6	3.0	2.0	2.0	2.6	2.4	1.8	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	3	2	3	2
CO3	3	3	2	3	2
CO4	2	3	2	3	3
CO5	2	3	3	3	3
Weightage	13	14	10	14	12
Weighted Percentage of Course Contribution	2.6	2.8	2.0	2.8	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

FIRST YEAR – SEMESTER I
Core VI- LEGAL SYSTEMS IN BUSINESS

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
NMBA16	Legal Systems in Business	Core	4	–	–	–	4	4	25	75	100

Learning Objectives (LOs)

The course objectives are:

1. To provide a comprehensive understanding of the legal framework governing business organizations and commercial transactions.
2. To familiarize students with the laws relating to contracts, sale of goods, negotiable instruments, partnership, and company law.
3. To develop awareness of labour legislation and its application in managing human resources and industrial relations.
4. To introduce consumer protection laws, competition law, cyber laws, intellectual property rights, and international trade regulations.
5. To enable students to apply legal principles, ethical standards, and statutory compliance in managerial decision-making and business operations.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain the principles of contract law, sale of goods, and negotiable instruments applicable to business transactions.	K2
CO2	Apply the provisions of partnership law and company law in the formation, management, and governance of business organizations.	K3
CO3	Analyze labour laws and employment regulations to ensure legal compliance and effective human resource management.	K4
CO4	Evaluate consumer protection laws, competition law, cyber laws, and intellectual property rights in contemporary business environments.	K5
CO5	Develop legally compliant and ethically responsible business decisions by integrating commercial laws, international trade regulations, and corporate governance practices.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Details	No. of Hours
I	Law of Contracts: Meaning and Nature of Contract – Essential Elements of a Valid Contract – Offer and Acceptance – Free Consent – Competency of Parties – Consideration – Legality of Object – Types of Contracts.	12
II	Sale of Goods and Negotiable Instruments: Contract of Sale – Sale and Agreement to Sell – Conditions and Warranties – Passing of Property – Rights of an Unpaid Seller – Negotiable Instruments – Promissory Notes – Bills of Exchange – Cheques – Holder and Holder in Due Course – Dishonour of Negotiable Instruments.	12

III	Partnership Law: Meaning and Characteristics of Partnership – Formation and Registration of Partnership – Rights, Duties and Liabilities of Partners – Admission, Retirement and Expulsion of Partners – Dissolution of Partnership Firm.	12
IV	Company Law: Meaning and Features of a Company – Types of Companies – Incorporation – Memorandum of Association – Articles of Association – Prospectus – Share Capital – Company Management – Meetings – Audit – Winding Up of a Company.	12
V	Business Regulatory Laws: Consumer Protection Act – Competition Act – Information Technology Act – Cyber Crimes – Intellectual Property Rights (Patents, Copyrights and Trademarks) – International Commercial Law – UNCITRAL – Emerging Legal Issues in Business.	12

S. No.	Text Book
1	N. D. Kapoor. <i>Elements of Mercantile Law</i> . Sultan Chand & Sons, New Delhi.
2	P. C. Tulsian & Bharat Tulsian. <i>Business Law</i> . McGraw-Hill Education, New Delhi.
3	M. C. Kuchhal & Vivek Kuchhal. <i>Business Law</i> . Vikas Publishing House, New Delhi.
4	Ravinder Kumar. <i>Legal Aspects of Business</i> . Cengage Learning India.
5	Akhileshwar Pathak. <i>Legal Aspects of Business</i> . McGraw-Hill Education, New Delhi.

S. No.	Reference Book
1	Avatar Singh. <i>Mercantile Law</i> . Eastern Book Company, Lucknow.
2	Taxmann Editorial Board. <i>Labour Laws</i> . Taxmann Publications, New Delhi.
3	V. K. Ahuja. <i>Law Relating to Intellectual Property Rights</i> . LexisNexis India.
4	S. K. Kapoor. <i>Business and Corporate Laws</i> . Taxmann Publications.
5	T. Ramappa. <i>Intellectual Property Rights: Law and Practice</i> . LexisNexis Butterworths India.

S. No.	Web Resource
1	Ministry of Corporate Affairs (MCA) – https://www.mca.gov.in
2	India Code (Government of India) – https://www.indiacode.nic.in
3	National Consumer Disputes Redressal Commission (NCDRC) – https://ncdrc.nic.in
4	Intellectual Property India – https://ipindia.gov.in
5	UNCITRAL – United Nations Commission on International Trade Law – https://uncitral.un.org

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	2	2	3	2
CO2	3	3	2	2	2	2	3	2
CO3	2	3	2	2	2	3	3	2
CO4	2	3	2	2	3	3	3	3
CO5	2	3	3	3	3	3	3	3
Weightage	12	14	10	10	12	13	15	12
Weighted Percentage of Course Contribution	2.4	2.8	2.0	2.0	2.4	2.6	3.0	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	3	2	2	2
CO3	2	3	2	3	3
CO4	2	3	3	3	3
CO5	2	3	3	3	3
Weightage	12	14	11	13	13
Weighted Percentage of Course Contribution	2.4	2.8	2.2	2.6	2.6

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

FIRST YEAR – SEMESTER I
Elective-I BUSINESS COMMUNICATION

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
NEBA11	Business Communication	Extra Disciplinary	3	–	–	–	3	4	25	75	100

Learning Objectives (LOs)

The course objectives are:

1. To develop effective oral, written, interpersonal, and professional communication skills required in business organizations.
2. To familiarize students with business correspondence, report writing, proposals, and professional documentation.
3. To enhance presentation, meeting management, interview, negotiation, and group discussion skills.
4. To improve listening, non-verbal communication, and interpersonal effectiveness in multicultural business environments.
5. To prepare students for executive communication using professional etiquette, digital communication, and contemporary business practices.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Explain the concepts, principles, barriers, and methods of effective business communication in organizational settings.	K2
CO2	Apply appropriate formats and techniques to prepare professional business letters, correspondence, resumes, and business documents.	K3
CO3	Develop business reports, proposals, and research reports using effective written communication and documentation practices.	K4
CO4	Demonstrate effective presentation, meeting management, interview, negotiation, and interpersonal communication skills in professional situations.	K5
CO5	Integrate verbal, non-verbal, visual, and digital communication techniques to communicate confidently and professionally in business environments.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Details	No. of Hours
I	Business Communication: Meaning, Nature and Importance – Types of Communication – Communication Process – Barriers to Communication – Principles of Effective Communication – Dyadic and Face-to-Face Communication – Modern Modes of Business Communication.	6
II	Business Correspondence: Planning Business Messages – Audience Analysis – Organizing Business Messages – Business Letters – Enquiries, Quotations, Orders, Tenders, Complaints, Collection Letters, Sales Promotion Letters – Résumé and Job Application Letters – Editing and Proofreading.	6

III	Business Reports and Proposals: Structure of Reports – Formal and Informal Reports – Technical and Research Reports – Business Proposals – Executive Summary – Use of Tables, Charts and Appendices.	6
IV	Meetings, Presentations and Interviews: Conducting Meetings – Agenda, Minutes and Resolutions – Seminars and Conferences – Public Speaking – Group Discussions – Presentation Skills – Interview Skills – Listening Skills.	6
V	Non-verbal and Digital Communication: Body Language – Personal Appearance – Posture – Visual Communication – Audio-Visual Aids – Business Etiquette – Digital Communication – Professional Networking and Executive Presence.	6

S. No.	Text Book
1	C. B. Gupta. <i>Business Communication and Organisational Behaviour</i> . Sultan Chand & Sons, New Delhi.
2	Meenakshi Raman & Prakash Singh. <i>Business Communication</i> . Oxford University Press, New Delhi.
3	Bovee, Courtland L. & John V. Thill. <i>Business Communication Today</i> . Pearson Education.
4	Lesikar, Raymond V., John D. Pettit Jr. & Mary E. Flatley. <i>Business Communication: Making Connections in a Digital World</i> . McGraw-Hill Education.
5	P. D. Chaturvedi & Mukesh Chaturvedi. <i>Business Communication</i> . Pearson Education India.

S. No.	Reference Book
1	L. H. Chaney & Jeanette S. Martin. <i>Intercultural Business Communication</i> . Pearson Education.
2	American Management Association. <i>The AMA Handbook of Business Writing</i> . AMACOM.
3	Sharan J. Gerson & Steven M. Gerson. <i>Technical Writing: Process and Product</i> . Pearson Education.
4	R. C. Sharma & Krishna Mohan. <i>Business Correspondence and Report Writing</i> . McGraw-Hill Education.
5	Kitty O. Locker & Donna S. Kienzler. <i>Business and Administrative Communication</i> . McGraw-Hill Education.

S. No.	Web Resource
1	SkillsYouNeed – Business Communication Skills – https://www.skillsyouneed.com
2	Harvard Business Review – Communication Articles – https://hbr.org/topic/communication
3	MindTools – Communication Skills – https://www.mindtools.com
4	Purdue Online Writing Lab (OWL) – Business Writing Resources – https://owl.purdue.edu
5	Coursera – Business Communication Courses – https://www.coursera.org

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	3	2	2	1	2	2
CO2	2	2	3	2	2	2	2	2
CO3	2	2	3	2	2	2	2	3
CO4	2	2	3	3	2	3	3	3
CO5	2	2	3	3	3	3	3	3
Weightage	10	10	15	12	11	11	12	13
Weighted Percentage of Course Contribution	2.0	2.0	3.0	2.4	2.2	2.2	2.4	2.6

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2
CO2	2	3	3	2	2
CO3	2	3	3	3	2
CO4	2	3	3	3	3
CO5	2	3	3	3	3
Weightage	10	14	15	13	12
Weighted Percentage of Course Contribution	2.0	2.8	3.0	2.6	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

FIRST YEAR – SEMESTER I
SEC I-LEADERSHIP LAB-I

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Internal/ Practical	External/ Practical	Total
NEBAP1	Leadership Lab-I	SEC I	2	–	–	–	2	2	50	50	100

Learning Objectives (LOs)

The course objectives are:

1. To develop self-awareness and personal leadership competencies through experiential learning.
2. To enhance emotional intelligence, interpersonal communication, and professional behaviour.
3. To strengthen teamwork, collaboration, conflict resolution, and leadership skills.
4. To cultivate ethical decision-making, critical thinking, and responsible leadership practices.
5. To prepare students for professional careers through leadership development planning, networking, and reflective learning.

Course Outcomes

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

CO No.	Course Outcomes	BT Level
CO1	Demonstrate self-awareness, leadership qualities, and professional behaviour through leadership assessment and reflective practices.	K3
CO2	Apply emotional intelligence, effective communication, and interpersonal skills in individual and team-based professional situations.	K3
CO3	Analyze team dynamics, leadership styles, conflict situations, and collaborative decision-making through practical activities.	K4
CO4	Evaluate ethical dilemmas, leadership challenges, and workplace situations using critical thinking and responsible decision-making.	K5
CO5	Develop a personal leadership portfolio and Individual Development Plan (IDP) demonstrating professional growth and lifelong learning.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Practical Activities	Hours
I	Understanding Leadership: Myths and Realities – Leadership vs. Management – Self-awareness and Personal Values – Personality Assessment (MBTI/Big Five/DISC – Introduction) – Identifying Personal Strengths and Areas for Improvement – Growth Mindset. Practical Activities: Preparation of Personal Leadership Profile, Self-Reflection Journal, SWOT Analysis, Leadership Assessment Exercises.	6
II	Emotional Intelligence (EQ) – Self-regulation – Empathy – Active Listening – Professional Communication – Giving and Receiving Feedback – Executive Presence. Practical Activities: Communication Simulation, Peer Feedback Exercise, Mock Professional Conversations, Presentation Practice, Listening Activities.	6

III	Team Dynamics – Trust Building – Collaboration Techniques – Conflict Resolution – Inclusive Leadership – Cross-cultural Teamwork. Practical Activities: Team Challenges, Leadership Role Rotation, Conflict Management Role Plays, Group Decision-Making Exercises, Collaborative Problem-Solving Activities.	6
IV	Problem Solving Frameworks – Decision Making under Uncertainty – Ethical Leadership – Integrity – Accountability – Responsible Leadership – Business Ethics Case Studies. Practical Activities: Ethical Dilemma Simulations, Case Discussions, Decision-Making Exercises, Business Simulations, Reflection Reports.	6
V	Goal Setting – Time Management – Networking Skills – Personal Branding – Professional Etiquette – Leadership Development Planning. Practical Activities: Elevator Pitch, LinkedIn Profile Review, Personal Leadership Portfolio, Individual Development Plan (IDP), Leadership Presentation.	6

S. No.	Text Book
1	Peter G. Northouse. <i>Leadership: Theory and Practice</i> . Sage Publications.
2	Stephen P. Robbins & Timothy A. Judge. <i>Organizational Behavior</i> . Pearson Education.
3	Daniel Goleman. <i>Emotional Intelligence: Why It Can Matter More Than IQ</i> . Bloomsbury Publishing.
4	John C. Maxwell. <i>The 21 Irrefutable Laws of Leadership</i> . HarperCollins Publishers.
5	Andrew J. DuBrin. <i>Leadership: Research Findings, Practice, and Skills</i> . Cengage Learning.

S. No.	Reference Book
1	Peter G. Northouse. <i>Introduction to Leadership: Concepts and Practice</i> . Sage Publications.
2	James M. Kouzes & Barry Z. Posner. <i>The Leadership Challenge</i> . Wiley.
3	Warren G. Bennis. <i>On Becoming a Leader</i> . Basic Books.
4	Ken Blanchard, Patricia Zigarmi & Drea Zigarmi. <i>Leadership and the One Minute Manager</i> . William Morrow.
5	Robin Sharma. <i>The Leader Who Had No Title</i> . Jaico Publishing House (India).
6	Marshall Goldsmith. <i>What Got You Here Won't Get You There</i> . Profile Books.
7	Dale Carnegie. <i>How to Win Friends and Influence People</i> . Simon & Schuster.
8	Patrick M. Lencioni. <i>The Five Dysfunctions of a Team</i> . Jossey-Bass.

S. No.	Web Resource
1	Harvard Business Review – Leadership Articles: https://hbr.org/topic/leadership
2	MindTools – Leadership Skills: https://www.mindtools.com
3	Center for Creative Leadership (CCL): https://www.ccl.org
4	MIT Sloan Management Review – Leadership: https://sloanreview.mit.edu
5	Coursera – Leadership and Management Courses: https://www.coursera.org
6	edX – Leadership and Professional Development: https://www.edx.org
7	LinkedIn Learning – Leadership Courses: https://www.linkedin.com/learning
8	TED Talks – Leadership Playlist: https://www.ted.com/topics/leadership

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	3	2	2	3	2
CO2	2	2	3	3	2	2	3	2
CO3	2	3	3	3	2	2	3	2
CO4	2	3	2	3	2	3	3	3
CO5	2	3	3	3	3	3	3	3
Weightage	10	13	13	15	11	12	15	12
Weighted Percentage of Course Contribution	2.0	2.6	2.6	3.0	2.2	2.4	3.0	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2
CO2	2	3	3	2	2
CO3	2	3	3	3	2
CO4	2	3	3	3	3
CO5	2	3	3	3	3
Weightage	10	14	15	13	12
Weighted Percentage of Course Contribution	2.0	2.8	3.0	2.6	2.4

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation