



**KANNUR UNIVERSITY**  
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**(Abstract)**

FYIMP in Business Administration -offered by the Dept. of Management Studies ,Thavakkara Campus - Scheme & Syllabus - Approved and Implemented w.e.f. 2025 admission -Orders- issued.

**ACADEMIC C SECTION**

ACAD C/ACAD C1/18151/2025

Dated: 05.01.2026

Read:-1. U O No ACAD D/ACAD D5/23315/2023 (I) dated 22.02.2025  
2. Circular No. ACAD C/ACAD C3/12564/2023 dated 05.03.2025  
3. E mail dated 10.10.2025 from the Head, Dept. of Management Studies  
4. E mail dated 15.10.2025 from the Dean , Faculty of Commerce and Management Studies.  
5. Orders of the Vice Chancellor in file of even no, dated 24.10.2025  
6 Minutes of the meeting of Standing Committee of the Academic Council held on 05.12.2025

**ORDER**

- The proposal to start the Five Year Integrated Master's Programme in Business Administration offered by the Department of Management Studies, Thavakkara Campus, with effect from the 2025 admission, was approved vide paper read (1) above.
- Subsequently, directions were issued to the Heads of the Departments concerned, vide paper read (2) above, to submit the entire syllabus (all semesters) of the Five Year Integrated Master's Programme (FYIMP) in Business Administration to be offered by their Department with effect from the academic year 2025–26, along with the minutes of the Department Council.
- Accordingly, the Head, Department of Management Studies, vide paper read (3) above, submitted the Scheme and Syllabus of the FYIMP in Business Administration along with the minutes of the meeting of the Department Council, for approval and implementation at the Department of Management Studies, with effect from the academic year 2025–26.
- The Scheme and Syllabus of the above programme were forwarded to the Dean, Faculty of Commerce and Management Studies, for verification. The Dean, vide paper read (4) above, recommended approval of the Scheme and Syllabus of the FYIMP in Business Administration for implementation with effect from the academic year 2025–26.
- Considering the matter, the Vice-Chancellor ordered to place the Scheme and syllabus before the Standing Committee of the Academic Council for consideration.
- The Standing Committee of the Academic Council, vide paper read (6), considered the Scheme and Syllabus of the Five Year Integrated Programme in Business Administration offered by the Department of Management Studies, Kannur University, Thavakkara Campus,



to be implemented with effect from the 2025 admission, and recommended approval of the same.

- The Vice-Chancellor, after considering the recommendations of the Standing Committee of the Academic Council and in exercise of the powers of the Academic Council conferred under Section 11(1), Chapter III of the Kannur University Act, 1996, and all other enabling provisions read together, approved the Scheme and Syllabus of the Five Year Integrated Programme in Business Administration at the Department of Management Studies, Kannur University, Thavakkara Campus, for implementation with effect from the 2025 admission.
- The approved Scheme and Syllabus of the Five Year Integrated Programme in Business Administration at the Department of Management Studies, Kannur University, Thavakkara Campus, implemented with effect from the 2025 admission, are appended to this University Order and uploaded in the University website ([www.kannuruniv.ac.in](http://www.kannuruniv.ac.in)).

Orders are issued accordingly.

Sd/-

**Jisha K P**  
**Assistant Registrar II**  
For REGISTRAR

To: 1. Head, Dept.of Management Studies Thavakkara, Campus  
2. The Controller of Examinations (through PA)  
3.Nodal Officer, FYIMP

Copy To: 1. PS to VC, PA to R, PA to CE  
2. JR II (Exam)  
3. AR/DR (Academic)  
3. EP IV/EG I/EXC I Sections (Exam)  
4. IT Cell (to publish in the website)  
5. Computer Programmer  
6. SF/DF/FC

Forwarded / By Order  
  
SECTION OFFICER





## **KANNUR UNIVERSITY**

**DEPARTMENT OF MANAGEMENT STUDIES  
THAVAKKARA CAMPUS, KANNUR**

**FIVE YEAR INTEGRATED MASTERS PROGRAMME IN  
BUSINESS ADMINISTARATION – (KU - FYIMP- MBA)**

**Regulations and Curriculum Framework  
(Effective from 2025 Admission)**

# **Kannur University Five Year Integrated Masters Programme in Business Administration Programme (FYIMP- MBA) - Regulations and Curriculum Framework**

## ***INTRODUCTION - BACKDROP AND CONTEXT***

Apart from ensuring quality education, the proposed FYIMP - MBA is intended to make curriculum and courses more student-centric and industry-centric. The transformative initiate introduces holistic and multidisciplinary undergraduate education that would help develop all capacities of human beings - intellectual, aesthetic, social, physical, emotional, ethical, and moral - in an integrated manner; soft skills, such as complex problem solving, critical thinking, creative thinking, communication skills; and rigorous specialization in a chosen field (s) of learning. It proposes adoption of flexible curricular structures in order to enable creative combinations of disciplinary areas for study in multidisciplinary contexts that would also allow flexibility in course options that would be on offer to students, in addition to rigorous specialization in a subject or subjects. It provides self-paced learning and options for multiple entry, exit and re-entry points.

### ***Outcome Based Approach***

A student-centric instructional model shall be the thrust of the curriculum and syllabus. The Outcome Based Education model, focusing on “what the students are capable of doing” provides clarity on what is to be achieved and that achievement (outcome) is pre- determined. It goes beyond usual structured tasks. It demands the students to actively engage in the learning process and demonstrate their skills through more challenging tasks and higher order of thinking. Learning is the core function of education, and teaching is to nurture and facilitate it. In that sense, teaching should be seen as a composite activity that also includes construction of curriculum, syllabi and learning materials as well as assessment. This curriculum framework is designed to act as a stimulus for constructive dialogue about how our undergraduate degree programmes are to be designed and how our students should learn. The framework comprises a core educational principle that students should learn predominantly through research and critical enquiry, rather than by passively receiving accepted knowledge. Knowledge at many points is being counted as a mere articulation of the understanding of a concept. If we need to enhance the capability of a student to create new knowledge through our curriculum, it should offer a flexibility to design courses that connect knowledge from a range of disciplines. and evaluation. The curriculum envisages that the teacher who teaches should also be the one who designs the courses and develops syllabi based on curricula developed collectively. Hence, the restructured FYIMP-MBA enables teachers to be autonomous and creative in designing courses and syllabuses.

### ***Graduate Attributes***

The graduate attributes reflect the quality and feature or characteristics of an individual, including the knowledge, skills, attitudes, and values that are expected to be acquired by a graduate through studies at the Higher Education Institution (HEI) such as a college or a university. These attributes are not intended to make all learners the same, but unique to each. The graduate attributes include capabilities that help strengthen one's abilities for widening current knowledge base and skills, gaining new knowledge and skills, undertaking future

studies, performing well in a chosen career and playing a constructive role as a responsible citizen in the society. The graduate attributes define the characteristics of a student's university degree programme(s), and describe a set of characteristics/competencies that are transferable beyond the study of a particular subject area and programme contexts in which they have been developed. Graduate Attributes are fostered through meaningful learning experiences made available through the curriculum, the total college/university experiences and a process of critical and reflective thinking. The learning outcomes-based curriculum framework is based on the premise that every student and graduate is unique. Each student or graduate has his/her own characteristics in terms of previous learning levels and experiences, life experiences, learning styles and approaches to future career-related actions. The quality, depth and breadth of the learning experiences made available to the students at the HEIs help develop their characteristic attributes. The Graduate Attributes reflect both disciplinary knowledge and understanding, generic skills, including global competencies that all the students in different academic fields of study should acquire and demonstrate.

Kannur University is fundamentally dedicated to nurturing well-rounded individuals with a comprehensive set of graduate attributes. Graduates from Kannur University emerge equipped with a multidisciplinary approach, allowing them to integrate knowledge across various domains for a holistic understanding of complex issues. With a strong emphasis on critical thinking and effective problem-solving skills, Kannur University's graduates demonstrate intellectual curiosity and the ability to tackle challenges creatively. Proficient in communication and social interaction, they engage adeptly in diverse settings, fostering collaboration and effective interpersonal connections. Moreover, the graduates embody effective citizenship and leadership, showcasing a sense of responsibility, community engagement, and leadership qualities. With a global perspective, ethical grounding, and a commitment to environmental sustainability, our students are well-prepared for active participation in an interconnected world. Embracing self-directed and lifelong learning, they continually adapt to evolving challenges, embodying the university's commitment to producing resilient, knowledgeable, and socially responsible individuals.

#### ***Program Outcomes (POs):***

Program Outcomes (POs) serve as a foundational framework defining the skills, knowledge, and attributes that students of Kannur University are expected to acquire upon completion of a specific academic program. Tailored to the unique goals of each program, POs articulate the overarching learning objectives that guide curriculum design and assessment. These outcomes encompass a diverse range of competencies, including critical thinking, problem-solving, effective communication, and discipline-specific expertise. POs play a crucial role in shaping educational experiences, ensuring alignment with academic standards and industry expectations. By articulating clear and measurable expectations, POs contribute to the continuous improvement of academic programs and provide a roadmap for students to develop into well-rounded, competent professionals within their chosen fields.

**PO1: Critical Thinking and Problem-Solving**-Apply critical thinking skills to analyze information and develop effective problem-solving strategies for tackling complex challenges.

**PO2: Effective Communication and Social Interaction**-Proficiently express ideas and engage in collaborative practices, fostering effective interpersonal connections.

**PO3: Holistic Understanding**-Demonstrate a multidisciplinary approach by integrating knowledge across various domains for a comprehensive understanding of complex issues.

**PO4: Citizenship and Leadership**-Exhibit a sense of responsibility, actively contribute to the community, and showcase leadership qualities to shape a just and inclusive society.

**PO5: Global Perspective**-Develop a broad awareness of global issues and an understanding of diverse perspectives, preparing for active participation in a globalized world.

**PO6: Ethics, Integrity and Environmental Sustainability**-Uphold high ethical standards in academic and professional endeavours, demonstrating integrity and ethical decision-making. Also acquire an understanding of environmental issues and sustainable practices, promoting responsibility towards ecological well-being.

**PO7: Lifelong Learning and Adaptability**-Cultivate a commitment to continuous self-directed learning, adapting to evolving challenges, and acquiring knowledge throughout life.

#### *Program Specific Outcomes (PSO's)*

Program Specific Outcomes (PSO) define what the students should be able to do at the time of graduation. The PSO of the Kannur University Five Year Integrated Masters Programme in Business Administration are:

**PSO 1:** Develop a strong foundation in management concepts, essential skills and professional values needed for effective leadership in domestic and global business settings.

**PSO 2:** Foster a mindset of continuous learning, adaptability and personal growth to meet the evolving needs of the business world.

**PSO 3:** Apply integrated management knowledge to understand, analyse and solve complex business problems across different functions and industries.

**PSO 4:** Analyse and interpret business issues using critical thinking, considering both local and global perspectives.

**PSO 5:** Understand the importance of sustainable development and evaluate the impact of business decisions on society, the economy and the environment.

**PSO 6:** Develop entrepreneurial skills and apply innovative management strategies across key functional areas to drive growth, solve business problems and create value.

It is in line with UGC directives, based on the model curriculum of AICTE and as envisaged by Government of Kerala, the regulations and curriculum framework for the Kannur University Five Year Integrated Masters Programme in Business Administration (KU – FYIMP- MBA) has been framed.

**Kannur University Five Year Integrated Master of Business Administration  
Programme (KU - FYIMP- MBA) – Regulations**

**1. Title, Application and Commencement**

- 1.1 These Regulations shall be called ‘Kannur University – Five Year Integrated Masters Programme in Business Administration (KU – FYIMP - MBA) 2025 under the Choice Based Credit and Semester System (CBCSS).
- 1.2 The Regulation provided herein shall apply to Five-Year Integrated Masters Programme in Business Administration (FYIMP - MBA) conducted at the Department of Management Studies, Thavakkara Campus of Kannur University.
- 1.3 These regulations shall come into force with effect from Academic Year 2025 - 2026.

**2. Definitions (Unless context otherwise requires):**

- 2.1 “*Curriculum Committee*” refers to the committee constituted by the Vice Chancellor under these regulations to monitor the choice-based credit semester programme. One of the Professor from the university shall be the convenor.
- 2.2 “*Academic Year*” means two consecutive (one odd + one even) semesters followed by an optional summer fast-track semester/vacation in one academic year.
- 2.3 “*Act*” means the Kannur University Act.
- 2.4 “*Academic Coordinator*” is a teacher nominated by the Head of the Department of the university teaching department.
- 2.5 “*Course*” comprises papers which are taught and evaluated within a programme, including lectures/ tutorials, laboratory work, fieldwork, project work, vocational training, viva, seminars, term papers, presentations, assignments, presentations, self-study, internship, etc., or a combination of some of these elements.
- 2.6 “*Choice-Based Credit Semester System (CBCSS)*” means the system wherein students have the option to select courses of their choice from the prescribed list of courses; and the requirements for awarding a degree, diploma, and certificate are prescribed in terms of the number of credits to be earned.
- 2.7 “*Institutional-level academic committee*” means a committee constituted for the FYIMP at the department level (university teaching department) comprising the Head of the Department (university department) as the Chairperson and the Academic Co-ordinator as Convener.
- 2.8 ‘*Department*’ includes a Department, Centre, or School of Teaching and Research conducted directly by the University.

2.9 “*Department Coordinator*” includes a teacher nominated by a Department Committee to co-ordinate all the necessary work related to FYIMP-MBA undertaken in that department, including continuous evaluation.

2.10 “*Department Council*” means the body of all teachers of the teaching department.

2.11 ‘*Faculty Adviser*’ means a teacher from the parent department nominated by the Department Council to advise students in academic matters.

2.12 “*Graduate Attributes*”: means the qualities and characteristics possessed by the graduates of a programme of study at Kannur University or the Higher Education Institutions affiliated to Kannur University, which include the learning outcomes related to the disciplinary areas in the chosen field of learning and generic learning outcomes.

2.13 “*Programme*” means the entire duration of the educational process including the evaluation leading to the award of a degree, and having a well-defined programme-specific outcome.

2.14 “*Regulatory Body*” means the University Grants Commission, All India Council for Technical Education, National Council for Teacher Education, and it includes Medical Council of India (MCI), Pharmacy Council of India (PCI), and Indian Council for Agricultural Research (ICAR), Bar Council of India, Council of Architecture, National Assessment and Accreditation Council (NAAC) and National Board of Accreditation (NBA).

2.15 “*Kannur University*” means Kannur University constituted as per Kannur University act of 1996.

2.16 ‘*Letter Grade*’ or simply ‘*Grade*’ in a course is a letter symbol (O, A+, A, B+, B, C, P, F and Ab). Grade shall mean the prescribed alphabetical grade awarded to a student based on his/her performance in various examinations. The Letter grade that corresponds to a range of CGPA is given in table at 19.1.

2.17 Each letter grade is assigned a ‘*Grade point*’ (G) which is an integer indicating the numerical equivalent of the broad level of performance of a student in each course. Grade Point means a point given to a letter grade on 10-point scale.

2.18 ‘*Semester Grade Point Average*’ (SGPA) is the value obtained by dividing the sum of credit points obtained by a student in the various courses taken in a semester by the total number of credits in that semester. SGPA shall be rounded off to three decimal places. SGPA determines the overall performance of a student at the end of a semester ‘Credit Point’(P) of a course is the value obtained by multiplying the grade point (G) by the credit (C) of the course:  $P=G \times C$

2.19 ‘*Cumulative Grade Point Average*’ (CGPA) is the value obtained by dividing the sum of credit points in all the semesters earned by the student for the entire programme by the total number of credits in the entire programme and shall be rounded off to two decimal places.

2.20 ‘*Grade Card*’ means the printed record of students’ performance, awarded to him/her

2.21 '*Course faculty*': A faculty member nominated by the Head of the Department shall be in charge of running a particular course in a particular semester of FYIMP-MBA programme.

2.22 '*Discipline Specific Signature Courses*' (DSS)/Skill Specific Signature courses are the specialized elective courses or skill courses designed and offered by the regular/adhoc/visiting/emeritus/adjunct faculty member of a particular department with the prior approval of the department council.

### **3. Features and Objectives of KU-FYIMP- MBA**

3.1 The Kannur University FYIMP-MBA curriculum aims at the following:

To increase access to higher education ensuring social justice and equity besides fostering scientific temper, secularism, and democracy. It also aims at strengthening the knowledge society and increase economy by means of increased innovation, entrepreneurship, and dynamism. To provide student centric education thereby heading towards a people centred knowledge society. Promote interdisciplinary and multidisciplinary learning and research. Adapting new technologies and practices to improve quality of learning, promote self-directed and curiosity driven learning.

3.2 The practice of lateral entry of students to various years exists, but an exit with a degree shall be awarded only upon successful completion of the third and fourth year.

3.3 FYIMP - MBA shall have four Broad Pathways: (a) 3-year BBA Degree; (b) 4-year BBA Degree (Honours); (c) 4-year BBA Degree (Honours with Research); and 5-year Integrated MBA Degree.

3.4 Students who choose to exit after 3 years shall be awarded Bachelor of Business Administration Degree after the successful completion of the required minimum of courses of 133 credits as specified in Annexure 1.

3.5 A four-year Bachelor of Business Administration Honours Degree with Research or Honours Degree shall be awarded to those who complete the FYIMP-MBA and exit after fourth year, with a specific number of courses of 177 credits including 12 credits from a graduate project /dissertation in case of Honours with Research or corresponding credits from Discipline Specific Elective Courses for Honours as specified in Annexure 1.

3.6 A five-year Integrated Master of Business Administration degree shall be awarded to those who complete the FYIMP-MBA with specific number of courses of minimum 217 credits as specified in Annexure 1.

3.7 Honours students who have not undertaken their graduate project shall do three additional Courses for 12 credits, with each course comprising four credits.

3.8 Students who aspire to pursue research as a career may opt for honours with research stream in the fourth year.

- 3.9 The number of seats for the honours with research shall be determined as per the availability of research guides.
- 3.10 The selection criteria for honours with research stream shall be in accordance with the guidelines of UGC or as approved by Kannur University
- 3.11 Students who have chosen the honours with research stream shall do their entire fourth year under the mentorship of a faculty member who shall be a recognized research supervisor.
- 3.12 The fifth year comprise of three pathways with a total credit of 40, the pathway will have a course work of 20 credits and research/ project of 20 credits. The course level in the fifth year will be 500.
- 3.13 The proposed FYIMP curriculum shall comprise Three Broad Parts: a) Foundation Components, b) Discipline Specific Pathway components and c) Discipline Specific Capstone Components.
- 3.14 The Foundation component of the FYIMP shall consist of a set of General courses and a set of Discipline Specific Courses. General Foundation Courses shall be common for all students and shall be grouped into 4 major baskets as Ability Enhancement courses (AEC), Skill Enhancement Courses (SEC), Value Addition Courses (VAC), and Multi- Disciplinary Courses (MDC).
- 3.15 Discipline Specific Foundation Courses shall focus on foundational theories, Concepts, perspectives, principles, methods, and critical thinking essential for taking up advanced Courses.
- 3.16 Ability Enhancement Courses shall be designed specifically to achieve competency in Modern Indian Language (MIL), other world languages as per the student's choice along with the English language with special emphasis on language and communication skills.
- 3.17 Skill Enhancement Courses (SEC) shall be designed to enhance workplace skills such as Creativity, Critical Thinking, Communication, and collaboration – 21<sup>st</sup> century skills.
- 3.18 Value Added Courses (VAC) shall be so designed as to empower the students with personality development, perspective building, and self-awareness.
- 3.19 During the fourth year, the students shall engage in workplace problem-solving through internships and research experiences, which will help them develop adequate skills suitable for their higher education or Entrepreneurship.
- 3.20 The Capstone - Level Courses shall be designed in such a manner as to enable students to demonstrate their cumulative knowledge in their main field of study, which shall include advanced thematic specialization or internships or community engagement or services, vocational or professional training, or other kinds of work experience.

- 3.21 All students shall a 4 credit Internship /Apprenticeship in a Firm, Industry or Organization as mandate before the three-year exit.
- 3.22 Social Activities shall include participation in National Service Scheme (NSS), Sports and games, arts, participation in university/college union related activities (for respective elected /nominated members), National Cadet Corps (NCC), adult education/literacy initiatives, mentoring school students, and engaging in similar social service organizations that deemed appropriate to the University.
- 3.23 Options shall be made available for students to earn credit by completing quality assured remote learning modes, including online programmes offered on the Study Webs of Active Learning for Young Aspiring Minds (SWAYAM) or other online Educational Platform approved by the competent body from time to time.
- 3.24 During the four years, students shall be entitled to earn upto 20 credits through such Courses apart from three mandatory MOOC courses during Semester VI, VIII and X that are required for the award of the Degree.
- 3.25 The University shall advise the students to opt for such Online/MOOC Courses that have a comprehensive graded evaluation with proper grades and grade points.
- 3.26 Students shall be entitled to gain credits from Courses offered by other recognized institutions directly as well as through distance learning.
- 3.27 For every course, 20% of syllabus, curriculum transaction and evaluation shall be done by individual teachers handling the course.

#### **4. Eligibility for Admission and Reservation of Seats.**

- 4.1 The eligibility for admissions and reservation of seats for FYIMP-MBA shall be in accordance with the norms /rules made by the Government/ University from time to time.
- 4.2 No student shall be eligible for admission to FYIMP - MBA in any of the disciplines unless he/ she has successfully completed the examination conducted by a Board/ University at the +2 level of schooling or its equivalent.
- 4.3 At the time of admission each student will be provided with a unique Higher education student ID which may linked with the Aadhar number of the student so that this ID can be transferred if required to other higher education institutions as well.
- 4.4 Depending upon the availability of academic and infrastructural facilities, the institution may also admit a certain number of students who are registered for particular programmes in each semester, from the 3<sup>rd</sup> or 5<sup>th</sup> or 7<sup>th</sup> semester, by transfer method, if required, from other institutions subject to conditions as may be issued by the University.
- 4.5 A student who has already successfully completed a First-Degree Programme and is desirous of and academically capable of pursuing another Degree Programme may

also be admitted with the prior approval of the University as per the conditions regarding programme requirements specified by the University.

- 4.6 The HEI can also enroll students in certain courses as per their choice depending upon the availability of infrastructure and other academic facilities from other recognized HEI who are already registered for a particular programme there through regular/online/distance mode irrespective of the nature of programme. On successful completion of the course the credits may be transferred through the Academic Bank of Credit, or it may be communicated to the University against the unique ID provided by the university at the time of admission.

## **5. Academic Monitoring and Student Support.**

Academic monitoring and student support shall be organised in the following manner, namely:

- 5.1 Advisory System: There shall be one Senior Faculty Advisor (SFA) for each class and one faculty advisor (FA) for 20 to 30 students of the class to provide advice on all relevant matters. The Head of the Department shall, preferably, assign a senior faculty member as the senior Faculty Advisor (SFA) with the approval of the department council. The Head of the Department, in consultation with the SFA, shall assign faculty advisers (FA) for each student.
- 5.2 The documents regarding all academic activities of students in a class shall be kept in the custody of the Head of the Department.
- 5.3 All requests/applications from a student or parent to higher offices are to be forwarded/recommended by his/her Faculty Advisor/Senior Faculty Advisor.
- 5.4 Students and parents shall first approach their Faculty Advisor/ Senior Faculty Advisor for all kinds of advice, clarifications, and permissions on academic matters.
- 5.5 It is the official responsibility of the institution to provide the required guidance, clarifications, and advice to the students and parents strictly based on the prevailing academic regulations.
- 5.6 The SFA shall arrange separate or combined meetings with advisors; course faculty, parents, and students as and when required and discuss the academic progress of students under their advisory group.
- 5.7 The Senior Faculty Advisor/ Faculty Advisor shall also offer guidance and help to solve the issues on academic and non-academic matters, including personal issues of the students in their advisory group.
- 5.8 Regular Advisory meetings shall be convened: immediately after the commencement of the semester and immediately after announcing the marks of the internal evaluation test.
- 5.9 The internal marks, classroom presence/participation, etc. shall be uploaded on the University portal only after displaying the same on the department notice board at least for two working days.

- 5.10 Any concern raised by the students regarding attendance and internal marks shall be looked into in the combined meetings of advisors, course faculty, and the students concerned.
- 5.11 If the concerns are not resolved at the advisor's level, the same can be referred to the properly constituted department-level grievance redressal committee as per existing UGC/University/Government norms.
- 5.12 The Head of the Department shall ensure the proper redressal of the concerns raised by the students regarding internal assessment and attendance.
- 5.13 If students raise further concerns about the issue, the Head of the Department shall refer the issue to the University- level grievance committee with proper documents and minutes of all the committees.
- 5.14 The FA/SFA shall be the custodian of the minutes and action taken reports of the advisory meetings.
- 5.15 The SFA shall get the minutes and action taken reports of advisory meetings approved by the Head of Department. It shall be the duty of the Head of the Department to produce them before the University as and when required.
- 5.16 Regular communication with the parents of students in respect of progress in academic matters and other general issues shall be the responsibility of the Senior Faculty Advisor/ Faculty Advisor.
- 5.17 The Head of Department shall inform/forward all regulations, guidelines, communications, announcements, etc. issued by the University regarding student academic and other matters to the Senior Faculty Advisors for information and timely action.
- 5.18 It shall be the official responsibility of the University to extend the required administrative and financial support to the SFAs and SAs to arrange necessary orientation programmes for students regarding student counselling, the prevailing University norms, regulations, guidelines and procedures on all academic and other University related matters.

## ***6. Re-admission and Scheme Migration.***

- 6.1 Students who have discontinued from the previous CBCSS regulations can resume their studies under the new regulations upon obtaining readmission, and such students have to complete their programmes as per the new regulations.
- 6.2 Assessment of the transitory courses/ additional courses to be done by the student, as per the academic requirement of the University, shall be prescribed by the respective department where the student intends to take readmission, and the same shall be approved by the department council.
- 6.3 Students who opt out before the completion of the third year shall be provided with a 'Course cum Credit Certificate' as proof for re-entry to another institution, and

this certificate is essential for preserving the credits in the Academic Bank of Credits.

### ***7. Duration of Programme, Credits Requirements and Options.***

- 7.1 The Five-Year Integrated Masters programme is the preferred option as it allows students the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects according to their preference. The emphasis is on credits rather than a fixed duration, allowing for different lengths/durations of programmes.
- 7.2 Students will be offered the opportunity to take breaks during the programme and resume after the break, but the total duration for completing the programme shall not exceed 8 years.
- 7.3 Candidates who wish to complete the undergraduate programmes faster may do so by completing different courses equivalent to the required number of credits and fulfilling all other requirements in N-1 semesters (where N is the number of semesters in an undergraduate/postgraduate programme)
- 7.4 Provided further that the candidates may complete both the undergraduate and PG programmes in slower pace, - they may pursue the three years or six semester programmes within 5 years, and four years, or eight semester programmes within 6 years; and five years or ten semester programme within 8 years.
- 7.5 For students who crossed 6 semesters at a slower pace, the requirement of 16 credits from the institutions where they enrolled may be relaxed.

### ***8. Different types of courses/activities.***

The following types of Courses/Activities constitute the programmes of study, namely:

- 8.1 *Lecture Courses*: Courses involving lectures relating to a field or discipline by a faculty member.
- 8.2 *Tutorials*: Courses involving problem-solving and discussions relating to a field or discipline under the guidance of qualified personnel in a field of learning.
- 8.3 *Practicum or Laboratory work*: A course requiring students to participate in a project or practical or lab activity that applies previously learned/studied principles/theory related to the chosen field of learning, work/vocation, or professional practice under the supervision of an instructor.
- 8.4 *Seminar*: A course requiring students to participate in structured discussion/conversation or debate focused on assigned tasks/readings, current or historical events, or shared experiences guided or led by an expert or qualified personnel in a field of learning
- 8.5 *Internship*: A course requiring students to participate in a professional activity or gain work experience, or engage in cooperative education activities with an entity

external to the education institution shall, normally, be under the supervision of an expert of the given external entity.

- 8.6 *Field practice or projects:* Courses requiring students to participate in field-based learning or projects shall, generally, be under the supervision of an expert from the given external entity.
- 8.7 *Community engagement and service:* Courses requiring students to participate in field-based learning/projects shall, generally, be under the supervision of an expert from the given external entity. The curricular component of ‘community engagement and service’ will involve activities that would expose students to the socio-economic issues in society.

## **9. Credit Structure.**

The proposed number of credits per course and the credit distribution of them for the Programmes are given below-

- 9.1 A course that includes one hour of lecture or tutorial or a minimum of two hours of lab work, practical work, or field work per week is given one credit hour.
- 9.2 One credit in a semester should be designed for 15 hours of lectures or tutorials or 30 hours of practicum; in addition, 30 hours of learner engagement in terms of course-related activities such as seminar preparation, submitting assignments, etc.
- 9.3 A course can have a combination of lecture credits, tutorial credits, and practicum credits.
- 9.4 Minimum credit for one course should be 2 (Two), and the maximum credit should be 4 (Four).
- 9.5 All Discipline Specific Courses shall be of 4 (Four) credits.
- 9.6 All under the Multi-Disciplinary Courses, Ability Enhancement Courses, Value Added Courses and Skill Enhancement Courses shall be of 3 (Three) credits each.
- 9.7 Summer Internship, Apprenticeship, Community outreach activities, field/industry visit etc. may require sixty hours of engagement for acquiring one credit.
- 9.8 A student shall have the option of acquiring extra credits to a maximum of 300 credits for a 5-year (10-semester) PG programme.
- 9.9 A student shall have the option of acquiring extra credits to a maximum of 240 credits for a 4-year (8-semester) UG programme.
- 9.10 A student shall have the option of acquiring extra credits to a maximum of 180 credits for a 6-semester UG programme.
- 9.11 Courses up to 25 credits shall be designed for each programme in each semester with the available teaching hours for each semester. If there are not sufficient

teaching hours, online courses for equivalent level may be prescribed by the Department.

- 9.12 A student shall be able to opt for a certain number of extra credits over and above the requirements for the award of a Degree.
- 9.13 Maximum number of credits that a student can take per semester shall be restricted to 30.
- 9.14 Each faculty member shall offer a maximum of 16 credits per semester.
- 9.15 For the effective operation of the FYIMP-MBA, a system of flexible timings shall be implemented for the students and teachers.
- 9.16 An academic year shall consist of 200 working days; one semester consists of 90 working days; and an academic year consists of two semesters and an optional summer fast track semester.
- 9.17 Ten working days in a semester shall be used for extracurricular activities. One semester consists of 18 weeks with 5 working days per week. In each semester, 15 days (3 weeks) should be kept aside for exams, including internal examination evaluations and other academic activities.
- 9.18 The maximum number of available weeks for curriculum transactions should be fixed at 15 in each semester. A minimum of 6 teaching or tutorial hours could be made available for a day in a 5-day week, so a total of 450 teaching hours will be available for each semester.
- 9.19 The academic transaction time shall be flexible and staggered in principle, but for convenience it shall be from 8.30 am to 5 pm and six days a week. For faculties it is 5 days per week, based on existing norms. A faculty member who works on Saturday can be given off on any of the other working days.
- 9.20 Faculty shall be present on campus at least 5 days a week, excluding Sunday for a minimum campus presence of 35 hours per week.
- 9.21 The students will get the support of the campus facilities for a minimum of 48 hours a week, out of which a maximum of 22 to 25 hours shall be devoted to contact classes and the rest of the time for other activities. Students will attend classes for six days a week.

## **10. Course Structure of the FYIMP-MBA**

The FYIMP-MBA shall consist of the following categories of courses and the minimum credit requirements for each of them shall be as follows-

- 10.1 *General Foundation Courses:* It is mandatory for all students who enrol in an FYIMP-MBA to acquire a minimum of 33 credits from general foundation courses. The General Foundation Courses consists of Multi-Disciplinary Courses (MDC), Ability Enhancement Courses (AEC), Skill Enhancement Courses (SEC) and Value Added Courses (VAC).

**10.2 Discipline Specific Courses for 3-year Degree:** The student who wishes to exit with a Bachelor of Business Administration degree after three years needs to acquire a minimum of 96 credits from Discipline Specific Courses. The Discipline Specific Courses consist of both Discipline Specific Core Courses, Discipline Specific Elective Courses and approved MOOC. The students also have to undertake an internship of 4 credits during semester VI for successful completion of 3-year degree.

**10.3 Discipline Specific Course for 4-year Honours/Honours with Research Degree:** Students shall successfully complete minimum 33 credits from General Foundation Courses and minimum 96 credits from Discipline Specific Courses another 4 credits from internship and to complete 133 credits to enter for the fourth year for the honours programme.

10.3.1 The student who enters the honours programme after successfully acquiring 133 credits is required to earn an additional 44 credits within one year from the Discipline Specific Courses, MOOC and the research project.

10.3.2 The students can exit after 4 years with Bachelor of Business Administration (Honours) or Bachelor of Business Administration (Honours with Research) degree depending on the categories of courses taken during the fourth year. The suggested credit distribution for each of the sub-categories of courses is given below:

	<b>Curricular Components</b>	<b>Honours</b>	<b>Honours with Research</b>
A	Discipline Specific Courses	44	32
B	Research Project	0	12

Note: For Honours with Research programme the mentor may specify certain relevant discipline specific courses including MOOC that have to be completed.

**10.4 Discipline Specific Courses for 5-year Integrated Master Programme:** Students who successfully completed 4 -year Bachelor of Business Administration (Honours) or (Honours with Research) programme with a minimum of 177 credits should earn an additional 40 credits for the fifth year for the award of five-year Integrated Master of Business Administration degree.

10.4.1 One pathway is suggested to earn 40 credits for the fifth year for the Integrated Masters of Business Administration Degree as given below:

<b>Pathway</b>	<b>Curricular component</b>	<b>Course work</b>	<b>Research / Project</b>	<b>Total credits</b>
I	Coursework + Research	24 credits (Including 4 credit MOOC/ Online course)	20 credits	40 credits

10.4.3 The mentor shall specify the courses for course work, the course level should be 500.

10.4.4 The curricular components and credits shall be modified by the university as and when the regulations are modified/finalized by UGC/Kerala State Higher Education committee.

## **11. Course Registration**

- 11.1 The department shall publish well in advance the relevant details of courses offered, such as the name, level, expected outcomes, time slot, eligibility criteria / pre-requisite for a course and names of faculty members engaging the course.
- 11.2 Students shall be allowed to visit and interact with respective faculty members during the first week of each semester, to gather more information about the courses and the availability of seats.
- 11.3 Based on consultations and advice from the faculty adviser, each student shall complete course registration using the prescribed registration form within two weeks from the commencement of each semester.
- 11.4 The number of credits that a student can take in a semester is governed by the provisions in these Regulations, subject to a minimum of 16 and a maximum of 30 credits.
- 11.5 A student can opt out of a course registered, subject to the minimum Credit/Course requirement, if he/she feels that they have registered for more courses than he can handle, within two weeks from the commencement of the semester.
- 11.6 The department shall publish a list of the students registered for each course soon after the last date for change of courses.

## **12. Level of courses**

- 12.1 Courses have been categorized and coded based on the learning outcomes, level of difficulty, and academic rigour. The Codes shall be necessarily common to all universities in the state, namely: -

**0-99: Pre-requisite courses:** These are introductory courses designed to provide foundational knowledge and preparation for students who intend to major in subjects they have not studied during their plus two programme. These courses shall be as pass or fail, carrying no credits.

**100-199: Foundation or Introductory courses:** These are intended for students to acquire fundamental understanding and basic knowledge about the subjects and help them decide the subject or discipline of their interest. These courses may also be prerequisites for higher level courses. Students of the FYIMP-MBA Degree programme may opt for a **minimum of 24 credits at this level**.

**200-299: Intermediate-level courses:** These including subject specific are intended to meet the credit requirements for minor or major areas of learning. Students of the FYIMP-MBA Degree programme may opt for a **minimum of 32 credits at this level.**

**300-399: Higher-level courses:** These are required for majoring in a disciplinary/ interdisciplinary area of study for obtaining a degree. Students of the FYIMP-MBA Degree programme may opt for a **minimum of 38 credits at this level.**

**400-499: Advanced courses:** These specialized courses include research projects at the first-year post-graduate program level. Students of the FYIMP-MBA Degree programmes may opt for a **minimum of 44 credits at this level** including the credits from the Elective or specialization courses in the minor stream at the level 300.

**500-599: Specialized Capstone courses:** These specialized courses include research projects/dissertation at the second-year post-graduate program level. Students of the FYIMP-MBA Degree programmes may opt for a **minimum of 40 credits at this level** in the major area.

12.2 For credit transfer purposes, the credits earned by a student of the FYUG/ FYIMP Degree programmes at each level and discipline from any university/college within Kerala, which adopts these regulations, may be directly transferred to the corresponding discipline and level at any other university/college.

12.3 Courses may be designated alpha-numerically with four alphabets representing the discipline code and three numerals indicating the level.

*Example* - “MBA095” means it is a pre-requisite course in Management, and “MBA405” means an advanced course in Management.

### **13. Programme Pathways and Credit Requirements**

13.1 Students who have joined for Integrated Masters Programme in Business Administration these FYIMP- MBA regulations shall be following the pathway of Degree with Single Major (Management).

13.2 For the first six semesters, candidates must undergo the prescribed course of study leading to acquisition of minimum of 133 credits. The student can exit after six semesters with the degree of Bachelor of Business Administration with a minimum 133 credits.

13.2 In the subsequent two semesters (Semesters VII and VIII) minimum 44 credits has to be acquired for Bachelor of Business Administration degree with Honours / Honours with Research. The minimum credits required for this degree will be 177.

13.4 Further minimum credit of 40 has to be acquired in Semester IX and X for the Integrated Master of Business Administration degree. The minimum credits required for this degree will be 217.

- 13.5 The Department Council shall design the courses to be offered under FYIMP – MBA programme. The Department Council may also approve courses offered by other departments and institutions to be taken by students under this programme.
- 13.6 The courses developed by individual faculty members shall be approved by the Department Council. The Department Council shall have the freedom to approve and introduce new courses and/or to modify/redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the students, with the approval of the University and the Academic Council. Any such change in the syllabus or course during a programme shall be affected before the commencement of the semester with prior approval from the university.
- 13.7 The number of seats for Bachelor of Business Administration (Honours with Research) degree shall be determined by the Department Council as per the availability of research guides.
- 13.8 Minimum 75% marks or equivalent CGPA in Bachelor of Business Administration Degree up to Sixth Semester is the minimum criteria for opting for Bachelor of Business Administration (Honours with Research) degree.
- 13.9 Community engagement, social activities such as NSS, NCC, Sports and Games, participation in Arts, other social service activities as deemed appropriate by the university shall also be considered for awarding credits.
- 13.10 SWAYAM / Online Courses may also be opted for by students for earning credits. Students may replace the Discipline Specific Elective (DSE) courses offered by the department with MOOC courses. Maximum of 20 credits can be acquired in this way upto tenth semester. Apart from this one MOOC each are compulsory during sixth, eight and tenth semesters.
- 13.11 In the case of compulsory SWAYAM/ Online courses during VI semester, the students can complete an approved SWAYAM/ Online course during semesters III to VI, and the credits of this will be considered in semester VI. Similarly, the student can complete an approved SWAYAM/ Online course during semesters VII and VIII, the credits of which will be included in semester VIII. The student can complete an approved SWAYAM/ Online course during semesters IX and X and the credits of this course will be considered in semester X. .
- 13.12 University shall have a list of approved online /MOOC Courses that have a comprehensive graded evaluation with proper grades and grade points. This approved list will be prepared based on the recommendation of the Department Council. Teachers and students can suggest course to be included in this list.
- 13.13 Only approved MOOC courses and those courses enrolled and completed after joining for FYIMP –MBA programme will be considered for credit transfer.
- 13.14 Grace mark for student achievement shall be awarded as per university / government rules.
- 13.15 Credit transfer shall be done through the Academic Bank of Credits in general and for in case of credit transfer for the FYUGP adopted in the universities of Kerala as

per the common regulations shall be done directly to the corresponding discipline and level at other university / college.

13.16 University shall develop the credit transfer and credit accumulation facilities or utilize the facilities provided by the state government or the Academic Bank of Credit (ABC) facility provided by UGC.

#### **14. Course and Credit Structure for the Programme**

The Course and Credit Structure of FYIMP – MBA is given in Appendix I

#### **15. Pedagogy**

15.1 Use of technology in creating a learning environment that connects learners with instructional content, peers, and instructors throughout the learning process, while respecting the pace of learners is to be ensured.

15.2 The Faculty shall have the freedom to identify and employ the most suitable pedagogical approach to a particular course and students.

15.3 Pedagogical methodologies such as PBL (Problem / Project Based Learning), and Service Learning shall be brought into practice as part of the curriculum, and experiential learning in the form of internship/ minor projects/ case study part of curriculum.

15.4 Blended learning (BL) mode shall be employed to help learners develop 21st century skills along with effective learning and skill development related to the subject domains.

#### **16. Assessment and Evaluation**

16.1 The assessment shall be a combination of Continuous Comprehensive Assessment (CCA) and an End Semester Evaluation (ESE). There will be separate minimum of 40 % each for CCA and ESE.

16.2 Fifty percent of weightage shall be given for Continuous Comprehensive Assessment (CCA) and fifty percent weight for End Semester Evaluation (ESE).

16.3 CCA shall include Assignments, Seminars, Periodic Written Tests, Minor Projects, Field Visits, Case Study or other measures as proposed by the teacher. The students will be informed about the CCA process at the beginning of the course.

16.4 The percentage allocation for each component under CCA for theory courses shall be usually in the following proportions:

Component	Marks	Percentage
Written Test I	10	20
Written Test II	10	20
Any three component from Assignment, Seminar Presentation, Minor Project, Viva Voce, Case Study, Quiz or any other component relevant to the course	$10 \times 3 = 30$	60
Total	50	100

- 16.5 If these components and ratio of weightages assigned to the components are not ideal for a course, the teacher engaging that course may change it with permission of the department council. In such cases, the mode of assessment and weightages for different components should be clearly specified at the beginning of the course.
- 16.5 A copy of all records of CCA shall be maintained in digital format in the Department and shall be made available for verification by the University.
- 16.6 Performance of each student in an assessment shall be intimated to the student within two weeks of the conduct of test/ submission of assignment/ report.
- 16.7 The Course Coordinator shall be responsible for evaluating all the components of CCA for the concerned subject of a course. However, the University may involve any other person (External or Internal) for Evaluation of any or all the components as decided by the Vice Chancellor from time to time in case any grievances are raised.
- 16.8 Written tests shall be precisely designed using a variety of tools and processes (e.g., constructed responses, open-ended items, multiple choice), and the students should be informed about the evaluation modalities well in advance.
- 16.9 The faculty may provide options for students to improve their performance through CCA mode.
- 16.10 Individual learning plans (ILPs) and/or specific assessment arrangements may be put in place for differently abled students.
- 16.11 Suitable evaluation strategies including technology assisted examinations / alternate examination strategies may be designed and implemented for differently abled students.
- 16.12 The practical component of a course will be evaluated through CCA.

## 17. Grading

17.1 A 10-point indirect grading system shall be adopted for evaluation. The following table gives the marks %, grade points and letter grade.

Range of Marks	Grade Points	Alphabetical Grade
95-100	10	O (Outstanding)
85-94	9	A+ (Excellent)
75-84	8	A (Very Good)
65-74	7	B+ (Good)
55-64	6	B (Above Average)
45-54	5	C (Average)
40-44	4	P (pass)
Below 40	0	F (Fail)
Absent	0	Ab (Absent)

17.2 A minimum of grade point 4 (Grade P) is needed for the successful completion of a Course. A student who has failed in a Course can reappear for the End Semester Examination of the same Course along with the next batch without taking re-admission or choose another Course in the subsequent semesters of the same programme to acquire the minimum credits needed for the completion of the Programme. There shall be no provision for improvement of CCA.

17.3 *Computation of SGPA and CGPA:* The following method is recommended to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

17.3.1 The SGPA is the ratio of the sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.  $SGPA (Si) = \sum (Ci \times Gi) / \sum Ci$  Where Ci is the number of credits of the course and Gi is the grade point scored by the student in the course. Example for computation of SGPA is given below.

Semester	Course	Credit	Letter Grade	Grade point	Credit Point (Credit x Grade point)
I	Course 1	3	A	8	3 X 8 = 24
I	Course 2	4	B+	7	4 X 7 = 28
I	Course 3	3	B	6	3 X 6 = 18
I	Course 4	3	O	10	3 X 10 = 30
I	Course 5	3	C	5	3 X 5 = 15
I	Course 6	4	B	6	4 X 6 = 24
		20			139
			SGPA		139/20=6.95

17.3.2 The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.  $CGPA = \Sigma(Ci \times Si) / \Sigma Ci$  Where Si is the SGPA of the semester and Ci is the total number of credits in that semester. Example for computation of CGPA is given below.

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
Credit:21	Credit:21	Credit:22	Credit:24	Credit: 23	Credit 22
SGPA:6.9	SGPA:7.8	SGPA:5.6	SGPA:6.0	SGPA: 6.3	SGPA: 8.0
<b>CGPA= 6.74</b>					
$(21 \times 6.9 + 21 \times 7.8 + 22 \times 5.6 + 24 \times 6.0 + 23 \times 6.3 + 22 \times 8.0)/133$					

17.3.3 The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. Transcript (Format): Based on the above recommendations on Letter grades, grade points and SGPA and CGPA, Kannur University will issue the transcript for each semester and a consolidated transcript indicating the performance as a digital document.

17.4 Based on the CGPA, the overall letter grade of the student and classification shall be given in the following way.

CGPA	Overall Letter Grade	Classification
9.5 and above	O	Outstanding
8.5 and above but less than 9.5	A+	First Class with Distinction
7.5 and above but less than 8.5	A	
6.5 and above but less than 7.5	B+	First Class
5.5 and above but less than 6.5	B	
4.5 and above but less than 5.5	C	Second Class
4.0 and above but less than 4.5	D	Third Class
Below 4.0	F	Fail

17.5 Appearance for Continuous Comprehensive Assessment (CCA) and End Semester Examination (ESE) are compulsory, and no Grade shall be awarded to a candidate if the candidate is absent for CCA or ESE or both.

## 18 Grade card

18.1 The Controller of Examinations shall issue semester wise grade cards in digital form only, based on the details submitted by the Head of the Department. On completion of the programme, consolidated grade cards and certificates (Hard Copy) will be issued.

- 18.2 The Grade Card shall contain the following. Title of the Courses taken as Core, Elective, Ability Enhancement / Skill Enhancement Courses separately for theory and Practicum Courses.
- 18.3 The credits associated with, and grades awarded for each Course. The number of credits (DSC/ DSE/ Ability Enhancement / Skill Enhancement Courses) separately earned by the student and the SGPA.
- 18.4 The total credits (Core / Elective/ Ability Enhancement / Skill Enhancement Courses) separately earned by a student till that Semester.
- 18.5 The consolidated grade statement issued on completion of the Programme shall contain the name of the Programme, the Department offering the Programme, the title of the courses taken, the credits associated with each course, grades awarded, the total credits for Theory and Practicum (Core/ Elective/Ability Enhancement/Skill Enhancement Courses) separately earned by the student, the CGPA and the class in which the student is placed.

***19. Committees to be constituted for the implementation and monitoring of FYIMP programmes***

- 19.1 There Shall be an FYIMP Implementation cum monitoring committee at the University level chaired by the Vice Chancellor to ensure the smooth implementation of the FYIMP programme.
- 19.2 Apart from this there shall be a department Level FYIMP Academic committee in the department to execute the FYIMP-MBA programmes.

***20. Guidelines for Acquiring credit from other institutions/online/Distance mode etc.***

- 20.1 Students enrolled for a FYIMP-MBA programme in the department can simultaneously enrol for certain extra credits from other institutions within or outside University.
- 20.2 A student shall register for a minimum of 16 credits per semester.
- 20.3 For the 7<sup>th</sup> and 8<sup>th</sup> semesters of the FYIMP-MBA Degree programmes students may opt for more credits from outside the department.
- 20.4 Kannur University will publish a list of courses that are open for admission for students from other institutions well in advance with the approval of Department Council.
- 20.5 Kannur University will publish the list of courses which are being offered during the summer fast track semester as well.
- 20.6 Kannur University will publish a list of their signature courses, the specialized elective/skill/value added courses offered by their faculty members with a prior approval of the Department Council.
- 20.7 Kannur University may empanel distinguished individuals who have excelled in their field of specialization like science and technology, industry, commerce, social

research media, literature, fine arts, civil services etc. as Adjunct faculty as per the UGC guidelines with the approval of the university.

- 20.8 With the approval of the University the adjunct faculty can offer specialized elective courses and skill based/Value added/Vocational Courses as signature courses. They may also engage in full or part of any other course listed in the syllabus of FYIMP-MBA.
- 20.9 All faculty including Guest faculty/Visiting faculty/Visiting Scholars can also offer specialized elective courses and skill based/Value added/Vocational Courses as signature courses with the approval of the Department Council/University. They may also engage in full or part of any other course listed in the syllabus of FYIMP-MBA.
- 20.10 The Department Council shall prepare a list of online courses at different levels offered in various online educational platforms, which can be opted by the students for acquiring credits.
- 20.11 The student while registering for the examinations should register for these online courses as well in respective semesters, the grade and mark obtained for the online course should be communicated to the university by the department and the university should award the credit and include these results in the semester grade card of the students.
- 20.12 Students shall be given an option to opt from extra credits /cancel the registration of the online courses if they acquire the required number of credits for the award of the degree.

## ***21. Attendance and Progress***

- 21.1 The minimum attendance required for each course shall be 60 % of the total number of classes conducted for that semester. Those who secure the minimum attendance in a semester alone will be allowed to register for the End Semester Examination.
- 21.2 Condonation of shortage of attendance for a maximum of 10 days in a semester, subject to a maximum of two spells for Semesters I to VI and 10 days in a semester, subject to maximum of two spells for semesters VII to VIII separately may be granted by Vice Chancellor.
- 21.3 Records of attendance shall be maintained by the department for a period 6 six years after the programme and the attendance register shall be made available for verification.

## ***22. Time limit for the completion of programme***

- 22.1 The maximum time limit to complete a 6 semester programme shall be 6 years after joining the programme.
- 22.2 The maximum time limit to complete the 10 semester programme for the FYIMP-MBA will be 8 years from the time of joining the programme.

## ***23. Transitory provision***

- 23.1 Notwithstanding anything contained in these regulations, the Vice Chancellor shall for a period of one year (may be revised) from the date of coming into force of these Regulations, have the power to provide by order that these Regulations shall be applied to any programme with such modifications as may be necessary.
- 23.2 Notwithstanding anything contained in these regulations, any amendments or modifications issued or notified by the UGC or state government, from time to time, shall be deemed to have been incorporated into these regulations and shall constitute an integral part there.
- 22.3 These regulations or modifications as mentioned above will be applicable to admission of students to Five-year Integrated Master of Business Administration program and also for one year post graduate programme (after completion of 4-year undergraduate programme).
- 23.4 The regulations for two-year MBA programme after completion of three-year graduation programme as per UGC regulations shall be prepared separately.

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## Annexure-I

### PROGRAMME STRUCTURE – FIVE YEAR INTEGRATED MASTERS PROGRAMME IN BUSINESS ADMINISTRATION

#### *Distribution of Credits and Weightage ratio*

No	Course Type	Course Code	Course Title	Credits			Weightage Ratio			
				Total	L	T	P	CCA	ESE	Total
<b>SEMESTER I</b>										
1	DSC	KU01DSCMBA101	Principles of Management	4	3	1	0	50	50	100
2	DSC	KU01DSCMBA102	Micro Economic Applications	4	3	1	0	50	50	100
3	DSC	KU01DSCMBA103	Financial Accounting I	4	3	1	0	50	50	100
4	MDC	-	Multi-Disciplinary Course - I	3	-	-	-	50	50	100
5	AEC	-	Ability Enhancement Course – I ( Business Communication - I )	3	-	-	-	50	50	100
6	AEC	-	Ability Enhancement Course - II (Indian / Foreign Language)	3	-	-	-	50	50	100
<b>Total Credits</b>				<b>21</b>						
<b>SEMESTER II</b>										
1	DSC	KU02DSCMBA101	Organisational Behaviour	4	3	1	0	50	50	100
2	DSC	KU02DSCMBA102	Macro-Economic Applications	4	3	1	0	50	50	100
3	DSC	KU02DSCMBA103	Financial Accounting II	4	3	1	0	50	50	100
4	DSC	KU02DSCMBA104	Business Statistics - I	4	3	1	0	50	50	100
5	MDC	-	Multi-Disciplinary Course - II	3	-	-	-	50	50	100
6	AEC	-	Ability Enhancement Course - III ( Business Communication – II )	3	-	-	-	50	50	100
<b>Total Credits</b>				<b>22</b>						
<b>SEMESTER III</b>										
1	DSC	KU03DSCMBA201	Business Ethics	4	3	1	0	50	50	100
2	DSC	KU03DSCMBA202	Business Law	4	3	1	0	50	50	100
3	DSC	KU03DSCMBA203	Business Statistics - II	4	3	1	0	50	50	100
4	DSC	KU03DSCMBA204	Business Environment	4	3	1	0	50	50	100
5	MDC	-	Multi-Disciplinary Course – III (Knowledge Systems of Kerala )	3	-	-	-	50	50	100
6	VAC	-	Value Added Course - I	3	-	-	-	50	50	100
<b>Total Credits</b>				<b>22</b>						

No	Course Type	Course Code	Course Title	Credits				Weightage Ratio		
				Total	L	T	P	CCA	ESE	Total
<b>SEMESTER IV</b>										
1	DSC	KU04DSCMBA201	Marketing Management	4	3	1	0	50	50	100
2	DSC	KU04DSCMBA202	Human Resource Management	4	3	1	0	50	50	100
3	DSC	KU04DSCMBA203	Financial Management	4	3	1	0	50	50	100
4	DSC	KU04DSCMBA204	Production and Operations Management	4	3	1	0	50	50	100
5	SEC	-	Skill Enhancement Course - I	3	-	-	-	50	50	100
6	VAC	-	Value Added Course - II	3	-	-	-	50	50	100
<b>Total Credits</b>				<b>22</b>						
<b>SEMESTER V</b>										
1	DSC	KU05DSCMBA301	Fundamentals of International Business	4	3	1	0	50	50	100
2	DSC	KU05DSCMBA302	Operations Research	4	3	1	0	50	50	100
3	DSC	KU05DSCMBA303	Management and Cost Accounting	4	3	1	0	50	50	100
4	DSE	-	Discipline Specific Electives – I	4	-	-	-	50	50	100
5	DSE	-	Discipline Specific Electives – II	4	-	-	-	50	50	100
6	SEC	-	Skill Enhancement Course - II	3	-	-	-	50	50	100
<b>Total Credits</b>				<b>23</b>						
<b>SEMESTER VI</b>										
1	DSC	KU06DSCMBA301	Management Information Systems	4	3	1	0	50	50	100
2	DSC	KU06DSCMBA302	Research Methodology	4	3	1	0	50	50	100
3	DSE	-	Discipline Specific Electives – III	4	-	-	-	50	50	100
4	SEC	-	Skill Enhancement Course - III	3	-	-	-	50	50	100
5	INT	KU06INTMBA301	Internship	4	-	-	-	50	50	100
6	MOOC	-	MOOC/Online Course - I	4	-	-	-	-	-	100
<b>Total Credits</b>				<b>23</b>						
<b>EXIT AFTER 3<sup>rd</sup> YEAR – UG DEGREE WITH MINIMUM 133 CREDITS</b>										
<b>SEMESTER VII</b>										
1	DSC	KU07DSCMBA401	Strategic Management	4	3	1	0	50	50	100
2	DSC	KU07DSCMBA402	Entrepreneurship Development	4	3	1	0	50	50	100
3	DSC	KU07DSCMBA403	Event Management	4	3	1	0	50	50	100
4	DSC	KU07DSCMBA404	E-commerce and Cyber Laws	4	3	1	0	50	50	100
5	DSE	-	Discipline Specific Electives – IV	4	3	1	0	50	50	100
6	DSE	-	Discipline Specific Electives – V	4	-	-	-	50	50	100
<b>Total Credits</b>				<b>24</b>						

No	Course Type	Course Code	Course Title	Credits				Weightage Ratio		
				Total	L	T	P	CCA	ESE	Total
<b>SEMESTER VIII</b>										
1	DSC	KU08DSCMBA401	Project Management	4	3	1	0	50	50	100
2	MOOC	-	MOOC/Online Course - II	4	-	-	-	-	-	100
<b>For Honours with Research</b>										
3	RPH	KU08RPHMBA401	Dissertation (12 credits for Honours with Research)	12	-	-	-	50	50	100
<b>For Honours – Three courses in lieu of Project</b>										
4	DSE	-	Discipline Specific Electives – VI	4	-	-	-	50	50	100
5	DSE	-	Discipline Specific Electives – VII	4	-	-	-	50	50	100
6	DSE	-	Discipline Specific Electives – VIII	4	-	-	-	50	50	100
<b>Total Credits</b>				<b>20</b>						
<b>EXIT AFTER 4<sup>th</sup> YEAR – DEGREE WITH HONOURS/HONOURS WITH RESEARCH WITH MINIMUM 177 CREDITS</b>										
<b>SEMESTER IX</b>										
1	DSC	KU09DSCMBA501	Cross Cultural Management	4	3	1	0	50	50	100
2	DSC	KU09DSCMBA502	Corporate Social Responsibility	4	3	1	0	50	50	100
3	DSC	KU09DSCMBA503	Advanced Research Methodology	4	3	1	0	50	50	100
4	DSE	-	Discipline Specific Electives – IX	4	-	-	-	50	50	100
5	DSE	-	Discipline Specific Electives – X	4	-	-	-	50	50	100
<b>Total Credits</b>				<b>20</b>						
<b>SEMESTER X</b>										
1	RPH	KU10RPHMBA501	Dissertation	16	-	-	-	50	50	100
2	MOOC	-	MOOC/Online Course - III	4	-	-	-	-	-	100
<b>Total Credits</b>				<b>20</b>						
<b>EXIT AFTER 5<sup>th</sup> YEAR – FIVE YEAR INTEGRATED MASTER OF BUSINESS ADMINISTRATION WITH MINIMUM 217 CREDITS</b>										

L = Lecture, T = Tutorial, P = Practical.

CCA = Continuous Comprehensive Assessment, ESE = End Semester Evaluation

**DEPARTMENT OF MANAGEMENT STUDIES  
KANNUR UNIVERSITY**

**FIVE-YEAR INTEGRATED MASTERS PROGRAMME IN  
BUSINESS ADMINISTRATION  
(KU - FYIMP- MBA)**

**DETAILED SYLLABUS (2025 Admission)  
(Semesters I – X)**

**PROGRAMME STRUCTURE**

<b>SEMESTER I</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	DSC	KU01DSCMBA101	Principles of Management	4
2	DSC	KU01DSCMBA102	Micro-Economic Applications	4
3	DSC	KU01DSCMBA103	Financial Accounting I	4
4	MDC	-	Multi-Disciplinary Course - I	3
5	AEC	-	Ability Enhancement Course - I	3
6	AEC	-	Ability Enhancement Course - II	3
Total				21

<b>SEMESTER II</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	DSC	KU02DSCMBA101	Organisational Behaviour	4
2	DSC	KU02DSCMBA102	Macro-Economic Applications	4
3	DSC	KU02DSCMBA103	Financial Accounting II	4
4	DSC	KU02DSCMBA104	Business Statistics - I	4
5	MDC	-	Multi-Disciplinary Course - II	3
6	AEC	-	Ability Enhancement Course - III	3
Total				22

<b>SEMESTER III</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	DSC	KU03DSCMBA201	Business Ethics	4
2	DSC	KU03DSCMBA202	Business Law	4
3	DSC	KU03DSCMBA203	Business Statistics - II	4
4	DSC	KU03DSCMBA204	Business Environment	4
5	MDC	-	Multi-Disciplinary Course – III (Knowledge Systems of Kerala)	3
6	VAC	-	Value Added Course - I	3
Total				22

SEMESTER IV				
Sl. No.	Course Type	Course Code	Course Title	Credits
1	DSC	KU04DSCMBA201	Marketing Management	4
2	DSC	KU04DSCMBA202	Human Resource Management	4
3	DSC	KU04DSCMBA203	Financial Management	4
4	DSC	KU04DSCMBA204	Production and Operations Management	4
5	SEC	-	Skill Enhancement Course - I	3
6	VAC	-	Value Added Course - II	3
Total				22

SEMESTER V				
Sl. No.	Course Type	Course Code	Course Title	Credits
1	DSC	KU05DSCMBA301	Fundamentals of International Business	4
2	DSC	KU05DSCMBA302	Operations Research	4
3	DSC	KU05DSCMBA303	Management and Cost Accounting	4
4	DSE	-	Discipline Specific Electives – I	4
5	DSE	-	Discipline Specific Electives – II	4
6	SEC	-	Skill Enhancement Course - II	3
Total				23

SEMESTER VI				
Sl. No.	Course Type	Course Code	Course Title	Credits
1	DSC	KU06DSCMBA301	Management Information Systems	4
2	DSC	KU06DSCMBA302	Research Methodology	4
3	DSE	-	Discipline Specific Electives – III	4
4	SEC	-	Skill Enhancement Course - III	3
5	INT	KU06INTMBA301	Internship	4
6	MOOC	-	MOOC/Online Course - I	4
Total				23

SEMESTER VII				
Sl. No.	Course Type	Course Code	Course Title	Credits
1	DSC	KU07DSCMBA401	Strategic Management	4
2	DSC	KU07DSCMBA402	Entrepreneurship Development	4
3	DSC	KU07DSCMBA403	Event Management	4
4	DSC	KU07DSCMBA404	E-commerce and Cyber Laws	4
5	DSE	-	Discipline Specific Electives – IV	4
6	DSE	-	Discipline Specific Electives – V	4
Total				24

<b>SEMESTER VIII</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	DSC	KU08DSCMBA401	Project Management	4
2	MOOC	-	MOOC/Online Course - II	4
<b>For Honours</b>				
3	DSE	-	Discipline Specific Electives – VI	4
4	DSE	-	Discipline Specific Electives – VII	4
5	DSE	-	Discipline Specific Electives –VIII	4
<b>For Honours with Research</b>				
6	RPH	KU08RPHMBA401	Dissertation (12 credits for Honours with Research)	12
<b>Total</b>				<b>20</b>

<b>SEMESTER IX</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	DSC	KU09DSCMBA501	Cross-Cultural Management	4
2	DSC	KU09DSCMBA502	Corporate Social Responsibility	4
3	DSC	KU09DSCMBA503	Advanced Research Methodology	4
4	DSE	-	Discipline Specific Electives – IX	4
5	DSE	-	Discipline Specific Electives – X	4
<b>Total</b>				<b>20</b>

<b>SEMESTER X</b>				
<b>Sl. No.</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
1	RPH	KU10RPHMBA501	Dissertation	16
2	MOOC		MOOC/Online Course - III	4
<b>Total</b>				<b>20</b>

## **DISCIPLINE SPECIFIC ELECTIVE COURSES (DSE)**

<b>MARKETING (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
V	KU05DSEMBA301	CONSUMER BEHAVIOUR
VII	KU07DSEMBA401	SALES MANAGEMENT
VII	KU07DSEMBA402	RETAIL MARKETING
VIII	KU08DSEMBA401	MARKETING OF SERVICES
VIII	KU08DSEMBA402	DIGITAL MARKETING
VIII	KU08DSEMBA403	INTERNATIONAL MARKETING
IX	KU09DSEMBA501	RURAL MARKETING
IX	KU09DSEMBA502	INTEGRATED MARKETING COMMUNICATION

<b>HUMAN RESOURCE (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
V	KU05DSEMBA311	MANAGING GROUP PROCESSES
VII	KU07DSEMBA411	LEADERSHIP FOR MANAGERIAL PERFORMANCE
VII	KU07DSEMBA412	TRAINING AND DEVELOPMENT
VIII	KU08DSEMBA411	COUNSELING SKILLS FOR MANAGERS
VIII	KU08DSEMBA412	INDUSTRIAL RELATIONS
VIII	KU08DSEMBA413	STRATEGIC HUMAN RESOURCE MANAGEMENT
VIII	KU08DSEMBA414	ORGANIZATION DEVELOPMENT
IX	KU09DSEMBA511	TALENT MANAGEMENT
IX	KU09DSEMBA512	CONFLICT MANAGEMENT

<b>FINANCE (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
VI	KU06DSEMBA321	FINANCIAL MARKETS, PRODUCTS AND SERVICES
VII	KU07DSEMBA421	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
VII	KU07DSEMBA422	BANKING AND INSURANCE
VIII	KU08DSEMBA421	BUSINESS TAXATION
VIII	KU08DSEMBA422	INTERNATIONAL FINANCE
VIII	KU08DSEMBA423	FINANCIAL DERIVATIVES
VIII	KU08DSEMBA424	BEHAVIOURAL FINANCE
IX	KU09DSEMBA421	STRATEGIC CORPORATE FINANCE
IX	KU09DSEMBA422	MANAGEMENT CONTROL SYSTEMS
IX	KU09DSEMBA423	FINANCIAL MODELLING

<b>OPERATIONS (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
V	KU05DSEMBA331	SUPPLY CHAIN MANAGEMENT
VI	KU06DSEMBA331	SERVICE OPERATIONS MANAGEMENT
VII	KU07DSEMBA331	TOTAL QUALITY MANAGEMENT
VII	KU07DSEMBA332	PRODUCTION PLANNING AND CONTROL
VIII	KU08DSEMBA431	MATERIALS MANAGEMENT & INVENTORY CONTROL
VIII	KU08DSEMBA432	TECHNOLOGY AND INNOVATION MANAGEMENT
VIII	KU08DSEMBA433	ADVANCED OPERATIONS RESEARCH
IX	KU09DSEMBA431	WORLD CLASS MANUFACTURING

# FOUNDATION COURSES OFFERED BY THE DEPARTMENT OF MANAGEMENT STUDIES

## A. MULTIDISCIPLINARY COURSES

Sem	Course Code	Course Title	Credits
I	KU01MDCMBA101	Computer Fundamentals and Applications	3
I	KU01MDCMBA102	Business Fundamentals	3
II	KU02MDCMBA101	Health and Wellness	3

## B. ABILITY ENHANCEMENT COURSES

Sem	Course Code	Course Title	Credits
I	KU01AECMBA101	Business Communication - I	3
II	KU02AECMBA101	Business Communication - II	3

## C. VALUE-ADDED COURSES

Sem	Course Code	Course Title	Credits
III	KU03VACMBA201	Career Management	3
III	KU03VACMBA202	Environmental Science and Sustainability	3
III	KU03VACMBA203	Indian Constitution	3
IV	KU04VACMBA201	Disaster Management	3
IV	KU04VACMBA202	Public Health and Management	3
IV	KU04VACMBA203	Yoga	3

## D. SKILL ENHANCEMENT COURSES

Sem	Course Code	Course Title	Credits
IV	KU04SECMBA201	Advanced Excel for Business	3
V	KU05SECMBA301	Design Thinking and Innovation	3
V	KU05SECMBA302	Fundamentals of Human Resources Management	3
VI	KU06SECMBA301	Corporate Governance	3
VI	KU06SECMBA302	Fundamentals of Marketing Management	3

## **DETAILED SYLLABUS**

### **DISCIPLINE-SPECIFIC CORE (DSC)**

#### **SEMESTER I**

##### **KU01DSCMBA101: PRINCIPLES OF MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
I	DSC	KU01DSCMBA101	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

The course aims to provide a basic understanding of key management principles and functions. It helps develop skills in managing people, making decisions, and solving problems. The course also explores how leadership, communication, and motivation contribute to effective and responsible management.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall key management principles and explain the roles and responsibilities involved in the core functions of management.	R, U
CO2	Describe the significance of planning and explain how planning techniques support continuous improvement and goal achievement.	R, U
CO3	Explain the structure of organizations and apply staffing practices to manage human resources effectively.	U, A
CO4	Understand how motivation, leadership, and communication foster innovation, and apply control techniques to enhance organizational accountability and value-driven decision-making.	U, A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√		√			
CO2	√	√	√			√
CO3	√		√			√
CO4	√		√	√	√	√

## Course Contents

### Module I: Introduction to Management

**Hours of transaction: 12**

Management Concepts - Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession - Evolution of Management.

### Module II: Planning and Decision-Making

**Hours of transaction: 12**

Nature of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives - Nature of Decision-Making - Types of Decisions - Decision-Making Process - Techniques of Decision-Making.

### Module III: Organizing and Staffing

**Hours of transaction: 14**

Nature of Organizing - Organization Structure - Factors affecting Organization Structure - Types of Organization Structure - Meaning of Staffing - Manpower Planning - Job Analysis - Recruitment - Selection - Placement and Orientation - Training and Development - Performance appraisal - Promotion and Transfer.

### Module IV: Directing and Controlling

**Hours of transaction: 12**

Nature and Elements of Directing - Meaning of Motivation - Theories of Motivation – Nature of Leadership - Leadership Styles - Meaning of Communication - Methods of Communication - Nature of Control - Control Process - Control Techniques.

### Module V: Teacher Specific Module

**Hours of transaction: 10**

*The teacher will decide the area of content, transaction, and evaluation.*

## Core Compulsory Readings

1. Griffin, R.W. Management Principles and Practices. Cengage Learning India Private Limited.
2. Gupta, C. B. Management Theory and Practice. Sultan Chand & Sons.
3. Prasad, L. M. Principles and Practice of Management. Sultan Chand & Sons.

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- Department of Management Studies - Syllabus 2025*

4. Robbins, S.P., & Coulter, M. Management. Pearson Education.
5. Tripathi, P. C., & Reddy, P. N. Principles of Management. Tata McGraw-Hill Publishing Company Limited.

### Core Suggested Readings

1. Drucker, P. F. The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management. Harper Business.
2. DuBrin, A.J. Management Essentials. Cengage Learning India Private Limited.
3. Koontz, H., & Wehrich, H. Essentials of Management: An International, Innovation and Leadership Perspective. McGraw-Hill Education (India) Private Limited.

## KU01DSCMBA102: MICRO ECONOMIC APPLICATIONS

Semester	Course Type	Course Code	Credits	Total Hours
I	DSC	KU01DSCMBA102	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Exposure to basic micro economic theory	R, U
CO2	To enable the students to understand basic concepts in demand, supply and cost and apply it in business domain	R, U, A
CO3	To enable the students to learn theories of production and its applications	R, U, A
CO4	To enable the students to understand and analyze market structure and competition	R, U, A
CO5	To impart skills to understand business activities in terms of micro economic theory and develop solution for business problems	U, A, E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					
CO2			√	√		
CO3			√	√		
CO4				√	√	
CO5					√	√

## Course Contents

<b>Module I: Introduction to micro economics</b>	<b>Hours of transaction: 12</b>
Nature, scope and significance of micro economics – different micro economic considerations – role of government in economic policies - demand – different types of demand – individual demand – market demand – determinants of demand – different elasticity of demand and its determinants – law of supply – demand supply relationship – law of diminishing marginal utility	
<b>Module II: Concept of Production and Production Function</b> <b>Hours of transaction:12</b>	
Concept of production – factors of production – characteristics of factors of production – fixed and variable factors - production function – analysis of short run and long run production function	
<b>Module III: Cost and Cost function</b> <b>Hours of transaction:12</b>	
Concept of cost and types of cost – cost curves – revenue curves – cost function – short run and long run cost – economies and diseconomies of scale	
<b>Module IV: Market Structure and Competition</b> <b>Name Hours of transaction: 12</b>	
Market structure – perfect completion – monopoly – oligopoly – monopolistic competition – characteristics – structure and pricing decisions.	
<b>Module V: Teacher Specific Module</b> <b>Hours of transaction:12</b>	
<i>The teacher will decide the area of content, transaction and evaluation.</i>	

## Core Compulsory Readings

1. L. Lipsey and A. Chrystal, Economics, Oxford University Press, New Delhi
2. P.A. Samuelson and W.D. Nordhaus, Economics, Tata McGraw Hill, New Delhi
3. N.G. Mankiw, Principles of Economics, Thomson, New Delhi

4. P.N.Chopra, Principles of Economics

### Core Suggested Readings

1. D Salvatore, Microeconomic Theory : Tata McGraw Hill, New Delhi
2. Mark Hirschey, Managerial Economics, Thomas Southwestern, Mason

## KU01DSCMBA103: FINANCIAL ACCOUNTING I

Semester	Course Type	Course Code	Credits	Total Hours
I	DSC	KU01DSCMBA103	4	60
Learning Approach (Hours/Week)			Marks Distribution	
L	T	P	CCA	ESE
3	1	0	50	50
			Total	100
			Duration of ESE (Hours)	
				2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Financial Accounting is a foundational course designed to introduce students to the core principles, concepts, and practices of accounting. This course provides students with the essential knowledge required to understand and apply accounting techniques in a business environment. It emphasizes the importance of recording financial transactions, preparing financial statements, and understanding the impact of these actions on a business's financial health. It will lay the foundation for more advanced studies in management accounting, financial management, and business strategy, helping students develop a holistic view of business operations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand basic principles of accounting	U
CO2	Apply the double entry system to record transactions	R, A
CO3	Prepare a bank reconciliation statement and compute depreciation using basic methods, including the treatment of reserves and provisions	C
CO4	Construct final accounts, incorporating necessary adjustments and summarizing the financial position	E, An, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√			
CO3	√		√	√		
CO4	√		√	√	√	√

## Course Contents

### Module I

**Hours of transaction:10**

Accounting – Meaning and Scope – Need for Accounting, Basic terms – Accounting Principles, Accounting Concepts & Conventions, Accounting Equation – Accounting Standards – Branches of Accounting

### Module II

**Hours of transaction: 15**

Books of Accounts: Double Entry System – Accounting Procedure – Journal – Ledger – Subsidiary Books – Cashbook, types of cash book – Trial Balance – Errors & Rectification

### Module III

**Hours of transaction: 15**

Bank Reconciliation - Meaning, Need & Importance, Preparation & Presentation of BRS, Depreciation – Meaning, Methods of charging depreciation, straight line, written down methods – Reserves & Provisions

### Module IV

**Hours of transaction: 15**

Final Accounts – Meaning, types – Trading Account – Profit & loss Account – Balance Sheet – Final Accounts with adjustment entry

### Module V: Teacher Specific Module

**Hours of transaction: 5**

*The teacher will decide the area of content, transaction and evaluation.*

### Core Compulsory Readings

1. Fundamentals of Accounting – Jain & Narang
2. Introduction to Accountancy – T.S. Grewal, S. C. Gupta
3. Financial Accounting – P.C. Tulsian

### Core Suggested Readings

1. Financial Accounting – S.N. Maheshwari
2. Financial Accounting: A Managerial Perspective – R. Narayanaswamy
3. IFRS & Indian Accounting Standards

## SEMESTER II

### **KU02DSCMBA101: ORGANIZATIONAL BEHAVIOUR**

Semester	Course Type	Course Code	Credits	Total Hours
II	DSC	KU02DSCMBA101	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

This course examines how individuals and groups interact within organizational settings and how these interactions influence workplace performance. It covers the impact of personal traits, group dynamics, and organizational systems on behaviour. The course also develops skills for managing behavioural challenges while fostering ethical practices and organizational development.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the fundamental concepts of Organizational Behaviour and recognize challenges and opportunities in managing individual differences.	R, U
CO2	Describe how perception, attitudes, and motivation influence individual decision-making and behaviour at work.	R, U
CO3	Apply group dynamics, leadership approaches, and communication patterns to enhance collaboration and drive innovation in organizational settings.	U, A
CO4	Explain organizational change and development practices, and apply strategies that promote ethical, sustainable, and effective workplace transformation.	U, A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓			✓		
CO2	✓	✓	✓			
CO3	✓		✓	✓		✓
CO4	✓		✓	✓	✓	

## Course Contents

## Module I: Organizational Behaviour and the Individual

**Hours of transaction: 12**

Introduction - Emerging challenges and opportunities for Organizational Behaviour - Organizational Behaviour Model - Basic individual differences – Meaning of Attitude - Components - Nature of Personality - Importance of Values.

## Module II: Individual Behaviour

**Hours of transaction: 12**

Perception - Importance of Perception - Factors influencing Perception - Attribution theory - Shortcuts in Judging Others - Perception and Decision making - Influences on Decision making - Elements of Motivation.

## **Module III: Groups in Organizations**

**Hours of transaction: 14**

Nature of Groups - Types - Concept of role, status, norms, size, cohesiveness and diversity - Groupthink - Groupshift or Group polarization - Groups versus Teams - Communication Process - Approaches to Leadership – Nature of Power - Techniques of Political Plays.

## Module IV: Organizational System

**Hours of transaction: 12**

Organizational Change - Forces of change - Levels of change - Types of Change – Steps in managing change - Resistance to change - Managing resistance to change - Organizational Development - Objectives – Interventions.

## **Module V: Teacher Specific Module**

**Hours of transaction: 10**

*The teacher will decide the area of content, transaction, and evaluation.*

## Core Compulsory Readings

1. Luthans, F. Organizational Behaviour: An Evidence-Based Approach. McGraw-Hill Education (India) Private Limited.
2. Mishra, M. N. Organisational Behaviour. Vikas Publishing House Pvt. Ltd.
3. Pareek, U., & Khanna, S. Understanding Organizational Behaviour. Oxford University Press.
4. Prasad, L. M. Organizational Behaviour. Sultan Chand & Sons.
5. Robbins, S. P., Judge, T.A., & Vohra, N. Organizational Behaviour. Pearson Education.

### Core Suggested Readings

1. Champoux, J.E. Organizational Behaviour - Essential Tenets for a New Millennium. South Western College Publishing.
2. Nelson, D L, Quick, J.C., & Khandelwal. P. ORGB: A South Asian Perspective. Cengage Learning India Private Limited.
3. Schermerhorn Jr., J. R., Hunt, J. G., & Osborn, R. N. Organizational Behaviour. John Wiley & Sons, Inc.

### KU02DSCMBA102 : MACRO ECONOMIC APPLICATIONS

Semester	Course Type	Course Code	Credits	Total Hours
II	DSC	KU02DSCMBA102	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Exposure to basic macro-economic theory	R, U
CO2	To enable the students to understand basic concepts in national income and its measurement	R, U
CO3	To enable the students to learn and apply theories of income and consumption	R, U, A
CO4	To enable the students to understand apply taxes, debt and expenditure management	R, U, A
CO5	To impart skills to understand and analyze business cycles, fiscal and monetary policies	R, U, An

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					
CO2			√	√		
CO3			√	√		
CO4				√	√	√
CO5			√	√	√	

## Course Contents

**Module I: Introduction to macro economics** **Hours of transaction: 12**  
 Nature, scope and significance of macro economics – national income concepts and measures – stock and flow variables - aggregate demand and supply – macroeconomic equilibrium

**Module II: Concept of Income and Consumption** **Hours of transaction:12**  
 Theory of employment and income – classical and modern approach – consumption function – relationship between saving and consumption – concept of marginal efficiency of capital – concept of marginal efficiency of investment.

**Module III: Money circulation, Public Finance** **Hours of transaction:12**  
 Functions and forms of money – measure of money supply – role of central banks – LAF – inflation – types and its reasons – public debt and expenditure management – business taxes

**Module IV: Monetary and Fiscal Policy** **Name Hours of transaction: 12**  
 Monetary policy – objectives – fiscal policy – objectives - credit control – business cycle – phases of business cycle - causes of booms and recessions

**Module V: Teacher Specific Module** **Hours of transaction:12**  
*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

1. D.N. Dwivedi Macro Economics, Tata McGraw Hill, New Delhi
2. SK Mishra and V K Puri, Modern Macro Economics – Theory, Himalaya Publishing House, New Delhi
3. Gupta G.S., Macroeconomics Theory and Applications, Tata McGraw Hill, New Delhi
4. 2. Edward Shapiro, Macroeconomic Analysis, Galgotia, New Delhi
5. Gupta S.B., Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi

### Core Suggested Readings

1. Vaish, M.C., Macroeconomic Theory, Vikas Publications, New Delhi
2. Deen Burg, Thamar F, Macro Economics: Concepts, Theories & Policies, McGraw Hill, International Ed

### KU02DSCMBA103: FINANCIAL ACCOUNTING II

Semester	Course Type	Course Code	Credits	Total Hours
II	DSC	KU02DSCMBA103	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course provides students with the analytical skills needed to interpret and evaluate financial statements, enabling informed business and investment decisions. Building on foundational accounting knowledge, the course introduces key tools and techniques used in analysing the financial health and performance of businesses. By the end of the course, students will be able to critically assess financial reports, identify key performance indicators and apply their insights to support strategic decision-making in diverse business environments.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the purpose, tools, and limitations of financial statement analysis.	R, U
CO2	Compute and interpret key accounting ratios to assess liquidity, profitability, efficiency, solvency etc	U, A
CO3	Prepare and analyse cash flow statements to evaluate an organization's cash management and financial health	An, C

CO4	Prepare and interpret fund flow statements to identify sources and applications of funds	An, C
CO5	Apply analytical tools to evaluate business performance.	A, E, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√	√		
CO3	√		√	√		
CO4	√		√	√		
CO5			√	√	√	√

### Course Contents

#### Module I

**Hours of transaction: 10**

Overview of financial statements – Financial statement analysis – Objectives and Significance – Types – Tools – Comparative financial statements – Common size financial statements – Trend analysis

#### Module II

**Hours of transaction: 15**

Ratio Analysis – Types of ratios – Liquidity Ratios – Capital Structure Ratios – Profitability Ratios – Turnover Ratios – Market based Ratios – Application of ratios in evaluating business performance and financial health – Interpreting the meaning and significance of each ratio

#### Module III

**Hours of transaction: 15**

Fund flow statement – Meaning and Importance – Distinction between fund flow and cash flow statements – Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement – Interpretation and managerial use

#### Module IV

**Hours of transaction: 15**

Cash Flow Analysis – Introduction to Cash Flow Statements – Importance and purpose – Types of activities: Operating, Investing, and Financing – Preparing Cash Flow Statements (direct and indirect methods) – Interpreting cash flows for decision-making: Cash flow vs. Profit

#### Module V: Teacher Specific Module

**Hours of transaction: 5**

*The teacher will decide the area of content, transaction and evaluation.*

### **Core Compulsory Readings**

1. Pandey I. M: Financial Management, Vikas Publishing House, New Delhi.
2. Maheshwari, S.N: Financial Management, Sultan Chand & Sons, New Delhi.
3. Gupta, R.L & Gupta, V.K: Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi.

### **Core Suggested Readings**

1. Shukla, M.C :Advanced Accounts, S. Chand & Co , New Delhi.
2. Jain, S.P and Narang K.L :Advanced Accountancy, Kalyani Publishers, Lucknow

## **KU02DSCMBA104: BUSINESS STATISTICS – I**

Semester	Course Type	Course Code	Credits	Total Hours
II	DSC	KU02DSCMBA104	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

Business statistics is the application of statistical methods and analyses to understand and improve business operations and decision-making. It involves collecting, organizing, analyzing, and interpreting data to gain insights into various aspects of a business,

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To extend an understanding of application of relevant concepts of Statistics to a given business scenario.	U & A
CO2	To establish importance of logical reasoning in human inquiry.	An

CO3	To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.	C & S
CO4	To demonstrate data handling skills and summarize data with clarity.	A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					
CO2			√			
CO3		√		√		
CO4					√	√

### Course Contents

#### Module I: Introduction to statistics

**Hours of transaction:14**

Statistics: Definition and scope. Population and sample, Sampling methods. Data: quantitative and qualitative, cross sectional and time-series, discrete and continuous. Scales of measurement: nominal, ordinal, interval and ratio. Collection of data, Presentation of data: tabular and graphical.

#### Module II: Measures of Central Tendency

**Hours of transaction:12**

Mathematical averages including arithmetic mean geometric mean and harmonic mean, properties and applications. Positional Averages Mode and Median (and other partition values including quartiles, deciles, and percentiles). Measures of Variation: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients.

#### Module III: Correlation Analysis

**Hours of transaction:12**

Correlation Analysis: Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; calculation. Correlation and Probable error; Rank Correlation.

#### Module IV: Regression Analysis

**Hours of transaction: 12**

Regression Analysis: Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate and its use in interpreting the results.

#### Module V: Teacher Specific Module

**Hours of transaction:10**

*The teacher will decide the area of content, transaction and evaluation.*

### **Core Compulsory Readings**

1. Anderson, T.W. and Finn, J.D. The New Statistical Analysis of Data. Springer Science & Business Media, New York.
2. Gupta S.C. and Kapoor, V.K. Fundamentals of Mathematical Statistics. Sultan Chand & Co.
3. Saxena H.C. Elementary Statistics. S. Chand & Co., New Delhi.
4. Elhance D.N., Veena Elhance and B.M. Agarwal. Fundamentals of Statistics, Kitab Mahal Publications, New Delhi.
5. Goon, Gupta, Das Gupta. Fundamentals of Statistics, The World Press

### **Core Suggested Readings**

1. Bhat, B. R., Sri. Venkata Ramana T and Rao Madhava K. S. Statistics: A Beginners Text Vol- 2, New Age International (P) Ltd., New Delhi.
2. Mukhopadhyay, P. Mathematical Statistics. New Central Book Agency (P) Ltd., Calcutta.
3. Rohatgi, V. K and Saleh, A.K.MD. An Introduction to Probability and Statistics. John Wiley & Sons, Inc., New York

## SEMESTER III

### KU03DSCMBA201: BUSINESS ETHICS

Semester	Course Type	Course Code	Credits	Total Hours
III	DSC	KU03DSCMBA201	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE= End Semester Evaluation

#### **Course Description**

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the basic principles of business ethics	R, U
CO2	To understand and analyze the theoretical frame work for business ethics	R, U, An
CO3	To understand the ethical decision making process	R, U
CO4	To understand and analyze the importance work ethics	R, U, An
CO5	To develop a ethical value system for professional development	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### **Mapping of Course Outcomes to PSOs**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√	√		
CO3	√		√	√		
CO4				√	√	√
CO5					√	√

## Course Contents

<b>Module I: Introduction to Business Ethics</b>	<b>Hours of transaction: 12</b>
Meaning – scope and significance – Objectives- business ethics in Indian context – institutionalization of business ethics – benefits of ethical conduct in business – ethical issues and stake holder concerns – ethical dilemma in business – case studies in business ethics	

### **Module II: Theoretical Framework of Business Ethics      Hours of transaction: 12**

The utilitarian view – the separatist view – the integration view - myths – ethics Vs morality - cross-country perspectives - corporate social responsibility- regulatory framework- business ethics and environment.

### **Module III: Ethical Decision Making      Hours of transaction: 12**

Ethical Decision Making – philosophical frameworks for ethical decisions: western teleological, deontological and modern theories- ethical reasoning –ethics management programs – organisation ethics development system (OEDS) – code of ethics – guidelines for developing comprehensive ethics program –value based leadership.

### **Module IV: Ethics at Work Place      Hours of transaction: 12**

Ethical Values – characteristics – types - Importance - basic principles of management as per ancient Indian wisdom and insight – work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place –work ethics –ethical values- professional ethics- environmental ethics –intellectual property rights - discrimination related to gender - caste and class - sexual harassment at work place – whistle blowing.

### **Module V: Teacher Specific Module      Hours of transaction: 12**

*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

1. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
2. B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.
3. Daniel Albuquerque, Business Ethics, Oxford Univ. Press
4. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. Chakraborty, S.K., Management by Values, Oxford Univ. Press
6. C., Fernando, Business Ethics and Corporate Governance. New Delhi: Pearson.

## Core Suggested Readings

1. Sanjay Mohapatra , Case Studies in Business Ethics and Corporate Governance. New Delhi: Pearson.
2. Griseri, P., &Seppala N, Business Ethics and Corporate Social Responsibility. SouthWestern Cengage Learning.
3. Sims., R.R, Ethics and Corporate Social Responsibility, Why Giants Fall. Greenwood Publishing

## KU03DSCMBA202: BUSINESS LAW

Semester	Course Type	Course Code	Credits	Total Hours
III	DSC	KU03DSCMBA202	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course introduces students to the fundamental legal principles governing business operations in India. It provides a comprehensive understanding of key legislation including the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act and Companies Act, 2013. Students will explore the legal framework that shapes commercial transactions, corporate structures and business obligations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the essential elements of a valid contract and apply legal reasoning to analyse contract-related business situations	R, U, A, An
CO2	Interpret the provisions of the Sale of Goods Act and apply them to assess the rights and duties of buyers and sellers	R, U, A, An
CO3	Understand and evaluate the legal framework of negotiable instruments and their implications in commercial transactions	R, U, A, An
CO4	Describe the legal structure, key documents, roles, and governance under the Companies Act, 2013	R, U, A, An
CO5	Apply legal knowledge to identify and address common legal issues in business scenarios and corporate governance	A, An, E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√	√		
CO2	√	√	√	√		
CO3	√	√	√	√		
CO4	√	√	√	√		√
CO5	√	√	√	√	√	√

## Course Contents

### Module I

### Hours of transaction: 15

Law of contracts – meaning – essentials of a valid contract – offer and acceptance – capacity to contract – free consent – legality of object and consideration – void agreements – discharge of contracts – remedies for breach of contract

### Module II

### Hours of transaction: 15

Sale of Goods Act – Contract of sale of goods – Meaning – Essentials of a contract for sale – Sale and agreement to sell – Conditions and Warranties – Doctrine of Caveat Emptor – Transfer of property – rights and duties of seller and buyer – Rights of an unpaid seller

### Module III

### Hours of transaction: 10

Negotiable Instruments Act – Meaning – Essential elements of negotiable instruments – types of negotiable instruments – holder and holder in due course – negotiation of negotiable instruments – dishonour of negotiable instruments

### Module IV

### Hours of transaction: 15

Companies Act, 2013 - Company – Meaning – Features and types of Companies – Incorporation of a Company – Memorandum of Association – Articles of Association – Prospectus – Share Capital – Meetings – Directors – Key Managerial Personnel – Prevention of oppression and mismanagement – Winding up of companies

### Module V: Teacher Specific Module

### Hours of transaction: 5

*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

1. Kapoor N.D, Elements of Mercantile Law. Sultan Chand & Sons
2. Gulshan S. S. & Kapoor G. K, Business Law Including Company Law, New Age International

3. Kapoor N.D, Elements of Company Law. Sultan Chand & Sons

### Core Suggested Readings

1. M. C. Kuchhal, Mercantile Law
2. Sharma, S.P., Business Law
3. P C Tulsian, Business Law, McGraw-Hill Education

## KU03DSCMBA203: BUSINESS STATISTICS II

Semester	Course Type	Course Code	Credits	Total Hours
III	DSC	KU03DSCMBA203	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Statistics provide a framework for analysing data, identifying patterns, and predicting future outcomes, ultimately leading to better strategic planning and optimized operations. Statistical techniques can help uncover patterns in data, revealing insights that might not be apparent otherwise.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the basic concept of random experiment and probability	U
CO2	To understand business problems and make decisions using appropriate statistical models and explain trends	A
CO3	To Evaluate and interpret data using appropriate statistical techniques.	E
CO4	To understand hypothesis and its testing	R

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					
CO2		√				
CO3	√					
CO4				√		

### Course Contents

#### Module I: Introduction to Probability

**Hours of transaction: 12**

Random Experiment, Sample Space, Events, Types of Events, Mathematical and Statistical definitions of Probability, Addition theorem, Conditional Probability, Multiplication theorem, Bayes theorem and its applications. Distributions – binomial, poisson and normal distributions.

#### Module II: Testing of Hypothesis

**Hours of transaction:12**

Estimation of population mean, confidence intervals for the parameters of a normal distribution (one sample and two sample problems). The basic idea of significance test. Null and alternative hypothesis. Type I & Type II errors, level of significance. Steps in hypothesis testing.

#### Module III: Small Sample tests

**Hours of transaction:12**

Small sample tests; t-test, F-test, Categorical data: Tests of proportions, tests of association and goodness-of-fit using Chi-square test, Yates' correction

#### Module IV: Analysis of Variance

**Hours of transaction: 14**

Analysis of variance, one-way and two-way for one observation per cell. Brief exposure of three basic principles of design of experiments, treatment, plot and block. Analysis of completely randomized design, randomized complete block design and latin square designs.

#### Module V: Teacher Specific Module

**Hours of transaction:10**

*The teacher will decide the area of content, transaction and evaluation.*

### Core Compulsory Readings

1. Gupta, S. C. and Kapoor, V.K: Fundamentals of Applied Statistics, Sultan Chand & Sons
2. Goon, A.M., Gupta M.K. & Das Gupta, Fundamentals of statistics.
3. Goldstein, A Biostatistics-An introductory text. The Mac million New York.
4. Levin R. I.& Rubin D. S. Statistics for Management. Delhi: Pearson.

5. Pillai & Bagavathi. Statistics, Theory and Practice, S Chand Publishing.

### Core Suggested Readings

1. Daniel, Wayne W., Bio-statistics: A Foundation for Analysis in the Health Sciences. John Wiley.
2. Das, M. N. &Giri, N. C.: Design and analysis of experiments. John Wiley.
3. Dunn, O.J Basic Statistics: A primer for the Biomedical Sciences. by John Wiley.

### **KU03DSCMBA204: BUSINESS ENVIRONMENT**

Semester	Course Type	Course Code	Credits	Total Hours
III	DSC	KU03DSCMBA204	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course provides a foundational understanding of the various external and internal factors that influence business operations and decision-making. It explores the dynamic relationship between business and its environment by examining economic, political, legal, socio-cultural, technological, and global dimensions. Emphasis is placed on analyzing how government policies, economic systems, legal regulations, and global trends impact the functioning and strategy of businesses, particularly in the Indian context.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To provide foundational knowledge of the business environment and its components.	R, U
CO2	To enable students to analyze the impact of environmental factors on business operations.	A, An

CO3	To build an understanding of the economic, political, legal, social, and technological forces influencing business.	U,A
CO4	To familiarize students with current policy trends and global forces affecting Indian businesses.	A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			
CO2	✓	✓	✓			
CO3	✓		✓	✓	✓	✓
CO4	✓	✓	✓	✓		

## Course Contents

## Module I: Introduction to Business Environment

**Hours of transaction: 10**

Business Environment - Meaning and Nature, Significance, Classification - Internal vs. External Environment, Micro and Macro Environment, Environmental Scanning: Tools and Techniques, Impact of Business Environment on Decision-Making

## Module II: Economic and Political Environment

**Hours of transaction: 15**

Economic Systems, Indian Economy Overview: Characteristics and Structure, Economic Planning in India, Industrial Policy, Fiscal and Monetary Policy, Liberalization, Privatization and Globalization, Political Environment and Business: Role of Government, Regulatory Bodies

## Module III: Socio-Cultural, Legal, and Technological Environment

Hours of transaction: 10

## Social and Cultural Factors: Values, Beliefs, Lifestyle, Corporate Social Responsibility and Ethics, Demographic Trends and Consumerism.

Legal Environment: Overview of various laws affecting business.

## Technological Environment: Impact of Innovation, R&D, Automation, Digitalization

Module IV: Global and Contemporary Business Environment Hours of transaction: 15

Globalization and its Impact on Indian Business, Multinational Corporations: Role and Challenges, International Economic Institutions: WTO, IMF, World Bank, Foreign Trade Policy of India.

Sustainable Development and Environmental Issues, Current Trends: Startups, Digital Economy, Green Business

**Module V: Teacher Specific Module**

**Hours of transaction: 10**

*The teacher will decide the area of content, transaction and evaluation.*

**Core Compulsory Readings**

1. Francis Cherunilam – Business Environment, Himalaya Publishing House
2. A. C. Fernando, Business Environment, Pearson.
3. Justin Paul – Business Environment, McGraw Hill

**Core Suggested Readings**

1. Faisal Ahmed & M. Absar Alam, Business Environment: Indian and Global Perspective, PHI.
2. N.K. Sengupta, Government and Business, Vikas Publishing House,
3. K. Ashwathappa, Business Environment for Strategic Management, Himalaya Publishing House.

## SEMESTER IV

### KU04DSCMBA201: MARKETING MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
IV	DSC	KU04DSCMBA201	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the basic principles of marketing management	R, U
CO2	To understand consumer buying and organizational buying	R, U
CO3	To understand and analyze marketing mix	R, U, An
CO4	To understand and analyze the importance of emerging trends in marketing	R, U, An
CO5	To understand the roles and responsibilities of a marketing manager	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√	√		
CO3	√		√	√		
CO4	√			√	√	√
CO5	√		√		√	√

## **Course Contents**

### **Module I: Introduction to Marketing Management**

#### **Hours of transaction: 12**

Meaning scope and significance of marketing - marketing philosophies and corporate orientation towards marketplace - Concept of marketing mix - understanding marketing environment - marketing information system and fundamentals of marketing research

### **Module II: Buying behavior, Segmentation, Targeting and Positioning**

#### **Hours of transaction: 12**

Customer value - consumer markets and business markets- consumer buying behavior - organizational buying behaviour - demand forecasting - market Segmentation, targeting and positioning- effective segmentation criteria - Positioning and differentiation strategies - USP - preparation of a marketing plan - competitor analysis

### **Module III: Marketing Mix**

#### **Hours of transaction: 12**

Product concept – new product development - types of Products - product Levels - product life cycle - branding - packaging and labeling - pricing decisions - determinants of price - promotion decisions - Integrated Communication process - advertising - personal selling – Designing distribution channels - introduction to Inventory management – warehousing - transportation and supply chain management – 7Ps

### **Module IV: Emerging Trends in Marketing**

#### **Hours of transaction: 12**

Emerging trends and issues in marketing – societal marketing - digital marketing - green marketing - Introduction to marketing analytics - CRM – Social media marketing – Search engine optimization - Other emerging trends.

### **Module V: Teacher Specific Module**

#### **Hours of transaction: 12**

*The teacher will decide the area of content, transaction and evaluation.*

## **Core Compulsory Readings**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileswar Jha; “Marketing Management – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill.
3. Etzel,M., Walker,B., Stanton,W. and Pandit, Marketing Management, Tata McGraw Hill, New Delhi
4. Ramaswamy,V.S and Namakumari, S Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi

## Core Suggested Readings

1. Louis E. Boone and David L. Kurtz Principles of Marketing, Cengage Learning.
2. Pride, William, M., and O.C. Ferrell Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.
3. Etzel Walker : Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi

## KU04DSCMBA202: HUMAN RESOURCE MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
IV	DSC	KU04DSCMBA202	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The course gives an overview of Human Resource Management and its key functions such as planning, recruitment, training, performance appraisal, compensation, and industrial relations. It helps in understanding how to manage people effectively and how to align human resource practices with organizational goals in a dynamic business environment.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the fundamental roles, objectives, strategies and functions of Human Resource Management as well as understand how HR policies and procedures support organizational effectiveness.	R, U
CO2	Describe the process of Human Resource Planning, Job Analysis, Recruitment, Selection, and related staffing practices to meet workforce needs.	R, U

CO3	Analyse training and development methods, evaluate performance appraisals and assess how compensation systems can boost motivation, innovation, and growth.	U, An
CO4	Explain the framework of Industrial Relations and apply appropriate approaches to dispute resolution to ensure workplace harmony and legal compliance.	U, A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√		√			
CO2	√	√	√			
CO3	√	√	√			√
CO4	√		√	√	√	

### Course Contents

#### Module I: Introduction to Human Resource Management                          Hours of transaction: 12

Concept of Human Resource Management (HRM) - Evolution of HRM - Objectives - Functions - Significance - Structure of the HRM Department - HR Strategies - Formulating HR Policies - HR Procedures -HRIS Functions - Careers in HRM.

#### Module II: Human Resource Planning    Hours of transaction: 12

Purpose and Process of Human Resource Planning (HRP) - Retention of Human Resources - Job Analysis Purpose and Methods - Sources of Recruitment - Selection Process - Placement - Orientation - Promotion - Demotion - Transfer.

#### Module III: Training, Development and Compensation                          Hours of transaction: 14

Concept - Determining Training Needs - Methods of Training - Approaches to Management Development - Training Evaluation - Performance Appraisal Process - Methods of Performance Appraisal - Objectives and Types of Compensation - Development of a basic pay system.

#### Module IV: Industrial Relations    Hours of transaction: 12

Concept of Industrial Relations - Function – Objectives - Industrial Disputes - Causes - Prevention of Industrial Disputes - Settlement of Industrial Disputes - Conciliation - Adjudication - Arbitration – Mediation.

#### Module V: Teacher Specific Module    Hours of transaction: 10

*The teacher will decide the area of content, transaction, and evaluation.*

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### **Core Compulsory Readings**

1. Bohlander, G.W., & Snell, S.A. Principles of Human Resource Management. Cengage Learning India Private Limited.
2. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. Fundamentals of Human Resource Management. John Wiley & Sons.
3. Sharma, R.C. Industrial Relations and Labour Legislation. PHI Learning Private Limited.
4. Sinha, P. R. N., Shekhar, S. P., & Bala, I. Human resource management. Cengage Learning India Private Limited.
5. Subba Rao, P. Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House.

### **Core Suggested Readings**

1. Armstrong, M., & Taylor, S. Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
2. Aswathappa, K. Human Resource Management: Text and Cases. McGraw-Hill Education (India) Private Limited.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education.

## **KU04DSCMBA203: FINANCIAL MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
IV	DSC	KU04DSCMBA203	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

This course introduces the fundamental principles and practices of Financial Management, equipping students with the analytical and decision-making skills required for effective financial planning and control in business organizations. It covers the core areas of financial management including time value of money, capital structure, cost of capital, investment appraisal techniques, working capital management, and dividend policies.

The course blends theoretical frameworks with practical applications to help students understand the financial challenges faced by businesses and how to address them. Through problem-solving exercises, case studies, and group activities, students gain insights into real-world financial decision-making and develop skills necessary for careers in corporate finance, banking, and entrepreneurship.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To equip students with a thorough understanding of financial principles and tools.	U, A
CO2	To develop analytical skills for making financing, investment, and dividend decisions.	A, An
CO3	To understand and apply capital budgeting and working capital techniques.	A, An, E
CO4	To enhance practical skills through case studies, problem-solving, and financial analysis.	An, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√			
CO2	√	√	√	√		√
CO3	√	√	√			
CO4	√	√	√	√		√

#### Course Contents

##### Module I: Foundations of Financial Management 15

Nature, Scope, and Importance of Financial Management, Objectives: Profit Maximization vs. Wealth Maximization, Financial Decisions and their Inter-relationship, Role and Responsibilities of Finance Manager.

Time Value of Money: Future Value and Present Value Techniques, Annuities and Perpetuities, Loan Amortization

##### Module II: Capital Structure, Leverage & Cost of Capital 15

Capital Structure: Meaning, Planning, and Determinants, Capital Structure Theories: NI, NOI, MM, Traditional Approach, Leverage: Operating, Financial, and Combined Leverage – Concept and Measurement.

Cost of Capital: Cost of Equity (CAPM & Dividend Models), Cost of Debt, Preference Capital, Weighted Average Cost of Capital (WACC), Marginal Cost of Capital

**Module III: Investment Decisions (Capital Budgeting)                          Hours of transaction: 15**

Meaning and Significance of Capital Budgeting, Techniques of Investment Appraisal: Traditional Methods: Payback Period, ARR, Discounted Cash Flow Methods: NPV, IRR, PI, Risk and Uncertainty in Capital Budgeting, Capital Rationing

**Module IV: Working Capital and Dividend Policy                          Hours of transaction: 10**

Working Capital Management: Meaning, Concepts, and Classification, Operating Cycle and Estimation of Working Capital Needs, Management of Cash, Inventory, and Receivables, Working Capital Financing.

Dividend Decisions: Dividend Policy and Theories (Walter, Gordon, MM), Bonus Shares and Stock Splits, Factors Influencing Dividend Policy, Share Buybacks and Corporate Actions

**Module V: Teacher Specific Module                          Hours of transaction: 5**

*The teacher will decide the area of content, transaction and evaluation.*

**Core Compulsory Readings**

1. I.M. Pandey – Financial Management, Vikas Publishing
2. Prasanna Chandra – Fundamentals of Financial Management, Tata McGraw Hill

**Core Suggested Readings**

1. M.Y. Khan & P.K. Jain – Financial Management, Tata McGraw Hill
2. P. Rustagi, Financial Management–Theory, Concepts & Problems, Taxmann's

**KU04DSCMBA204: PRODUCTION AND OPERATIONS MANAGEMENT**

Semester	Course Type		Course Code		Credits	Total Hours
IV	DSC		KU04DSCMBA204		4	60
Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

## Course Description

This course provides a comprehensive overview of the principles, strategies and practices involved in the efficient management of production and operations in both manufacturing and service organizations. It introduces students to key concepts such as production systems, plant location and layout, production planning and control, inventory management and quality assurance. Emphasis is placed on integrating operations decisions with broader business strategies to improve productivity, ensure quality and achieve competitive advantage.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To introduce the fundamental concepts, scope, and functions of production and operations management in both manufacturing and service sectors.	R, U
CO2	To enable students to understand and apply methods for plant location, layout planning, and material handling.	U, A
CO3	To equip students with tools and techniques for effective production planning and control, including inventory and scheduling systems	U, A, An
CO4	To develop an understanding of quality management practices, including TQM, SQC	U, E, C
CO5	To introduce students to trends in operations management such as lean manufacturing, green operations fostering adaptability and awareness of sustainability.	C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√	√		√
CO3	√	√	√	√		√
CO4	√	√		√	√	√
CO5		√	√	√	√	√

## Course Contents

<b>Module I</b>	<b>Hours of transaction: 10</b>
Production as an organization function – Meaning and Scope of Production and Operations Management – Importance and Objectives of Operations Management in Manufacturing and Services – Types of Production Systems – Responsibilities of Operations Managers – Interface of Operations with other Functions	
<b>Module II</b>	<b>Hours of transaction: 15</b>
Plant Location and Layout – Factors Influencing Plant Location – Location Decisions – Techniques – Meaning and Objectives of Plant Layout – Types of Layout – Materials Handling – Principles of Material Handling – Types – Selection	
<b>Module III</b>	<b>Hours of transaction: 15</b>
Production Planning and Control – Objectives and Functions of PPC – Steps in Production Planning – Master Production Schedule – Scheduling and Loading – Routing and Dispatching – Inventory Management: Types, EOQ, Reorder Point, Safety Stock – Just-In-Time (JIT) – Vendor Managed Inventory	
<b>Module IV</b>	<b>Hours of transaction: 15</b>
Concepts of Quality: Control vs. Assurance – Statistical Quality Control (SQC): Control Charts – Total Quality Management (TQM) and Continuous Improvement – Supply Chain Management – Basic Concepts	
<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction: 5</b>
The teacher will decide the area of content, transaction and evaluation.	

### Core Compulsory Readings

1. R. Pannerselvam, Production and Operations Management
2. K. Aswathappa & K. Shridhara Bhat – Production and Operations Management, Himalaya Publishing House
3. S. N. Chary – Production and Operations Management, McGraw Hill

### Core Suggested Readings

1. Joseph G. Monks, Operations Management
2. Kanishka Bedi, Production and Operations Management
3. Everette Adam Jr., Ronald Ebert, Production and Operations Management

## SEMESTER V

### KU05DSCMBA301: FUNDAMENTALS OF INTERNATIONAL BUSINESS

Semester	Course Type	Course Code	Credits	Total Hours
V	DSC	KU05DSCMBA301	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

The course provides a basic understanding of how businesses operate across national borders. It introduces key concepts of international trade, investment, and the global business environment. Students will learn how economic, cultural, political, and legal factors influence global operations. The course also develops skills in analysing international markets, selecting entry strategies, and managing cross-border challenges.

**Course Outcomes:** At the end of the course, the student will be able to

CO .No	Expected Outcome	Learning Domains
CO1	Recall and explain key concepts, scope, and significance of international business.	R,U
CO2	Apply theories of international trade and investment in real-world business contexts	U,A
CO3	Analyze the impact of political, economic, legal, and cultural environments on international operations	An
CO4	Evaluate strategies for international market entry, global competition, and trade policies	E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√			√
CO3	√		√	√		
CO4	√			√	√	√

## **Course Contents**

### **Module I: Introduction to International Business** **Hours of transaction: 10**

Definition, scope, and importance-Domestic vs. international business-Globalization: meaning, drivers, stages, implications- Forms of international business: trade, licensing, franchising, joint ventures, wholly owned subsidiaries-Factors influencing international business decisions

### **Module II: Theories and Environment** **Hours of transaction: 12**

Classical trade theories: Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory-Modern trade theories: Product Life Cycle, Porter's Diamond Model-Political, legal, economic, and socio-cultural environment -Technological environment and internationalization

### **Module III: International Trade Policies and Institutions** **Hours of transaction:14**

Trade barriers: tariffs, quotas, subsidies, non-tariff barriers-WTO: objectives, principles, agreements, dispute settlement mechanism-IMF, World Bank, UNCTAD, OECD – roles and functions-Regional economic integrations: EU, ASEAN, SAARC, NAFTA, BRICS-India's foreign trade policy and export-import procedures

### **Module IV: International Business Strategies and Contemporary Issues**

#### **Hours of transaction: 16**

Market entry strategies: exporting, franchising, joint ventures, strategic alliances, FDI-Global marketing, HRM, and supply chain strategies-Managing international operations in emerging markets-Risks in international business: political, currency, cultural-Contemporary issues: e-commerce, digital trade, sustainability, ethics

### **Module V: Teacher Specific Module** **Hours of transaction:8**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. Hill, C.W.L., Hult, G.T.M. – International Business: Competing in the Global Marketplace, McGraw Hill
2. Daniels, J., Radebaugh, L., Sullivan, D. – International Business: Environments and Operations, Pearson.
3. Aswathappa, K. – International Business, McGraw Hill

### Core Suggested Readings.

1. Cherunilam, F. – International Business: Text and Cases, PHI.
2. Ball, D., Geringer, J., Minor, M., McNett, J. – International Business: The Challenge of Global Competition, McGraw Hill.
3. Rugman, A.M., Collinson, S. – International Business, Pearson.
4. Griffin, R.W., Pustay, M.W. – International Business: A Managerial Perspective, Pearson.

### KU05DSCMBA302: OPERATIONS RESEARCH

Semester	Course Type	Course Code	Credits	Total Hours
V	DSC	KU05DSCMBA302	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Operations research is a scientific discipline that involves using mathematics and analytical principles to aid problem-solving and decision-making for organizations. It encourages businesspeople to use advanced analytical tools to make more informed and effective decisions for organizations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the limitations and assumptions of LPP and be able to analyze sensitivity and potential alternate optima.	An
CO2	To Formulate and Solve Transportation Problem	A
CO3	To understand phases and model building in operations research	C& S
CO4	To understand key concepts, apply practical skills, and contribute to improved inventory management practices within their organizations.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓				✓

## Course Contents

## Module I: Introduction to Operations Research

**Hours of transaction: 12**

Introduction to Operations Research, characteristics, phases of O.R., model building, various types of O.R. problems.

## Module II: Transportation Problem:

**Hours of transaction:13**

Transportation Problem: Initial solution by North West corner rule, least cost method and Vogel's approximation method (VAM), MODI's method to find the optimal solution.

### **Module III:Linear Programming Problem**

**Hours of transaction:13**

Linear Programming Problem, Mathematical formulation of the L.P.P, graphical solutions of a L.P.P. Simplex method for solving L.P.P.

## Module IV: Inventory Management

**Hours of transaction: 12**

ABC inventory system, characteristics of inventory system. EOQ Model and its variations, with and without shortages, Quantity Discount Model with price breaks.

## **Module V: Teacher Specific Module**

**Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

## Core Compulsory Readings

1. Kanti Swarup, Gupta, P.K. and Manmohan: Operations Research, Sultan Chand and Sons.
2. M. Sreenivasa Reddy – Operations Research – CENGAGE, New Delhi
3. S. Gurusamy – Elements of Operations Research – Vijay Nicole Imprints private Limited, Chennai
4. Anand Sharma, Operations Research, Himalayan Publishing House, Mumbai

5. Gupta Pk And Gupta SP Quantitative Techniques and Operations Research, Sultan Chand and Sons, New Delhi

### Core Suggested Readings

1. Taha, H. A.: Operations Research: An Introduction, Prentice Hall of India.
2. Hadley, G: Linear Programming, Narosa Publications
3. Hillier, F.A and Lieberman, G.J: Introduction to Operations Research Concepts and cases, Tata Mc Graw Hill

### **KU05DSCMBA303: MANAGEMENT AND COST ACCOUNTING**

Semester	Course Type	Course Code	Credits	Total Hours
V	DSE	KU05DSCMBA303	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Cost & Management Accounting introduces students to the principles and techniques of cost and management accounting, emphasizing their role in business decision-making and control. The course covers cost concepts, classification, and cost determination for materials, labour, and overheads. It also focuses on budgeting, standard costing, variance analysis, marginal costing, and decision-making tools. Contemporary approaches such as Activity-Based Costing, Balanced Scorecard, and Strategic Cost Management are included to help students understand how accounting information supports planning, control, and strategic decisions in organizations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand fundamental concepts of cost and management accounting, including cost classification and cost sheets	U
CO2	Apply techniques for costing of materials, labour, and overheads, and manage cost control	A
CO3	Develop budgets, standard costing, and variance analysis for effective managerial planning and control	A, An, C
CO4	Use marginal costing and CVP analysis to support short-term business decisions	A, E, C
CO5	Explain and evaluate contemporary approaches in management and cost accounting	U, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√			
CO2	√	√	√	√	√	
CO3	√	√	√	√	√	
CO4	√	√	√	√	√	
CO5	√	√	√	√	√	√

### Course Contents

#### Module I

#### Hours of transaction:15

Introduction to Cost Accounting – nature, scope, objectives and importance – Difference between cost, financial, and management accounting – Elements of cost – Classification of costs – Preparation of cost sheet – Methods of costing – Contract Costing – Process Costing

#### Module II

#### Hours of transaction: 10

Material costing – Inventory control techniques – Labour cost: wage systems, incentive schemes, labour turnover – Overheads: classification, allocation, apportionment, absorption – Treatment of under- and over-absorption

<b>Module III</b>	<b>Hours of transaction: 15</b>
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Budgetary control: meaning, objectives, advantages, limitations – Types of budgets: fixed, flexible, cash, production, sales – Standard costing – concept, advantages, limitations – Variance analysis: material, labour, overhead variances – Performance budgeting and Zero-based budgeting

<b>Module IV</b>	<b>Hours of transaction: 15</b>
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Marginal costing and Cost-Volume-Profit analysis – Break-even analysis and short-term decision-making – make or buy, pricing, product mix, key factor, shut down/continue decisions – Responsibility accounting: concepts and types of responsibility centres – Contemporary approaches: Activity-Based Costing, Balanced Scorecard, Strategic Cost Management

<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction: 5</b>
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The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Dr. S.N. Maheshwari & Dr. S.N. Mittal – *Cost Accounting*
2. M. N. Arora – *Cost and Management Accounting*
3. S.P. Jain & K.L. Narang – *Cost and Management Accounting*
4. Horngren, Sundem & Stratton – *Introduction to Management Accounting*

**Core Suggested Readings**

1. Colin Drury – *Management and Cost Accounting*
2. Jawahar Lal, Seema Srivastav, Manisha Singh – *Cost Accounting*
3. Kaplan, R.S. & Norton, D.P. – *The Balanced Scorecard: Translating Strategy into Action* (Harvard Business School Press)
4. Horngren, Datar & Rajan – *Cost Accounting: A Managerial Emphasis*.

## SEMESTER VI

### KU06DSCMBA301: MANAGEMENT INFORMATION SYSTEM

Semester	Course Type	Course Code	Credits	Total Hours
VI	DSC	KU06DSCMBA301	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

To provide an understanding of the basic concept and scope of Management Information System so as to acquaint the students with the required managerial skills, in terms of basic concepts of MIS, DSS, Business Process Reengineering and application of customer relationship management and supply chain management.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To describe the evolution, concept, and scope of MIS and to outline the various approaches to information systems and to analyse and interpret the growth and importance of International Information Systems	An
CO2	To identify and describe the various systems in organizations from a functional perspective and to analyse the decision-making process using information systems.	A
CO3	To analyse and appraise the application of operational information systems, tactical information systems and strategic information systems to business and to understand the application of enterprise systems.	C& S

<b>CO4</b>	To identify the pitfalls of using computers and information systems in business and identify the socio-ethical challenges and the emerging trends in information systems.	U&A
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

### Course Contents

<b>Module I: Introduction to Information Systems</b>	<b>Hours of transaction: 12</b>
Meaning, Nature and Scope of Information Systems, Evolution of MIS, Contemporary approaches to Information Systems – Technical Approach, Behavioral Approach, Socio-Technical Approach, Global Information Systems – Introduction, Growth and Management. Strategic uses of MIS for Competitive Advantage.	
<b>Module II: Information System in the Enterprise:</b>	<b>Hours of transaction:13</b>
Major types of Systems in the organization from a functional perspective; Understanding Decision Support System - MIS and DSS - Decision making with data - types of decisions, Business Intelligence, Business Process Reengineering and Information Technology, Managing Social Media: Social Dynamics of the Internet, Social Networks in the Enterprise	
<b>Module III: Application of Information Systems to Functional Business Areas</b>	
<b>Hours of transaction:13</b>	
Application of Operational Information System to Business; Application of Tactical and Strategic Information Systems to Business. Enterprise application – Enterprise systems, Systems for supply chain management, Customer relationship management and Knowledge management.	
<b>Module IV: Systems Analysis and Design</b>	<b>Hours of transaction: 12</b>
System development process; Systems analysis; Structured systems analysis and design; Alternative application development and evaluation	
<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction:10</b>
The teacher will decide the area of content, transaction and evaluation.	

### **Core Compulsory Readings**

1. Kenneth C Laudon and Jane P Laudon, Management Information Systems: Managing the Digital Firm, Pearson Education Asia, Jan 2015
2. O, Brien, James George M. Marakas , Ramesh Behl, Management Information Systems, McGraw Hill Education; July 2017

### **Core Suggested Readings**

1. Prasad V M, Management Information Systems, Pearson Education, 2005
2. J. R. Claggett , Robert G. Murdick , J. E. Ross, Introduction to Management Information System, Prentice- Hall India, 2007

## **KU06DSCMBA302: RESEARCH METHODOLOGY**

Semester	Course Type	Course Code	Credits	Total Hours
VI	DSE	KU06DSCMBA302	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

This course introduces students to the fundamentals of research in business, equipping them with the conceptual understanding and practical tools needed to design, conduct, analyze, and report research. It emphasizes both qualitative and quantitative methods, ethical issues, and application in business decision-making.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To define different types of research, research design, measurement and sampling.	An
CO2	To develop research proposal including problem statement, hypothesis, objectives.	A
CO3	To perform statistical tests (t-tests, chi-square, ANOVA etc.) and interpret the findings.	C& S
CO4	To write and present a research report ethically, with correct citations and clarity.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓			✓	

#### Course Contents

##### Module I: Introduction to Research

**Hours of transaction: 12**

Nature and Scope, Problem Formulation and Statement of Research Objectives. Research Process & Research Designs-Exploratory, Descriptive and causal Research designs, Quantitative and qualitative research

##### Module II: Data Collection:

**Hours of transaction:13**

Methods of Data Collection, Questionnaire Design, Measurement & Scaling, Sampling Design, Research Proposals, Sampling & Sampling Distribution, Data Preparation and Processing, Data Analysis, Interpretation and Presentation.

##### Module III: Data Processing & Descriptive Statistics

**Hours of transaction:13**

Data processing steps: editing, coding, tabulation, Data presentation: graphical & pictorial presentation, frequency distributions, Measures of central tendency (mean, median, mode), dispersion (range, variance, standard deviation), Cross-tabulation and basic charts, tables

**Module IV: Inferential Statistics & Hypothesis Testing                          Hours of transaction: 12**

- Tests of significance: Z-test, t-test (one-sample, two-sample, paired), Chi-square test; ANOVA (one-way), Correlation and simple regression analysis, Parametric vs non-parametric tests. Report Writing & Presentation

**Module V: Teacher Specific Module****Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. C. R. Kothari — *Research Methodology: Methods & Techniques*
2. Cooper, D.R. & Schindler, P.S. — *Business Research Methods*

**Core Suggested Readings**

1. Chawla, D. & Sondhi, N. — *Research Methodology — Concepts & Cases*
2. Gupta, S. L. & Gupta, Hitesh — *Business Research Methods*
3. Krishnaswamy, K. N., Sivakumar, A. I., Mathirajan, M. — *Management Research Methodology*

**KU06INTMBA301: INTERNSHIP**

Semester	Course Type	Course Code	Credits	Total Hours
VI	INT	KU06INTMBA301	4	120

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P (Field Work)	CCA	ESE	Total	
0	0	20	50	50	100	NA

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

*Kannur University-Five Year Integrated Masters Programme in Business Administration (KU-FYIMP- MBA)  
- Department of Management Studies – Syllabus 2025*

## Course Description

This internship course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Application of theoretical knowledge to real-world scenarios	A, E
CO2	Development of professional skills and networking opportunities.	E, C, S
CO3	I understand workplace culture and dynamics.	E, C, S
CO4	Hands-on experience in a chosen field.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Internship Student Engagement Process:

As internship is structured to provide hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. The students are advised to find positions that offer relevant hands-on experience and skills in their chosen field for undertaking the internship. This internship will be of minimum 120 hours, and be done during semester V and VI, as advised by the Department Council. During this internship, the student will be under the guidance of the internship Coordinator in the organization and a faculty mentor from the department. Before the start of the internship, the Student, faculty mentor, and internship coordinator in the organization will complete an internship agreement form. At the end of the internship, the student should submit an Internship Report for evaluation. The format of the report should be as follows:

- Front Page: Student Name, Course, Internship Company, Duration
- Mentor Internship Agreement Form
- Internship Certificate
- Introduction & background of the Company
- Roles & Responsibilities as an Intern

- Weekly work allotment & completion report
- Challenges & Solutions
- Learning from the internship Conclusion

The guidelines and schedule for the internship will be issued by the Department Council and should be strictly followed by the student.

### **Internship Evaluation:**

The evaluation of the internship will consist of both Continuous Comprehensive Assessment (CCA) and End Semester Evaluation (ESE). The CCA will be conducted by the faculty mentor, based on the input from the internship Coordinator in the organization. The ESE will be conducted by two external experts and will comprise of Viva Voce (40 marks) and internship report evaluation (10 marks).

## SEMESTER VII

### KU07DSCMBA401: STRATEGIC MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSC	KU07DSCMBA401	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE = End Semester Evaluation

#### Course Description

This course provides a comprehensive understanding of the concepts, tools, and practices of strategic management in business organizations. It covers environmental scanning, strategy formulation, implementation, and evaluation, with emphasis on both theoretical frameworks and practical applications. Students will analyze real-world cases to develop critical thinking, problem-solving, and decision-making skills required to craft and execute effective business strategies in a dynamic and competitive environment.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Analyze the external and internal business environment to identify strategic opportunities and threats.	U, A, An
CO2	Formulate appropriate corporate, business, and functional level strategies for sustainable competitive advantage.	An, E, C
CO3	Evaluate and apply strategic management models and tools in real-world business scenarios.	An, C
CO4	Develop implementation and control mechanisms for monitoring strategic performance in organizations.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓		✓	✓	✓	
CO2			✓	✓		
CO3			✓	✓		✓
CO4	✓			✓	✓	

## Course Contents

### **Module I: Introduction to Strategic Management and Environmental Analysis** **Hours of transaction: 10**

Concept, Nature, and Importance of Strategic Management; Vision, Mission, Goals, and Objectives; Levels of Strategy: Corporate, Business, and Functional; Strategic Intent and Strategic Fit; External Environment Analysis: PESTEL, Porter's Five Forces; Internal Environment Analysis: Resource-Based View, Value Chain Analysis, SWOT

### **Module II: Strategy Formulation** **Hours of transaction: 15**

Strategy Formulation Process; Corporate-Level Strategies: Growth, Stability, Retrenchment, Diversification; Business-Level Strategies: Cost Leadership, Differentiation, Focus; Functional Strategies in Marketing, Finance, HR, and Operations; Strategic Alliances, Mergers & Acquisitions, Joint Ventures; Global and International Business Strategies

### **Module III: Strategy Implementation** **Hours of transaction: 15**

Issues in Strategy Implementation; Structure, Systems, and Processes for Strategy Execution; Leadership and Culture in Strategy Implementation; Resource Allocation and Policy Formulation; Managing Change and Innovation; Balanced Scorecard as a Tool for Implementation

### **Module IV: Strategy Evaluation and Control** **Hours of transaction: 15**

Strategic Evaluation Framework; Criteria for Strategy Evaluation: Consistency, Feasibility, Suitability; Tools for Strategic Control: Benchmarking, KPIs, Strategic Audit; Strategic Risk Management; Case Studies on Success and Failure of Business Strategies; Emerging Issues in Strategic Management: Sustainability, Corporate Governance, Digital Strategy

### **Module V: Teacher Specific Module** **Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

## Core Compulsory Readings

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. – *Strategic Management and Business Policy*
2. **Kazmi, Azhar.** *Strategic Management and Business Policy.* Tata McGraw-Hill Education, New Delhi.
3. **Ghosh, P. K.** *Strategic Management: Text and Cases.* Sultan Chand & Sons, New Delhi.
4. **David, Fred R.** *Strategic Management: Concepts and Cases.* Pearson Education.
5. **Nag, A., & Das, S.** *Strategic Management: Analysis, Implementation, and Control.* Vikas Publishing House.

## Core Suggested Readings

1. Barney, J. B. – *Gaining and Sustaining Competitive Advantage*
2. Case studies from *Harvard Business Review* and *Ivey Business School*
3. **Ansoff, H. I.** *Corporate Strategy*. McGraw-Hill.
4. **Porter, Michael E.** *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press.
5. **Thompson, A. A., Strickland, A. J., & Gamble, J. E.** *Crafting and Executing Strategy*. McGraw-Hill Education.
6. Johnson, G., Scholes, K., & Whittington, R. – *Exploring Corporate Strategy*
7. Porter, M. E. – *Competitive Strategy and Competitive Advantage*

## KU07DSCMBA402: ENTREPRENEURSHIP DEVELOPMENT

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSC	KU07DSCMBA402	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan.	An

<b>CO2</b>	Analyse internal & external environment for entrepreneurial ventures.	A
<b>CO3</b>	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	C& S
<b>CO4</b>	To prepare a basic business plan including financials, marketing, operations.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓				✓

## Course Contents

## Module I: Introduction to Entrepreneurship

**Hours of transaction: 12**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur. Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development.

## **Module II: Entrepreneurial Environment: Hours of transaction:13**

Domestic/National / International business environment; Role of society, family, culture; Government policies, schemes, institutional support (for example MSMEs, Startup India etc.); Supportive agencies, NGOs; Regulatory / legal environment.

### **Module III: Opportunity Identification & Idea Generation      Hours of transaction:13**

Sources of ideas; Methods for idea generation (brainstorming, design thinking, etc.); SWOT analysis; Porter's Five Forces; Market research; Need identification; Validation of idea; Minimum Viable Product; Product vs service ventures

## Module IV: Business Planning & Feasibility Studies      Hours of transaction: 12

Components of business plan; Market survey; Technical feasibility; Financial feasibility; Ownership & organizational structure; Capital requirements; Break-even analysis; Project report preparation; Financial projections; Operating plan.

**Module V: Teacher Specific Module****Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. S. S. Khanka, *Entrepreneurial Development*
2. P. Narayana Reddy, *Entrepreneurship – Text and Cases*, Cengage Learning India,

**Core Suggested Readings**

1. Drucker F Peter “Innovation and Entrepreneurship”, 1985. Heinemann, London.
2. Vasant Desai, *Entrepreneurial Development*
3. Rajeev Roy, *Entrepreneurship*

**KU07DSCMBA403: EVENT MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSC	KU07DSCMBA403	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course introduces students to the professional field of event management, focusing on the planning, marketing, execution, and evaluation of events. Students will gain both theoretical and practical knowledge of managing corporate, cultural, sports, and public events. It integrates aspects of project management, marketing, finance, and communication to prepare students for careers in the event industry

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the structure and process of event management, including different types of events and industry trends.	U
CO2	Prepare comprehensive event plans, budgets, and schedules using appropriate tools and resources.	A
CO3	Apply marketing strategies and sponsorship techniques to promote events effectively.	A, An
CO4	Evaluate event outcomes using performance metrics and recommend improvements for future projects.	E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓			✓		
CO2	✓		✓			
CO3	✓		✓			✓
CO4	✓		✓	✓	✓	✓

## Course Contents

## Module I: Introduction to Event Management

**Hours of transaction: 12**

Nature, scope, and significance of events in business and society-Types of events: Corporate, cultural, sports, exhibitions, MICE (Meetings, Incentives, Conferences, Exhibitions)-Event industry structure and key stakeholders-Event life cycle and phases-Trends and innovations in event management

## Module II: Event Planning and Operations

Hours of transaction: 14

Steps in event planning and scheduling-Venue selection, layout design, and logistics-Budget preparation and cost control-Vendor selection, negotiation, and management-Legal requirements, licensing, and permits-Risk assessment, safety measures, and contingency planning

## Module III: Event Marketing and Sponsorship

Hours of transaction:12

Event branding, theme creation, and positioning-Marketing mix for events (offline & online)-Public relations, media partnerships, and influencer engagement-Digital marketing: Social media campaigns, SEO, and email marketing-Sponsorship acquisition: Proposal drafting and negotiation-Ticketing systems and audience experience management

**Module IV: Event Execution and Evaluation** **Hours of transaction: 12**

Market entry strategies: exporting, franchising, joint ventures, strategic alliances, FDI-Global marketing, HRM, and supply chain strategies-Managing international operations in emerging markets-Risks in international business: political, currency, cultural-Contemporary issues: e-commerce, digital trade, sustainability, ethics

**Module V: Teacher Specific Module** **Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Allen, J., O'Toole, W., McDonnell, I., & Harris, R. (2021). Festival and Special Event Management. Wiley.
2. Shone, A., & Parry, B. (2019). Successful Event Management: A Practical Handbook. Cengage Learning

**Core Suggested Readings.**

1. Goldblatt, J. (2017). Special Events: Creating and Sustaining a New World for Celebration. Wiley.
2. Van der Wagen, L., & White, L. (2018). Event Management for Tourism, Cultural, Business and Sporting Events. Cengage.
3. Silvers, J. R. (2012). Risk Management for Meetings and Events. Routledge

**KU07DSCMBA404: E-COMMERCE AND CYBER LAWS**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSC	KU07DSCMBA404	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

## Course Description

This course provides an in-depth understanding of electronic commerce, its business models, and the technological, legal, and ethical aspects of online transactions. Students will explore the fundamentals of cyber law, intellectual property rights in the digital domain, and the regulatory frameworks governing e-commerce. It aims to equip students with the skills to manage online businesses, understand security issues, and ensure legal compliance in the digital marketplace.

## Course Outcomes:

**At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	Explain the fundamental concepts, models, and technologies of e-commerce along with their applications in business.	U
CO2	Analyse legal, ethical, and security issues in e-commerce transactions with reference to cyber laws and data protection	An
CO3	Evaluate e-commerce strategies and legal frameworks to recommend solutions for business compliance and competitive advantage.	E
CO4	Design an e-commerce business model incorporating relevant cyber law provisions, security measures, and ethical practices.	C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

## Course Contents

### Module I: Introduction to E-Commerce

**Hours of transaction: 12**

Definition, nature, scope, and benefits of e-commerce- Types of e-commerce (B2B, B2C, C2C, C2B, G2C)- E-commerce business models and revenue models- E-commerce infrastructure: Internet, intranet, extranet-Payment systems: Digital wallets, credit cards, UPI, net banking, cryptocurrency basics

**Module II: E-Commerce Strategy and Technology** **Hours of transaction: 12**

E-commerce website planning, design, and hosting-Online marketing strategies – SEO, SEM, email marketing, affiliate marketing, social media marketing- E-commerce logistics and supply chain integration- E-commerce security: encryption, SSL, authentication, firewalls

**Module III: Cyber Laws and Legal Framework** **Hours of transaction:13**

Introduction to Cyber Law in India- Information Technology Act, 2000 and Amendments- Digital signatures and electronic records-Cybercrime types – hacking, phishing, identity theft, cyberstalking-Intellectual Property Rights in cyberspace – copyright, trademarks, patents in digital media-Data protection, privacy issues, and compliance requirements (GDPR, Indian Data Protection Bill)

**Module IV: E-Commerce Compliance, Ethics and Future Trends**

**Hours of transaction:13**

Consumer protection in e-commerce- Taxation issues in e-commerce- Ethical issues in online business – fake reviews, data misuse, misleading ads- E-commerce and sustainability- Emerging trends: AI in e-commerce, blockchain applications, voice commerce, AR/VR shopping- Future challenges in cyber law and e-commerce regulation

**Module V: Teacher Specific Module** **Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. P.T. Joseph, E-Commerce: An Indian Perspective, PHI Learning.
2. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing.
3. K.K. Bajaj & Debjani Nag, E-Commerce: The Cutting Edge of Business, McGraw Hill

**Core Suggested Readings.**

1. Efraim Turban, David King, Electronic Commerce: Managerial and Social Networks Perspective, Pearson.
2. S. Vishwanathan, The Indian Cyber Law, Bharat Law House.
3. S. Jaiswal, Doing Business on the Internet: E-Commerce, Galgotia.
4. Chris Reed, Internet Law: Text and Materials, Cambridge University Press.

## SEMESTER VIII

### KU08DSCMBA401: PROJECT MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSC	KU08DSCMBA401	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to Devise strategy and plan for the project and Design the project and its schedules and overall framework

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan.	An
CO2	Analyse internal & external environment for entrepreneurial ventures.	A
CO3	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	C& S
CO4	To prepare a basic business plan including financials, marketing, operations.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					√
CO2			√			
CO3				√		
CO4		√				√

## Course Contents

### Module I: Fundamentals of Project Management Hours of transaction: 12

Definition of a project; project vs. operations, Project life cycle (phases), Stakeholders, roles & responsibilities (Project Manager, sponsor, team), Triple constraints: time, cost, scope, quality, Project environment & alignment with organizational strategy.

### Module II: Project Feasibility & Selection: Hours of transaction:13

Market, technical, financial, economic feasibility, Demand / market analysis, Cost-benefit analysis, Return-on-Investment, NPV / IRR for projects, Project selection models and criteria, Business case & project charter.

### Module III: Scope, Work Breakdown & Planning Hours of transaction:13

Defining project scope, setting objectives, Work Breakdown Structure (WBS), deliverables, scope statement, Resource estimation and allocation (human, materials, equipment), Scheduling techniques: Gantt, CPM, PERT, network diagrams, Estimating durations; critical path; float/slack; resource levelling / smoothing.

### Module IV: Cost, Budgeting & Resource Management Hours of transaction: 12

Cost estimation methods; cost baseline; cost breakdown structure, Budgeting; funding sources, working capital / cash flow for project, Resource planning; optimizing use of resources, Role of software tools in cost/resource tracking. Project's Risk, Quality & Change Management, procurement, Contracts & Legal Aspects, Execution, Monitoring & Control.

### Module V: Teacher Specific Module Hours of transaction:10

The teacher will decide the area of content, transaction and evaluation.

## Core Compulsory Readings

1. Project Management, HarveyMaylor, Pearson Education, 3rd edition.
2. Project Management – TheManagerial Process, Clifford F. Gray& Erik W. Larson, Tata McGraw Hill

### Core Suggested Readings

1. Projects, Prasanna Chandra, Tata McGraw Hill
2. Project Management, Pinto, Pearson
3. "Project Management- A Managerial Approach", Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons

### **KU08RPHMBA401: DISSERTATION (For Research Track)**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	RPH	KU08RPHMBA401	12	360

Learning Approach (Total Hours)			Marks Distribution			Duration of ESE (Hours)
L	T	P (Dissertation related Work)	CCA	ESE	Total	
0	0	360	50	50	100	NA

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

A dissertation is a long-form piece of academic writing based on original research conducted by the student. Hence, this course aims to provide students with the opportunity to apply the knowledge and skills acquired in their courses to a specific problem. This allows students to extend their academic experience into areas of interest and work with new ideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals. This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business Administration. It provides hands-on experience in carrying out research work on interdisciplinary topics, including management, economics, etc., and the process for publishing original work.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Equip themselves with tools for data collection and analysis	A, E
CO2	Understand research in-depth and acquire knowledge to undertake a research project independently.	E, C, S
CO3	Build a strong foundation for future research work systematically by applying notions of Research Methodology.	E, C, S
CO4	Gain ability to apply knowledge of Business Administration to research in real-world issues	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### **Dissertation Process:**

The dissertation shall be done on any topic of interest for the student or in any organization of choice. This dissertation is expected to engage the student for a minimum of 360 hours and is expected to be undertaken during semester VII and VIII. The dissertation shall be done under the supervision of a faculty supervisor who has been allotted by the Department Council. The dissertation report will be evaluated in VII semester and has to be submitted two weeks before the commencement of VIII End Semester Examination. The guidelines and schedule for the dissertation will be issued by the Department Council and should be strictly followed by the student.

#### **Dissertation Evaluation:**

The evaluation of the dissertation will consist of both Continuous Comprehensive Assessment (CCA) and End Semester Evaluation (ESE). The CCA will be conducted by the faculty supervisor based on the performance of the student. The ESE will be conducted by board consisting of at least two external experts and will comprise of Viva Voce (40 marks) and dissertation report evaluation (10 marks).

## SEMESTER IX

### KU09DSCMBA501: CROSS CULTURAL MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSC	KU09DSCMBA501	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

This course helps students understand how cultural differences shape business interactions. It covers theories, concepts, and strategies to effectively work, communicate, and negotiate in multicultural environments. Students will learn to apply cultural frameworks to solve real-world business problems, making them capable of working in global teams and markets.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the key concepts, theories, and frameworks of cross-cultural management.	U
CO2	Analyse the impact of cultural differences on communication, teamwork, and decision-making	An
CO3	Apply cultural frameworks to solve business problems in multicultural environments.	A
CO4	Evaluate cross-cultural negotiation strategies and ethical considerations in global business.	E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√		√			
CO2	√	√	√			√
CO3	√		√			√
CO4	√		√	√	√	√

## Course Contents

### **Module I: Introduction to Cross Cultural Management                          Hours of transaction: 12**

Definition, scope, and importance of cross-cultural management-Culture and its dimensions: Hofstede, Trompenaars, GLOBE study- Cultural values, beliefs, and behaviours in business contexts-The role of national and organizational culture in management

### **Module II: Communication and Cultural Difference                          Hours of transaction: 12**

Verbal and non-verbal communication in multicultural settings-Cultural barriers to communication- Building intercultural competence- Strategies for Effective Cross-Cultural Communication

### **Module III: Managing Cross Cultural Teams                                  Hours of transaction:13**

Leadership styles across cultures- Decision-making approaches in different cultures-Conflict management in multicultural teams- Cross-cultural motivation theories and practices

### **Module IV: Cross Cultural Negotiation and Ethics                          Hours of transaction: 13**

Negotiation styles and tactics in different cultures -Ethical dilemmas in global business- Managing diversity and inclusion-Strategies for developing cultural intelligence (CQ)

### **Module V: Teacher Specific Module    Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

## Core Compulsory Readings

1. Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. McGraw-Hill.
2. Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding Diversity in Global Business*. Nicholas Brealey Publishing.
3. Moran, R.T., Abramson, N.R., & Moran, S.V. (2014). *Managing Cultural Differences*. Routledge.

## Core Suggested Readings.

1. Hall, E.T. (1976). *Beyond Culture*. Anchor Books.
2. Thomas, D.C., & Peterson, M.F. (2017). *Cross-Cultural Management: Essential Concepts*. SAGE Publications.

3. Adler, N.J., & Gunderson, A. (2017). *International Dimensions of Organizational Behavior*. Cengage Learning.
4. Selected Harvard Business Review articles on cultural intelligence, global leadership, and negotiation.
5. Real-life case studies from multinational corporations (Apple, Toyota, Unilever, etc.)

### **KU09DSCMBA502: CORPORATE SOCIAL RESPONSIBILITY**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSCMBA502	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

This course review Current Trends and Opportunities in CSR. CSR as Strategic business tool for sustainable development. Review of successful corporate initiatives and challenges of CSR.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To examine the scope and complexity of CSR.	An
CO2	To Demonstrate a multi stakeholder perspective in viewing CSR activities	A
CO3	To examine the vision and mission of corporate for society at large.	C& S
CO4	To analyse the impact of CSR on Corporate culture.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

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## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					√
CO2			√			
CO3				√		
CO4		√			√	

## Course Contents

### Module I: Introduction to CSR: Hours of transaction: 12

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

### Module II: CSR in India Hours of transaction:13

CSR-Legislation in India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

### Module III: Drivers of CSR Hours of transaction:13

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

### Module IV: Identifying key stakeholders of CSR & their roles. Hours of transaction: 12

Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self-governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

### Module V: Teacher Specific Module Hours of transaction:10

The teacher will decide the area of content, transaction and evaluation.

### **Core Compulsory Readings**

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst

### **Core Suggested Readings**

1. Innovative CSR by Lelouche, Idowu and Filho
2. Corporate Social Responsibility in India - Sanjay K Agarwal
3. Handbook on Corporate Social Responsibility in India, CII.
4. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique

## **KU09DSCMBA503: ADVANCED RESEARCH METHODOLOGY**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSC	KU09DSCMBA503	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE = End Semester Evaluation

### **Course Description**

This course provides advanced understanding and application of research design, integrating quantitative, qualitative, and mixed-methods approaches in management research. It develops the ability to identify research problems, construct theoretical frameworks, and apply sophisticated analytical techniques. Students also learn ethical principles, scholarly writing, and publication practices essential for dissertation and professional research. The course emphasizes academic integrity, qualitative inquiry, and contextual relevance to Indian business and management environments.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Formulate and structure advanced research problems with appropriate theoretical and conceptual frameworks.	A
CO2	Apply both quantitative and qualitative research methods to real-world business issues.	A
CO3	Use advanced analytical tools for quantitative data and coding techniques for qualitative data interpretation.	A, An, E
CO4	Design and present ethically sound research following academic writing and publication standards.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓		✓	✓		
CO2			✓	✓	✓	
CO3			✓	✓		
CO4			✓	✓		✓

### Course Contents

#### Module I: Foundations of Advanced Research Design

##### Hours of transaction: 10

Nature and Purpose of Management Research; Philosophical Foundations: Positivism, Interpretivism, and Pragmatism; Review of Literature: Systematic Review, Meta-analysis, and Bibliometric Studies; Conceptual and Theoretical Framework Development; Research Problem Identification, Objectives, and Hypothesis Formulation; Research Ethics and Integrity in Management Research

#### Module II: Quantitative Research Methods and Analytical Techniques

##### Hours of transaction: 15

Sampling Methods: Probability and Non-Probability Techniques; Questionnaire Design, Scaling Techniques, Reliability and Validity; Descriptive and Inferential Statistics: t-Test, ANOVA, Chi-Square, and Correlation; Regression Analysis: Multiple, Logistic, and Stepwise; Multivariate Analysis: Factor, Cluster, Discriminant, and MANOVA; Advanced Modelling: Structural Equation Modelling (SEM), Confirmatory Factor Analysis (CFA); Software Tools: SPSS, R, Excel, AMOS / SmartPLS

### **Module III: Qualitative and Mixed-Methods Research**

#### **Hours of transaction: 10**

- Nature and Scope of Qualitative Research in Management; Qualitative Research Designs: Case Study, Ethnography, Phenomenology, Narrative Inquiry, and Grounded Theory; Data Collection Techniques: In-depth Interviews, Focus Group Discussions (FGDs), Observations, Field Notes, and Document Analysis; Data Coding and Interpretation: Thematic Analysis, Content Analysis, and Narrative Analysis; Tools for Qualitative Data Analysis: NVivo, ATLAS.ti, Manual Coding; Mixed Methods Research: Triangulation, Convergent and Sequential Designs; Ensuring Rigor in Qualitative Research: Trustworthiness, Credibility, Dependability, and Transferability; Applications of Qualitative Research in Indian Business Context (e.g., Organizational Culture, Leadership, Consumer Behavior, CSR Studies)

### **Module IV: Research Reporting, Ethics, and Dissemination**

#### **Hours of transaction: 15**

Data Visualization and Interpretation – Tables, Charts, Infographics, and Dashboards; Report Writing: Structure of a Research Paper and Dissertation, Academic Writing Style and Plagiarism Avoidance; Referencing Styles: APA, MLA, IEEE, and Chicago; Use of Reference Management Tools: Mendeley, Zotero, EndNote; Research Dissemination: Conferences, Journal Publication Process, and Peer Review; Preparing the Dissertation: Proposal and Chapterization;

Ethical Dimensions of Research: Academic Integrity and Plagiarism Avoidance; Data Privacy, Confidentiality, and Informed Consent; Responsible Data Management and Authorship Ethics; Ethical Review Board / Institutional Ethics Committee Procedures; Handling Conflicts of Interest and Research Misconduct

### **Module V: Teacher Specific Module**

#### **Hours of transaction: 10**

The teacher will decide the area of content, transaction and evaluation.

### **Core Compulsory Readings**

1. Cooper, D. R., & Schindler, P. S. (2021). *Business Research Methods*. McGraw-Hill Education.
2. Uma Sekaran & Roger Bougie. (2020). *Research Methods for Business: A Skill-Building Approach*. Wiley India.
3. Kothari, C. R. & Garg, Gaurav. (2019). *Research Methodology: Methods and Techniques*. New Age International.
4. Hair, J. F., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Pearson.

## **Core Suggested Readings**

1. Saunders, M., Lewis, P., & Thornhill, A. *Research Methods for Business Students*. Pearson Education.
2. Creswell, J. W. & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.
3. Bryman, A. & Bell, E. *Business Research Methods*. Oxford University Press.
4. Silverman, D. *Interpreting Qualitative Data*. Sage Publications.
5. Resnik, D. B. (2018). *The Ethics of Science: An Introduction*. Routledge.

## SEMESTER X

### KU10RPHMBA501: DISSERTATION

Semester	Course Type	Course Code	Credits	Total Hours
X	RPH	KU10RPHMBA501	16	480

Learning Approach (Total Hours)			Marks Distribution			Duration of ESE (Hours)
L	T	P (Dissertation Related Work)	CCA	ESE	Total	
0	0	480	50	50	100	NA

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

A dissertation is a long-form piece of academic writing based on original research conducted by the student. Hence, this course aims to provide students with the opportunity to apply the knowledge and skills acquired in their courses to a specific problem. This allows students to extend their academic experience into areas of interest and work with new ideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals. This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business Administration. It provides hands-on experience in carrying out research work on interdisciplinary topics, including management, economics, etc., and the process for publishing original work.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Equip themselves with tools for data collection and analysis	A, E
CO2	Understand research in-depth and acquire knowledge to undertake a research project	E, C, S

	independently.	
<b>CO3</b>	Build a strong foundation for future research work systematically by applying notions of Research Methodology.	E, C, S
<b>CO4</b>	Gain ability to apply knowledge of Business Administration to research in real-world issues	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### **Dissertation Process:**

The dissertation shall be done on any problem-oriented topic of interest for the student or in any organization of choice. This dissertation is expected to engage the student for a minimum of 480 hours and is expected to be undertaken during semester IX and X. The dissertation shall be done under the supervision of a faculty supervisor who has been allotted by the Department Council. The dissertation report will be evaluated in X semester and has to be submitted on the date notified by the department. The guidelines and schedule for the dissertation will be issued by the Department Council and should be strictly followed by the student.

### **Dissertation Evaluation:**

The evaluation of the dissertation will consist of both Continuous Comprehensive Assessment (CCA) and End Semester Evaluation (ESE). The CCA will be conducted by the faculty supervisor based on the performance of the student during the dissertation. The ESE will be conducted by a board consisting of at least two external experts and will comprise of Viva Voce (40 marks) and dissertation report evaluation (10 marks).

## DISCIPLINE-SPECIFIC ELECTIVES (DSE)

### 1. MARKETING

<b>MARKETING (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
V	KU05DSEMBA301	CONSUMER BEHAVIOUR
VII	KU07DSEMBA401	SALES MANAGEMENT
VII	KU07DSEMBA402	RETAIL MARKETING
VIII	KU08DSEMBA401	MARKETING OF SERVICES
VIII	KU08DSEMBA402	DIGITAL MARKETING
VIII	KU08DSEMBA403	INTERNATIONAL MARKETING
IX	KU09DSEMBA501	RURAL MARKETING
IX	KU09DSEMBA502	INTEGRATED MARKETING COMMUNICATION

#### **KU05DSEMBA301: CONSUMER BEHAVIOUR**

<b>Semester</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Credits</b>	<b>Total Hours</b>
III	DSE	KU05DSEMBA301	4	60

<b>Learning Approach (Hours/Week)</b>			<b>Marks Distribution</b>			<b>Duration of ESE (Hours)</b>
<b>L</b>	<b>T</b>	<b>P</b>	<b>CE</b>	<b>ESE</b>	<b>Total</b>	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,  
 CE = Continuous Evaluation & ESE = End Semester Evaluation

#### **Course Description**

A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Develop a better understanding of concepts and models of consumer behavior.	R, U, An, E
CO2	It can provide insights for the consumer purchase decision process	R, U, A, An, E
CO3	Appreciate relevance of various consumer decision models.	R, U, An, E, C
CO4	Able to create appropriate marketing strategies for different segments of consumers	R, U, An, E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√		√		
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

### Course Contents

#### Module I: Understanding Consumer Behavior ( 12hours)

Introduction to Consumer Behavior; - Consumer Behavior and the Marketing Concepts - Value and the Consumer Behavior Framework - Online Consumer Behavior - Organizational Buying Behavior - Consumerism

#### Module II: External Influences on Consumer Behavior ( 14hours)

Lifestyles and Psychographics on Buying Behavior - Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior - Influence of Culture on Consumer Behavior

#### Module III: Internal Influences on Consumer Behavior ( 14 hours)

Perception - Consumer Learning, Memory and Involvement - Dynamics of Consumer Motivation - Consumer Personality - Consumer Attitudes and Attitude Change.

#### Module IV: Consumer Decision Making (14hours)

Concept of Consumer Decision - Situational Influence on Consumer's Decision - Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior - Different Models of Consumer Decision Making.

### **Module V: Cases in Consumer Behavior ( 6 hours)**

Analyze various cases related to motivation, personality, attitude, buying behavior etc. .

#### **Core Compulsory Readings**

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited

#### **Core Suggested Readings**

1. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited. Model curriculum for UG Degree in
2. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
3. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
4. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

### **KU07DSEMBA401: SALES MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA401	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

#### **Course Description**

To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understanding the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship.	R, U, An, E
CO2	Understanding the key areas related to the organization, selection, and development of effective sales force.	R, U, A, An, E
CO3	Understanding practical issues related to sales force through various cases	R, U, An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√	√	√	
CO2	√	√	√	√	√	
CO3	√	√	√	√	√	

#### Course Contents

##### Module I:: Introduction to Sales Management ( 12hours)

Meaning, nature, and importance of sales management in modern businesses - roles and responsibilities of sales manager - personal selling and salesmanship - selling process.

##### Module II: Organization of Sales Force ( 14hours)

Recruiting sales personnel – Planning - Sources, selecting sales personnel - Executing and evaluating sales training programs - Sales information system & planning - Sales skills.

##### Module III: Directing Sales Force Operations ( 14 hours)

Motivating sales personnel - Designing and administering compensation plans for the sales force – Financial and non-financial compensation methods - Sales meetings and sales contests - Sales quotas, and sales territories.

##### Module IV: Consumer Decision Making (14hours)

The sales budget - Analysis of sales volume & profitability - Evaluating salesperson's performance - Selling agents for internet trading.

##### Module V: Cases in Consumer Behavior ( 6 hours)

Analyze various cases in sales management.

#### Core Compulsory Readings

1. Jobber, D., Lancaster, G. *Selling and Sales Management*. Pearson Education.

*Kannur University-Five Year Integrated Masters Programme in Business Administration (KU-FYIMP- MBA)*  
*- Department of Management Studies – Syllabus 2025*

2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press

### Core Suggested Readings

5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI

## KU07DSEMBA402: RETAIL MARKETING

Semester	Course Type	Course Code		Credits	Total Hours	
VII	DSE	KU07DSEMBA402		4	60	
Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

### Course Description

The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Develop a better understanding of concepts of Rural Marketing	R, U, An, E
CO2	It can provide insights into retail stores, location planning and merchandising	R, U , A, An, E
CO3	Appreciate relevance of retailing pricing and its strategies.	R, U, An , E, C
CO4	Able to understand and appreciate latest trends and technology in retailing.	R, U, An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		√
CO2	√	√		√		√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

#### Course Contents

##### Module I: Introduction to Retailing ( 12hours)

Definition, Characteristics - Theories of Retailing - Emerging trends in retailing - Evolution of retailing in India - Factors behind the change of Indian retail industry - Retail Formats - Retail institutions by ownership - Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing - Retail consumers.

##### Module II: Retail Marketing Mix ( 14hours)

Advertising & Sales Promotion - Store Positioning - Retail Merchandising - Buying Organization Formats and Processes - Devising Merchandise Plans, Shrinkage in retail merchandise management - Mark-up & Markdown in merchandise management - Merchandise Pricing - Concept of Merchandise Pricing, Pricing Objectives - External factors affecting a retail price strategy - Pricing Strategies - Types of Pricing - Retail People Strategy.

##### Module III: Retail Finance strategy ( 14 hours)

Retail Location Strategy- Choosing a Store Location - Trading-Area analysis - Characteristics of trading areas - Site selection - Types of locations - Location and site evaluation: theories and application - Store Planning - Design & Layout - Introduction to Visual merchandising - Retail Image Mix - Effective retail space management - Floor space management.

##### Module IV: Merchandising Strategy (14hours)

Buying and Merchandising strategy - Service Strategy - Customer Relationship and Customer experience - IT in retailing; E-tailing - Quick commerce.

##### Module V: Cases in Consumer Behavior ( 6 hours)

Analyze various cases in Retail Management.

#### Core Compulsory Readings

1. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education
2. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education,

3. Retail Management by C. Bajaj, R. Tuli, and N.V. Shrivastava (Oxford University Press)
4. Managing Retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal (Oxford University Press)

### Core Suggested Readings

1. Retail Product Management: Buying and Merchandising by Rosemary Varley\*
2. Fundamentals of Retailing by K.V.S. Madaan (Tata McGraw Hill)

## KU08DSEMBA401: MARKETING OF SERVICES

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA401	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,  
 CE = Continuous Evaluation & ESE= End Semester Evaluation

### Course Description

The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the Concept of Services and intangible products	R, U, An, E
CO2	Discuss the relevance of the services Industry to Industry	R, U , A, An, E
CO3	Examine the characteristics of the services industry.	R, U, An , E, C
CO4	Analyse the role and relevance of Quality in Services and Visualize future changes in the Services Industry	R, U, An, E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		√
CO2	√	√		√		√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

## Course Contents

### Module I: Understanding Services ( 12hours)

Service Consumers and Managing Services Quality Difference between goods and services marketing - Challenges of Services Marketing - Role of internal and interactive marketing in services - Services Marketing Myopia - Expanded Services Marketing mix - Levels of service expectations - Factors influencing Consumers' perception of service - Different types of Service Quality - Determinants of Service Quality - Gap Model of Service Quality - Servqual instrument to measure service quality - Service quality research.

### Module II: Service as Product ( 14hours)

Service Delivery Process and Service Pricing - Distinction between core, facilitating, and support services - Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery - Service blueprinting and its benefits - Customer Service standards - Strategies to manage fluctuations of demand in the creation and delivery of services - Service delivery intermediaries - Setting up Service prices- costs - perceived value and competition - Revenue Management in specific service industries - Pricing concepts- price bundling - captive pricing, two-part pricing - loss-leadership pricing and result-based pricing - Price competition challenges.

### Module III: Service Communication ( 14 hours)

Branding - Physical Evidence in Service Challenges in designing communication programme for services - Service communication problems - Strategies for matching service promises with delivery - Services advertising - Role of promotion in marketing of services – Servicespace - the roles played by the servicespace, and its effects - Environmental dimensions of servicespace - High-contact and Low-contact - Approaches for understanding servicespace effects.

### Module IV: Service Failures (14hours)

Recovery Strategies - Managing People and Customer Relationships Service failures - strategies and tactics of service recovery in the event of a service failure - service guarantee and its role in promoting and achieving service quality - customer feedback system - human resource strategies for customer oriented service delivery - internal marketing in delivering the promise made to customers (through external marketing) - interactive marketing (managing the moments of truth) - guideline for people in service organizations - service oriented organizational structure - customer loyalty - customer lifetime value - customer equity - framework for building customer loyalty.

### Module V: Cases in Consumer Behavior ( 6 hours)

Analyze various causes related to Services Marketing.

### **Core Compulsory Readings**

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023

### **Core Suggested Readings**

1. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023
2. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017

## **KU08DSEMBA402: DIGITAL MARKETING**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA402	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

### **Course Description**

Digital Marketing (DM) focuses on the subdomain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication & distribution, search engines, social media, and mobile commerce. While the principles from the Marketing Management (MM) course form the bedrock, this course emphasizes how related concepts, frameworks, and strategies should be reimagined to tap into the power of the Internet and associated e-commerce platforms.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
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<b>CO1</b>	Develop a foundational understanding of how Digital Marketing	R, U, An, E
<b>CO2</b>	Be able to develop or critique the business models of firms that are engaged in digital marketing.	R, U , A, An, E
<b>CO3</b>	Applying skills and capabilities to address DM problems in the real world	R, U, An , E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>
<b>CO1</b>	√	√		√		√
<b>CO2</b>	√	√		√		√
<b>CO3</b>	√	√	√	√	√	√

#### Course Contents

##### **Module I:: Introduction to Digital Marketing ( 12hours)**

Evolution of Digital Marketing - Traditional Marketing vs. Digital Marketing - Digital Marketing Framework - Digital Marketing Business Models - Digital Consumers - Consumer Behavior on Digital Channels - Managing Consumer Demand - Digital Decision Journey - POEM Framework.

##### **Module II: Digital Marketing Strategy Development ( 14hours)**

Digital Marketing Assessment Phase - Elements, Digital Marketing Internal Assessment - Objective Planning - Digital Marketing Strategy – Groundwork - Digital Marketing Mix - Skills in Digital Marketing.

##### **Module III: Digital Marketing Planning ( 14 hours)**

Digital Marketing Communication and Channel Mix – Display - Search Engine - Social Media – Facebook - LinkedIn Advertising, etc. - Designing the Communication Mix - Digital Marketing Campaign Management - Content Management - Web Design - Optimization of Websites - Web Analytics - Search Engine Optimization - Data Interpretation in Marketing Decision.

##### **Module IV: Digital Marketing Execution Elements (14hours)**

Digital Marketing Execution Elements - Managing Digital Marketing Revenue - Managing Service Delivery and Payment - Role of Artificial Intelligence - Virtual Reality & Augmented Reality in Digital Marketing - Managing Digital Implementation Challenges - Digital Ethics – Data Privacy and Ethical Marketing.

##### **Module V: Cases in Consumer Behavior ( 6 hours)**

Analyze various cases in Digital Marketing.

### **Core Compulsory Readings**

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.

### **Core Suggested Readings**

1. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
2. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers. References Teaching Learning Process: Lectures, Presentations, Role plays, Case studies,

## **KU08DSEMBA403: INTERNATIONAL MARKETING**

Semester	Course Type	Course Code	Credits	Total Hours	
VIII	DSE	KU08DSEMBA403	4	60	
Learning Approach (Hours/Week)			Marks Distribution		
L	T	P	CE	ESE	Total
3	1	0	50	50	100
					2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

### **Course Description**

A World trade has risen 45 times between 1948 when GATT (General Agreement on Tariffs and Trade) came into being and 2022 under the WTO's (World Trade Organization) oversight. The volume of international trade stood at \$25 Trillion in 2022 (WTO). India's share is about 2%, with considerable opportunity for further growth. Against this macroeconomic backdrop, International Marketing (IM) takes a microeconomic perspective and focuses on helping firms serve customers globally. Successful IM practices must recognize complex sociological, economic, regulatory, and political challenges and opportunities. While the principles from the Marketing Management (MM) course provide the foundation, this course will emphasize how related concepts, frameworks, and strategies should be reimagined to tap into the tastes, aspirations, and resources of seven billion customers worldwide. The course will be taught via lectures, case discussions, and short projects/simulations. Completion of this course should enable the students to develop a foundational understanding of how IM is anchored in classic MM and yet differs from it. Be able to perform PEST – Political, Economic, Social, and Technological – analysis of international markets at the level of countries, regions (e.g., Latin America), and economic blocs (e.g., European Union). Develop and apply templates for understanding customers' needs and wants, and finding ways to appeal to those customers. Be able to contrast the opportunities for products vs. services, technological offerings vs. consumer non-durables, branded products vs. commodities. In all of the above, appreciate similarities to and differences from the Indian context.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Assess international markets in ways that appeal to specific firms. These include recognizing heterogeneities with each country, aspirations of consumers and the constraints they face, the extent of regulation and competition, and similarities/contrasts relative to the Indian environment	R, U, An, E
CO2	Analyse the impact of PEST factors on IM strategy formulation. Here examine what types of alliances or partnerships with local firms can balance control and return.	R, U , A, An, E
CO3	Determine when to use different new product entry, pricing, promotion, and distributional strategies.	R, U, An , E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√	√	√
CO2	√	√		√		
CO3	√	√	√	√	√	√

#### Course Contents

##### Module I: Introduction to International Marketing ( 12hours)

An Overview Scope and Challenges in International Marketing- International Marketplace - Macroeconomic & Microeconomic concepts - Social, Cultural, Legal, Political, and Ethical Considerations - Economic Groupings - Role of governance mechanisms, especially the WTO, World Bank and International Monetary Fund (IMF) - Indian International Marketing Policies and Institutions.

##### Module II: International Market Entry and Development ( 14hours)

Strategic Planning – Assessing Global Market- International Market Research - Global Market Entry Strategies – Export/Import - International Intermediaries – EMC, Trading Companies - Licensing, Franchising – FDI - Local presence – Inter firm co-operation - MNCs and Globalisation - Mergers and Acquisitions.

##### Module III: Product Adaption and Pricing Strategies International Market ( 14 hours)

Product Standardization and Adaption - Product Constituents and Content - Brands in the International Market - Quality, Packaging and Labelling - Marketing Consumer Services Globally - Price Dynamics in the International Market - Global Pricing Methods & Strategies for International Markets.

**Module IV: Promotion and Distribution Strategies for International Marketing (14hours)**

International Advertising - Global Sales Promotion Strategies - Legal Constraints - Media Channels for International Advertising - Designing the Sales Force Management for the International Market - Factors Affecting the Choice of Distribution Channels - Channel Management and Structure.

**Module V: Cases in Consumer Behavior ( 6 hours)**

Analyze various cases in International Marketing.

**Core Compulsory Readings**

1. Kotabe, Masaaki and Kristiaan Helsen, Global Marketing Management. New York, NY: John Wiley.
2. Bansal, Garima, International Marketing. Daryaganj, Delhi: Mahavir Books.
3. Gillespie, Kate and K. Scott Swan, Global Marketing. New York, NY: Taylor Francis.

**Core Suggested Readings**

4. Alon, Ilan, Eugene Jaffe, Christian Pranje, and Donata Vianelli, Global Marketing: Strategy, Practice and Cases. New York, NY: Routledge.
5. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing – Indian Edition. McGraw Hill Education – New Delhi

**KU09DSEMBA501: RURAL MARKETING**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA501	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

## Course Description

The objective of the course is to familiarize the participants with the conceptual understanding of Rural Marketing practices in the Indian context. How the marketing strategies will be different from urban marketing to rural marketing.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Acquaint the students with the appropriate concepts of rural marketing.	R, U, An, E
CO2	Develop an understanding of rural vs urban consumers & markets.	R, U, A, An, E
CO3	It will provide insights for understanding challenges and opportunities for rural markets and strategies relevant to rural consumers	R, U, An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√	√	
CO2	√	√		√		√
CO3	√	√	√	√	√	√

## Course Contents

### Module I: Introduction to Rural Marketing ( 12hours)

Rural Marketing Concept & Scope - Attractiveness & Challenges of Rural Markets - Rural vs. Urban Markets - Rural Marketing Environment - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Rural Vs Urban Marketing.

### Module II: Rural Consumers Dimensions ( 14hours)

Rural Consumer Behavior - Buying Decision Process - Marketing Mix for Rural Marketing - Researching Rural Market-Research approach - Rural Marketing Information System - Rural marketing Regulation and Institutional Support.

### Module III: Rural Marketing Mix ( 14 hours)

Market Segmentation - Positioning Strategies for Rural Market - Strategies for New Product Planning & Development for Rural Markets - Product Mix - Pricing Strategies for Rural Markets - Pricing Policies - Innovation in Pricing of the Products

**Module IV: Challenges in Rural Communication (14hours)**

Advertising and Sales Promotion for Rural Markets - Rural Media - Branding in Rural Markets - Issues in Rural Distribution Channels - Tapping the Rural Markets - Rural Retailing - Haats/Shandies - Vans & Mobile Stores - Innovation in Rural Distribution Systems. .

**Module V: Cases in Consumer Behavior ( 6 hours)**

Analyze various cases in Rural Marketing. .

**Core Compulsory Readings**

1. . Kashyap, P. &Raut, S. Rural Marketing, Biztantra
2. T.P. Gopal Swamy. Rural Marketing. Vikas Publishing House
3. Dogra, B. &Ghuman, K. Rural Marketing, TMH
4. Velayudhan, S. K. Rural Marketing. SAGE Publication
5. Mathur, U.C. Rural Marketing, Excel Books,

**Core Suggested Readings**

1. Krishnamacharyulu, C G. and Ramakrishnan, L. Rural Marketing. Pearson Education
2. Rahman, Habeeb Ur. Rural Marketing. HPH,
3. Singh, Sukhpal. Rural Marketing, Vikas Publishers
4. Kamat, Minouti &Krishnamoorthy, R. Rural Marketing, HPH, Agricultural

**KU09DSEMPA502: INTEGRATED MARKETING COMMUNICATION**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSC	KU09DSEMPA502	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE= End Semester Evaluation

## Course Description

The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Apply the key terms, definitions, and concepts used in integrated marketing communications.	R, U, An, E
CO2	Examine how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.	R, U , A, An, E
CO3	Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan.	R, U, An , E, C
CO4	Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.	R, U, An, E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		√
CO2	√	√		√		√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

## Course Contents

### Module I: Introduction to Integrated Marketing Communication (IMC) ( 12hours)

Evolution of Integrated Marketing Communication - Role of IMC in creating brand identity - Promotional Mix - Tools for IMC - Partners and industry organizations - Brands and stakeholder relationships - Customer brand decision making;

### Module II: Planning for Marketing Communication ( 14hours)

IMC planning - Data-driven communication - Creating, sending, and receiving brand messages - Message strategy - IMC media planning - Setting communication objective - establishing MARCOM

Objectives for Promotional Programmes - Hierarchy of effects model – DAGMAR - MARCOM budgeting and methods of budgeting

**Module III: Developing the Integrated Marketing Communication Programme (14 hours)**

Consumer sales promotion - Trade sales promotions and co-marketing - Personal selling - Public relations and brand publicity - Direct marketing and customer service - Product placements – Events - sponsorship and packaging - social media marketing.

**Module IV: Evaluation of Promotional Programme (14hours)**

Meaning and importance of measuring communication effectiveness - The testing process - measuring the effectiveness of other promotional tools and IMC - Concept of pre-testing - concurrent testing – Post-testing

**Module V: Cases in Consumer Behavior ( 6 hours)**

Analyze various cases in IMC

**Core Compulsory Readings**

1. Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
2. Integrated Marketing Communications: A South Asian Perspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India
3. Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
4. Advertising Management; by Aaker, Batra and Myers; Prentice-Hall. Percy, L. (2014). Strategic integrated marketing communications. Routledge.

**Core Suggested Readings**

1. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
2. Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press
3. Barry, P. (2008).The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson

4. Chitty, Luck, Valos, Barker and Shimp (2015), Integrated Marketing Communications, Cengage Learning, 4th Edition (ISBN 9780170254304).
5. Dewhirst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, *Tobacco Control*, 11, 146-150
6. Duncan, T., and Ouwersloot, H. (2008), Integrated Marketing Communications. European ed. New York: McGraw-Hill,
7. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, *Canadian Journal of Communication*, 34(2), 189-204.
8. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, *Journal of Marketing Communications*, 15 (2- 3), 139-155
9. Pricken, M. (2008). Creative Advertising: Ideas and Techniques from The World's Best Campaigns (2nd Edition), Thames And Hudson
10. Terence A. Shimp, *Advertising & Promotion: An IMC approach*, Cengage.

## HUMAN RESOURCE

<b>HUMAN RESOURCE (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
V	KU05DSEMBA311	MANAGING GROUP PROCESSES
VII	KU07DSEMBA411	LEADERSHIP FOR MANAGERIAL PERFORMANCE
VII	KU07DSEMBA412	TRAINING AND DEVELOPMENT
VIII	KU08DSEMBA411	COUNSELING SKILLS FOR MANAGERS
VIII	KU08DSEMBA412	INDUSTRIAL RELATIONS
VIII	KU08DSEMBA413	STRATEGIC HUMAN RESOURCE MANAGEMENT
VIII	KU08DSEMBA414	ORGANIZATION DEVELOPMENT
IX	KU09DSEMBA511	TALENT MANAGEMENT
IX	KU09DSEMBA512	CONFLICT MANAGEMENT

### **KU05DSEMBA311: MANAGING GROUP PROCESSES**

Semester	Course Type	Course Code	Credits	Total Hours
V	DSE	KU05DSEMBA311	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

The course aims to develop students' understanding of how groups function within organizations and equip them with the knowledge and skills required to work effectively in group settings. Through conceptual learning and practical insights, the students will gain competence in managing group interactions and contributing to collaborative outcomes.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and explain the features, types, and properties of groups, as well as describe the influence of roles, norms, status, cohesiveness, and diversity on group behavior.	R, U
CO2	Demonstrate an understanding of the stages of group development and apply appropriate group	U, A

	decision-making techniques to improve group effectiveness.	
CO3	Apply concepts of team structures, composition, and process variables, as well as analyze strategies for creating and managing effective teams in varied organizational contexts.	A, An
CO4	Analyze the impact of power dynamics, leadership effectiveness, and conflict on group performance, evaluate strategies to enhance group cohesion as well as create approaches for improving decision-making outcomes.	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓		✓	✓		
CO2	✓		✓			
CO3	✓	✓	✓	✓		✓
CO4	✓	✓	✓	✓	✓	✓

## Course Contents

## Module I: Groups in Organizations

**Hours of transaction: 14**

Characteristics of Groups - Types of Groups - Group Properties - Roles in Groups - Zimbardo's Prison Experiment - Group Norms - Conformity - Deviant Workplace Behaviour - Status - Group Size - Group Cohesiveness - Group Diversity.

## Module II: Group Development and Decision-Making

**Hours of transaction: 12**

Stages of Group Development - The Five-Stage Model - The Punctuated Equilibrium Model - Groupthink - Groupshift or Group Polarization - Group Decision Making Techniques - Evaluating Group Effectiveness - Intergroup Relations.

### Module III: Work Teams

Hours of transaction: 12

Concept of Teams - Types of Teams - Creating Effective Teams through the Team Effectiveness Model - Contextual Influences - Composition of Teams - Process Variables - Turning Individuals into Team Players.

**Module IV: Issues in Groups****Hours of transaction: 12**

Power Processes - Sources of Group Influence - Leader Effectiveness - Group Process Losses - Group Process Gains - Functional Perspectives regarding groups and decisions - Roots of Conflicts - Resolving Conflicts.

**Module V: Teacher Specific Module****Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Brown, R. Group Processes: Dynamics within and between groups. John Wiley & Sons.
2. Corey, M. S., & Corey, G. Groups: Process and Practice. Brooks/Cole Cengage Learning.
3. Forsyth, D.R. Group Dynamics. Wadsworth Cengage Learning.
4. Levi, D. Group Dynamics for Teams. SAGE Publications Limited.
5. Sahu, R.K. Group Dynamics and Team Building. Excel Books.

**Core Suggested Readings**

1. Gottlieb, M. R. Managing group process: A practical guide for managers. Praeger.
2. Stewart, G. L., Manz, C. C., Sims, H. P., & Brown, K. G. Team Work and Group Dynamics. John Wiley & Sons.
3. Wheelan, S. A. Group processes: A developmental perspective. Allyn & Bacon.

**KU07DSEMBA411: LEADERSHIP FOR MANAGERIAL PERFORMANCE**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA411	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course explores leadership from foundational concepts to advanced theories and ethical dimensions. It examines trait, skills, behavioral, situational, and psychodynamic approaches, alongside contemporary models such as transformational, transactional, servant, and authentic

leadership. By integrating theory with practice, the students will develop the ability to analyse, apply, and evaluate leadership effectiveness in diverse organizational and global contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and explain the fundamental concepts, perspectives, and distinctions in leadership including traits, processes, power, and management.	R, U
CO2	Understand and apply major leadership theories to practical organizational situations, identifying their relevance and limitations.	U, A
CO3	Apply and analyze contemporary leadership models in addressing diverse organizational challenges.	A, An
CO4	Analyze and evaluate cultural and ethical dimensions of leadership as well as create strategies grounded in ethical principles and global perspectives to enhance responsible leadership practice.	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√			√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

### Course Contents

#### **Module I: Introduction to Leadership** **Hours of transaction: 12**

Various views of Leadership - Conceptualizing Leadership - Trait versus Process Leadership - Assigned versus Emergent Leadership - Leadership and Power- Leadership and Coercion - Leadership and Management.

#### **Module II: Various Approaches to Leadership** **Hours of transaction: 14**

Trait Approach - Skills Approach - Behavioral Approach - Situational Approach - Psychodynamic Approach.

#### **Module III: Various Theories of Leadership** **Hours of transaction: 14**

Path-Goal Theory - Leader-Member Exchange Theory - Transactional leadership -

Transformational leadership - Servant leadership - Authentic leadership - Gender and Leadership.

**Module IV: Culture and Leadership Ethics** **Hours of transaction: 10**

Leadership Behaviour and Dimensions of Culture - Universally Desirable and Undesirable Leadership Attributes - Leadership Ethics - Principles of Ethical Leadership - Heifetz's perspective on Ethical Leadership - Burn's perspective on Ethical Leadership.

**Module V: Teacher Specific Module** **Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Burns, J.M. Leadership. Harper and Row.
2. Cabane, O. F. The Charisma Myth: How Anyone Can Master the Art and Science of Personal Magnetism. Portfolio.
3. Northouse, P. G. Leadership: Theory and Practice. SAGE Publications Limited.
4. Rost, J.C. Leadership for the Twenty-First Century. Praeger.
5. Schein, E. H. Organizational Culture and Leadership. John Wiley & Sons.

**Core Suggested Readings**

1. Galloway, L. Leadership: Perspectives from Practice. SAGE Publications Limited.
2. Matkin, G. S., Headrick, J., & Sunderman, H. M. Developing Human Potential: A Personal Approach to Leadership. University of Nebraska Pressbooks.
3. Pierce, J. L., & Newstrom, J. W. Leaders and the Leadership Process. McGraw-Hill Education.

**KU07DSEMBA412: TRAINING AND DEVELOPMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA412	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

## Course Description

The course offers a comprehensive understanding of training and development in organizations. It explores the foundations of learning, strategic processes, needs assessment, program design, instructional methods, and evaluation. The focus is on aligning training with organizational objectives, strengthening professional competencies, applying innovative methodologies, and preparing for future challenges such as sustainability, technological integration, and knowledge management in dynamic contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the concepts of training, development, learning, and the strategic role of a learning organization, including the competencies required of training professionals.	R, U
CO2	Apply training needs assessment methods and analyze organizational, task, and individual factors to design effective training programs.	A, An
CO3	Evaluate the effectiveness of various training methods and create innovative training interventions by synthesizing appropriate instructional techniques, simulations, and evaluation designs.	E, C, S
CO4	Analyze management development approaches and evaluate future trends in training, including sustainability, technology, and performance support, while creating strategies for organizational learning.	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2		√	√			
CO3		√	√	√		√
CO4	√	√		√	√	√

## Course Contents

### Module I: Introduction to Training and Development Hours of transaction: 12

Training, Development and Learning - Features of a Learning Organization - Strategic Training and Development Process - Organizational Factors influencing Training - Models of organizing Training Department - Roles and Competencies of Training Professionals.

**Module II: Training Needs Assessment and Design** **Hours of transaction: 12**

Importance - Scope - Methods of Training Need Assessment - Training Needs Assessment process - Organizational Analysis - Person Analysis - Task Analysis - Designing effective Training Programs.

**Module III: Training Methods and Evaluation** **Hours of transaction: 14**

Lecture - Audiovisual techniques - On the Job (OJT) training - Self-directed Learning - Apprenticeship - Simulations - Case studies - Business Games - Role plays - Adventure Learning - Team Learning - Action Learning - Evaluation process - Types of Evaluation designs.

**Module IV: Management Development and Future Trends** **Hours of transaction: 12**

Need - Development Planning Systems - Approaches to development - Future Trends - Training for Sustainability - Increased Use of New Technologies, Just-in-time Learning and Performance Support - Increased Emphasis on Speed in design, Content, Multiple delivery methods, Capturing and Sharing Intellectual Capital.

**Module V: Teacher Specific Module** **Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Agochiya, D. Every Trainer's Handbook. SAGE Publications Limited.
2. Biech, E. ASTD Handbook: The Definitive Reference for Training and Development. ASTD Press.
3. Bray, T. The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes. Kogan Page.
4. Lynton, R., & Pareek, U. Training for Development. SAGE Publications Limited.
5. Noe, R. A. Employee Training and Development. McGraw-Hill Education Private Limited.

**Core Suggested Readings**

1. Bhattacharyya, D. K. Training and Development: Theories and Applications. SAGE Publications India Private Limited.
2. Goldstein, I. L., & Ford, J. K. Training in organizations: Needs assessment, development, and evaluation. Wadsworth.
3. Saks, A. M., & Haccoun, R. R. Managing performance through training and development. Cengage Learning India Private Limited.

## **KU08DSEMBA411: COUNSELING SKILLS FOR MANAGERS**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA411	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

This course provides an in-depth foundation in counseling by examining its evolution, nature, and goals, while distinguishing it from psychotherapy and guidance. It introduces major counseling approaches, processes, and essential counselor skills, along with key procedures. Furthermore, the course addresses techniques for behavior modification and their application within organizational contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and understand the evolution, nature, goals, and types of counseling, along with the essential conditions, qualities, and skills of an effective counselor.	R, U
CO2	Apply and analyze major counseling approaches as well as systematically use the counseling process to build relationships, identify problems, set actionable goals, and plan follow-up interventions.	A, An, E
CO3	Analyze counseling environments, intake, and referral procedures, evaluate ethical dilemmas as well as create effective managerial action strategies.	An, E, C
CO4	Evaluate and create counseling techniques and behavioral change strategies, as well as synthesize them into organizational applications such as change management, conflict resolution, equal opportunities, and performance counseling.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### **Mapping of Course Outcomes to PSOs**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√			
CO3		√	√	√	√	
CO4			√	√		√

## Course Contents

**Module I: Introduction to Counseling** **Hours of transaction: 12**

Evolution of Counseling - Nature of Counseling - Counseling and Psychotherapy - Counseling and Guidance - Five Major Goals of Counseling - Core Conditions of Counseling - Qualities and Skills of a Counselor - Types of Counseling.

**Module II: Approaches and Process of Counseling** **Hours of transaction: 14**

Psychoanalytic Approach - Behaviouristic Approach - Person-centred Approach - Counseling Process - Developing the Relationship - Defining the Problems - Determining Goals - Deciding the Plan of Action - Doing the Follow-up.

**Module III: Counseling Procedures** **Hours of transaction: 12**

The Counseling Environment - Intake procedures - Initial Interview - Referral Procedures - Guidelines for Effective Counseling - Action Strategies - Dilemmas of a Manager Counselor.

**Module IV: Changing Behaviours and Application** **Hours of transaction: 12**

Principles - Techniques - Rational Emotive Behaviour Therapy - Organizational Applications of Counseling - Change Management - Downsizing - Equal Opportunities - Conflict Resolution - The Learning Organization - Career Counseling - Performance Counseling.

**Module V: Teacher Specific Module** **Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

### Core Compulsory Readings

1. Carroll, M. *Workplace Counselling: A Systematic Approach to Employee Care*. SAGE Publications Limited.
2. Cole, A. *Counselling in the Workplace*. Open University Press.
3. Kottler, J.A., & Shepard, D. S. *Counseling Theories and Practices*. Cengage Learning India Private Limited.
4. Nelson-Jones, R. *Theory and practice of counselling and therapy*. SAGE Publications Limited.
5. Singh, K. *Counselling Skills for Managers*. PHI Learning Private Limited.

### Core Suggested Readings

1. Feldman, R.S. Understanding Psychology. McGraw-Hill Education (India) Private Limited.
2. Kottler, J. A., & Montgomery, M. J. Theories of counseling and therapy: An experiential approach. Pearson Higher Education.
3. Thomas, J. C., & Hersen, M. Handbook of mental health in the workplace. SAGE Publications Limited.

### KU08DSEMBA412: INDUSTRIAL RELATIONS

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA412	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The course offers a comprehensive exploration of industrial relations, focusing on its concepts, objectives, scope, and approaches. It examines the role of trade unions, causes and consequences of industrial disputes, and strategies for their prevention. The course also covers collective bargaining, grievance handling, and employee engagement, along with dispute settlement mechanisms and the evolving future of industrial relations in India.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and understand the concept, objectives, scope, importance, and approaches of Industrial Relations.	R, U
CO2	Apply and analyze the functions and challenges of trade unions and evaluate the causes, consequences, and legal provisions of industrial disputes.	A, An, E
CO3	Analyze, evaluate, and create effective strategies for preventing industrial disputes through collective bargaining, grievance handling, discipline, and employee engagement.	An, E, C

CO4	<p>Evaluate dispute settlement mechanisms, create effective solutions, and synthesize insights to predict the future trajectory of industrial relations in India.</p>	E, C, S
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓		✓		
CO2	✓		✓	✓		
CO3	✓		✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

## Course Contents

## **Module I: Introduction to Industrial Relations (IR)**

**Hours of transaction: 12**

Concept of Industrial Relations - Objectives - Scope - Importance of Industrial Relations - Factors determining good Industrial Relations - Approaches towards the study of Industrial Relations - Psychological Approach - Sociological Approach, - Socio Ethical Approach - Gandhian Approach - Industrial Relations Approach - Human Relations Approach.

## **Module II: Trade Union and Industrial Disputes**

**Hours of transaction: 12**

Characteristics of Trade Unions - Functions - Types - Problems of trade unions - Need for Recognition of Trade Union - Significance of the Trade Unions Act, 1926 - Industrial Dispute - Causes - Economic - Managerial - Political - Consequences - Strikes - Lockouts - Types of Strikes - Prohibition of Strikes - Lay-off - Retrenchment.

### **Module III: Prevention of Industrial Disputes**

**Hours of transaction: 14**

Statutory Measures - Non-Statutory Measures - Collective Bargaining - Levels - Process - Workers Participation in Management - Types - Levels - Grievance - Causes - Procedure - Discipline - Causes of Indiscipline - Disciplinary Process - Employee Engagement - Concept - Importance.

## **Module IV: Settlement of Industrial Disputes and Future of IR Hours of transaction: 12**

Conciliation - Conciliation Officer - Board of Conciliation - Court of Inquiry - Adjudication - Labour Court - Industrial Tribunal - National Tribunal - Arbitration - Future of Industrial Relations in India.

## **Module V: Teacher Specific Module**

**Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

### **Core Compulsory Readings**

1. Mamoria, C.B., Mamoria, S. & Gankar, S.V. Dynamics of Industrial Relations. Himalaya Publishing House.
2. Ramaswamy, E.A. The Rayon Spinners: Strategic Management of Industrial Relations. Oxford University Press.
3. Sen, R. Industrial Relations: Text and Cases. Laxmi Publications (P) Limited.
4. Sharma, R.C. Industrial Relations and Labour Legislation. PHI Learning Private Limited.
5. Tripathi, P.C. Personnel Management and Industrial Relations. Sultan Chand & Sons Publications.

### **Core Suggested Readings**

1. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial relations and labour laws. Tata McGraw-Hill Education Private Limited.
2. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. Industrial relations, trade unions, and labour legislation. Pearson Education India.
3. Sivarethnamohan, R. Industrial relations and labour welfare: Text and cases. PHI Learning Private Limited.

## **KU08DSEMBA413: STRATEGIC HUMAN RESOURCE MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA413	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

The course explores the principles and practices of Strategic Human Resource Management (SHRM) by examining its evolution, processes, and applications in organizations. It emphasizes strategy formulation, implementation, and evaluation of HR systems aligned with business goals. It enables the students in the analysis of workforce planning, talent management, and HR analytics to enhance organizational effectiveness, while fostering critical thinking, evaluation, and innovation for managing people strategically in dynamic business environments.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and explain the evolution, nature, objectives, and challenges of SHRM, and apply fundamental concepts to understand the changing role of HR in strategic contexts.	R, U, A
CO2	Analyze SHRM processes and frameworks, evaluate approaches to strategy formulation, and assess the role of competency profiling, job analysis, and modeling in strategic workforce planning.	A, An, E
CO3	Critically analyze HR strategy implementation across staffing, training, performance management, compensation, and employee relations, and create integrated HR practices that align with organizational strategies.	An, E, C
CO4	Evaluate strategic HR evaluation frameworks and analytics, create innovative approaches for measuring strategic HR effectiveness, and synthesize insights to demonstrate HR's strategic contribution to organizational success.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√			
CO2			√	√		√
CO3			√	√		√
CO4			√	√	√	√

### Course Contents

#### Module I: Introduction to Strategic Human Resource Management (SHRM)

##### Hours of transaction: 12

Traditional HR and Strategic HR - Stages of Development - Changing role of HR - Nature and Objectives of SHRM - Importance of SHRM - Approaches - Strategic Skills - Environment of SHRM - Challenges of SHRM.

#### Module II: Strategy Formulation

##### Hours of transaction: 12

SHRM Process Overview - Strategy Formulation and Planning - Typology of Integrated HR Systems - Workflow Analysis - Process - Strategic Job Analysis - Dejobbing - Competency Profiling and Strategic Job Modelling.

**Module III: Strategy Implementation** **Hours of transaction: 14**

Nature - Steps in Implementation of HR strategies - SHRP - Strategic Recruitment - Strategic Selection - Placement and Induction - Strategic Training and Development - Performance Management - Compensation and Rewards - Employee Relations - Employee Engagement - Employee Retention and Termination.

**Module IV: Strategic HR Evaluation** **Hours of transaction: 12**

Framework for strategic HR Evaluation - Approaches to HRM Evaluation - Evaluation of HR System and HR Subsystems - Strategic HR Evaluation Challenges - HR Analytics - Dimensions of HR Analytics.

**Module V: Teacher Specific Module** **Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Agarwala, T. Strategic Human Resource Management. Oxford University Press.
2. Azmi, F. T. Strategic Human Resource Management: Volume 1: Text and cases. Cambridge University Press.
3. Mankin, D. Human Resource Development. Oxford University Press.
4. Mello, J. A. Strategic Human Resource Management. Cengage Learning.
5. Sharma, E. Strategic Human Resource Management and Development. Pearson India Education Services Pvt. Ltd.

**Core Suggested Readings**

1. Armstrong, M. Armstrong's Handbook of Strategic Human Resource Management. Kogan Page.
2. Meifert, M.T. (Ed.). Strategic Human Resource Development. Springer.
3. Yorks, L. Strategic Human Resource Development. South-Western/Thomson.

**KU08DSEMBA414: ORGANIZATION DEVELOPMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA414	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

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- Department of Management Studies - Syllabus 2025*

## Course Description

The course aims to

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recognize and understand foundational OD concepts, history, change models, and the role of OD practitioners, applying these concepts to analyze organizational situations.	R, U, A
CO2	Analyze and apply organizational issues using diagnostic models and feedback mechanisms, and evaluating data to design effective interventions for organizational improvement.	A, An, E
CO3	Evaluate and create OD interventions across human process, technostuctural, human resource and strategic change domains, in addition to synthesizing approaches to enhance organizational effectiveness.	E, C, S
CO4	Analyze, evaluate, and calibrate the implementation and outcomes of OD interventions, institutionalizing change and addressing contemporary organizational challenges.	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2		√	√	√		
CO3	√		√		√	√
CO4		√	√	√	√	√

## Course Contents

### Module 1: Introduction to Organization Development (OD)      Hours of transaction: 12

Concept - Significance - History and Evolution of OD - Nature of Planned Change vs Emergent Change - Action Research Model of OD - Kurt Lewin's Change Model - The Positive Model - General Model of planned change - The Role of OD Practitioners - Competencies of Effective OD Consultants - Professional values and ethics.

### Module II: Organization Development Process      Hours of transaction: 12

Entering and Contracting - Diagnosis - Levels of Diagnosis - Organisation, Group, Individual - Open Systems Models for Diagnosis - Data Collection Methods - Analysing Diagnostic Data - Feeding Back Diagnostic Information to the Client - Survey Feedback steps.

**Module III: OD Interventions and Applications**

**Hours of transaction: 14**

Designing OD Interventions - Human Process Interventions - Interpersonal and Group Process Approaches - Organization Process Intervention - Technostructural Interventions - Restructuring Organizations - Employee Involvement Interventions - Work Design Interventions - Human Resource Interventions - Performance Management - Talent Management - Strategic Change Interventions.

**Module IV: Implementation, Evaluation and Contemporary Issues in OD**

**Hours of transaction: 12**

Implementing OD Interventions - Managing the Change Process - Motivating Change - Creating a Vision - Change Agent and Stakeholder Engagement - Managing the transition - Sustaining momentum - Evaluating OD Interventions - Institutionalizing Organizational Changes - Future Directions in OD.

**Module V: Teacher Specific Module**

**Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Bhattacharyya, D.K. *Organizational Change and Development*. Oxford University Press.
2. Burke, W.W. (2017). *Organization Change: Theory and Practice*. SAGE Publications.
3. Cummings, T.G. & Worley, C.G. (2014). *Organization Development & Change*. Cengage Learning.
4. French, W.L., Bell, C.H. & Vohra, V. *Organization Development: Behavioural Science Interventions for Organization Improvement*. Pearson.
5. Ramnarayan, S. & Rao, T.V. *Organization Development: Accelerating Learning and Transformation*. Atlantic Publishers & Distributors (P) Ltd.

**Core Suggested Readings**

1. Anderson, D. L. *Organization development: The process of leading organizational change*. SAGE Publications.
2. Hodges, J. *Organization development: How organizations change and develop effectively*. Bloomsbury Academic.
3. Srivastava, B. *Organization Design and Development: Concepts and Applications*. Wiley India.

## KU09DSEMBA511: TALENT MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA511	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The course examines the principles and practices of talent management, highlighting its role in business success. It covers talent acquisition, onboarding, performance management, development, and succession planning, emphasizing strategic alignment with organizational goals. In the course, the focus is placed on integrating career management, coaching, mentoring, and employee engagement with ethical considerations, while applying analytics and innovative approaches to enhance workforce effectiveness, build strong talent pipelines, and sustain competitive advantage in dynamic business environments.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the evolution, scope, processes, and challenges of talent management, and apply core concepts to organizational contexts.	R, U, A
CO2	Apply models of talent acquisition, analyze recruitment and selection practices, and evaluate competency-based assessments to strengthen organizational hiring outcomes.	A, An, E
CO3	Evaluate contemporary onboarding and performance management practices, create innovative appraisal systems, and synthesize approaches that enhance employee integration and organizational effectiveness.	E, C, S
CO4	Analyze strategies for career development, succession planning, and engagement, evaluate their organizational impact, and create integrated approaches to ethically manage and retain key talent.	An, E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√		√	√		
CO2			√	√		√
CO3		√	√			√
CO4		√	√		√	√

## Course Contents

### Module I: Overview of Talent Management Hours of transaction: 12

Concept of Talent Management - Historical Perspectives - Role of Talent Management in business success - Scope - Process of Talent Management - Components of effective Talent Management - Talent Management Challenges.

### Module II: Talent Acquisition and Assessment Hours of transaction: 12

Nature - Importance of Talent Acquisition - Model of Talent Acquisition - Factors affecting Talent Acquisition outcomes - Overcoming challenges in Talent Acquisition - Recruitment - Selection - Competency-based Assessment - Developing and Administering Assessment Tools.

### Module III: Talent Onboarding and Performance Management

Hours of transaction: 14

Concept - Onboarding as a Critical Component of Talent Acquisition - Onboarding and Orientation - Significance of Onboarding - Stages of Onboarding - Employee Performance - Purpose of Performance Appraisals - Performance Management Administrative Process - Contemporary Practices and Challenges.

### Module IV: Developing the Talent

Hours of transaction: 12

Development plans - Career Management - Career Planning - Career Development - Succession Planning - Talent Pipeline Challenges - Coaching and Mentoring - Managing Rewards for the Key Talent - Talent Management through Employee Engagement - Ethical Challenges.

### Module V: Teacher Specific Module

Hours of transaction: 10

The teacher will decide the area of content, transaction, and evaluation.

### **Core Compulsory Readings**

1. Cappelli, P. Talent on demand: Managing talent in an age of uncertainty. Harvard Business School Press.
2. Collings, D.G., Mellahi, K., & Cascio, W.F. The Oxford Handbook of Talent Management. Oxford University Press.
3. Latukha, M. Talent Management in emerging market firms: Global strategy and local challenges. Palgrave Macmillan.
4. Mohapatra, M., & Dhir, S. Talent Management: A Contemporary Perspective. Atlantic Publishers & Distributors (P) Ltd.
5. Phillips, J., & Edwards, L. Managing Talent Retention: An ROI approach. Pfeiffer.

### **Core Suggested Readings**

1. Bickham, T. ATD Talent Management Handbook. Association for Talent Development.
2. Boudreau, J.W. Retooling HR: Using proven business tools to make better decisions about talent. Harvard Business School Press.
3. Scullion, H., & Caligiuri, P. M. Global Talent Management. Routledge.

## **KU09DSEMBA512: CONFLICT MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA512	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

This course provides a comprehensive understanding of conflict management by examining its foundations, forms, prevention strategies, and contemporary challenges. It highlights theoretical models, traditional and integrative approaches, conflict prevention mechanisms, as well as the role of ethics, sustainability, and globalization. It places emphasis on applying analytical, evaluative, and innovative strategies to resolve conflicts productively while preparing for emerging trends, technological advancements, and global challenges in managing conflicts across diverse organizational and social contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and explain the nature, types, progression, and models of conflict, and apply structured steps to manage conflicts effectively.	R, U, A
CO2	Apply and analyze different forms of conflict management, as well as evaluate traditional and complementary measures for addressing conflicts in organizational contexts.	A, An, E
CO3	Analyze structural and communication-based approaches to conflict prevention, evaluate in-house conflict management systems, and create effective preventive frameworks.	An, E, C
CO4	Evaluate contemporary challenges in conflict management, create innovative approaches to address global and ethical dimensions, and synthesize future-ready strategies for sustainable conflict resolution.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√			
CO2		√	√	√		
CO3		√	√	√		
CO4			√	√	√	√

### Course Contents

#### **Module I: Foundations of Conflict Management** **Hours of transaction: 12**

Nature - Definition of conflict - Conflict settlement versus resolution - Setting objectives - Types of conflicts - Parties to the conflict - Conflict progression and escalation - Risks arising from conflicts - Functions of conflict - Models of conflict - Process model - Structural model - Managing conflicts - Steps to Managing conflicts.

#### **Module II: Forms of Conflict Management** **Hours of transaction: 12**

Dimensions of conflict management - Traditional methods of conflict management - Basic forms - Separative measures - Issue-related measures - Individual-related measures - Integrative measures - Basic complementary forms - Mediation - Moderation - Supervision - Coaching - Team development - Integrative forms of conflict management.

**Module III: Conflict Prevention** **Hours of transaction: 14**

Productive and unproductive conflicts - Conflict prevention though communication structure configuration - Formal structure - Other structural forms - Discussion and Expectation management - Self-reflection and Personal development - Purpose of Inhouse conflict management system - Core elements - Guidelines for implementation of cooperative conflict management.

**Module IV: Contemporary Challenges and Future Perspectives** **Hours of transaction: 12**

Common challenges in managing conflict - Role of technology in conflict management - Innovation in conflict management - Sustainability and conflict management - Role of ethical conflict resolution - Globalization and conflict management - Navigating economic uncertainty with conflict management - Preparing for the future of conflict management.

**Module V: Teacher Specific Module** **Hours of transaction: 10**

The teacher will decide the area of content, transaction, and evaluation.

**Core Compulsory Readings**

1. Folger, J. P., Poole, M. S., & Stutman, R. K. *Working Through Conflict: Strategies for Relationships, Groups, and Organizations*. Routledge.
2. Jeong, H.-W. *Conflict Management and Resolution: An Introduction*. Routledge.
3. Proksch, S. *Conflict Management*. Springer.
4. Rahim, M. A. *Managing Conflict in Organizations*. Taylor & Francis.
5. Raines, S. S. *Conflict management and leadership for managers: Knowledge, skills, and processes to harness the power of rapid change*. Rowman & Littlefield Publishers.

**Core Suggested Readings**

1. Coleman, P. T., Deutsch, M., & Marcus, E. C. (Eds.). *The handbook of conflict resolution: Theory and practice*. Jossey-Bass.
2. Deutsch, M. *The Resolution of Conflict: Constructive and Destructive Processes*. Yale University Press.
3. Ramsbotham, O., Woodhouse, T., & Miall, H. *Contemporary Conflict Resolution: The Prevention, Management and Transformation of Deadly Conflicts*. Polity.

## FINANCE

<b>FINANCE (DSE)</b>		
<b>Semester</b>	<b>Course Code</b>	<b>Course Name</b>
VI	KU06DSEMBA321	FINANCIAL MARKETS, PRODUCTS AND SERVICES
VII	KU07DSEMBA421	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
VII	KU07DSEMBA422	BANKING AND INSURANCE
VIII	KU08DSEMBA421	BUSINESS TAXATION
VIII	KU08DSEMBA422	INTERNATIONAL FINANCE
VIII	KU08DSEMBA423	FINANCIAL DERIVATIVES
VIII	KU08DSEMBA424	BEHAVIOURAL FINANCE
IX	KU09DSEMBA421	STRATEGIC CORPORATE FINANCE
IX	KU09DSEMBA422	MANAGEMENT CONTROL SYSTEMS
IX	KU09DSEMBA423	FINANCIAL MODELLING

### **KU06DSEMBA321: FINANCIAL MARKETS, PRODUCTS AND SERVICES**

<b>Semester</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Credits</b>	<b>Total Hours</b>
VI	DSE	KU06DSEMBA321	4	60

<b>Learning Approach (Hours/Week)</b>			<b>Marks Distribution</b>			<b>Duration of ESE (Hours)</b>
<b>L</b>	<b>T</b>	<b>P</b>	<b>CE</b>	<b>ESE</b>	<b>Total</b>	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE = End Semester Evaluation

### **Course Description**

This course provides a comprehensive understanding of the structure, functioning, and dynamics of financial markets, institutions, and services in India. It explores the evolution and regulation of money and capital markets, the range of financial instruments and products available to investors and corporates, and the role of financial intermediaries. The course also examines innovations in financial services, including mutual funds, insurance, leasing, factoring, and fintech-driven products. Through a blend of theoretical and practical insights, students gain the knowledge required to navigate and analyze India's financial ecosystem effectively.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the structure and functions of financial markets and institutions in India.	U
CO2	Analyze various financial instruments and their role in mobilizing and allocating funds.	An, E
CO3	Evaluate the products and services offered by financial intermediaries and regulatory bodies.	An, E
CO4	Assess emerging trends and innovations in the Indian financial services sector.	An, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√				√	
CO2			√	√		
CO3	√		√	√		
CO4		√			√	

#### Course Contents

##### Module I: Introduction to Financial System and Markets

Hours of transaction: 10

Overview of the Indian Financial System: Structure and Components; Functions of Financial Markets and Institutions; Classification: Money Market and Capital Market; Role of RBI, SEBI, NABARD, SIDBI, and other regulatory institutions; Financial Sector Reforms in India; Overview of Global and Indian Financial Market Linkages

##### Module II: Money Market and Capital Market Instruments

Hours of transaction:10

Money Market Instruments: Treasury Bills, Commercial Paper, Certificates of Deposit, Call Money, Repo and Reverse Repo; Capital Market Instruments: Equity Shares, Preference Shares, Bonds, Debentures, and Hybrid Instruments; Primary and Secondary Markets: IPOs, Book Building, Stock Exchanges (NSE, BSE), and Trading Mechanisms; Role of Depositories: NSDL, CDSL; Indices and Market Indicators

##### Module III: Financial Services and Intermediaries

Hours of transaction:15

Overview of Financial Services: Classification and Significance; Merchant Banking, Underwriting, and Issue Management; Leasing and Hire Purchase; Factoring and Forfaiting; Credit Rating Agencies and Their Role; Mutual Funds: Types, Structure, and Performance Evaluation; Insurance Services: Life and Non-Life Insurance Products

#### **Module IV: Emerging Trends and Innovations in Financial Services**

**Hours of transaction: 15**

Venture Capital and Private Equity; Housing Finance and Infrastructure Finance; Microfinance and Financial Inclusion; FinTech and Digital Financial Services (UPI, NBFCs, Neo-banks, Digital Lending); Green Finance and ESG Investing; Regulatory and Ethical Issues in Financial Services; Recent Developments in Indian Financial Markets

#### **Module V: Teacher Specific Module**

**Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. **Bharti V. Pathak.** *The Indian Financial System: Markets, Institutions, and Services.* Pearson Education.
2. **L.M. Bhole & Jitendra Mahakud.** *Financial Institutions and Markets: Structure, Growth and Innovations.* McGraw-Hill Education.
3. **Gurusamy, S.** *Financial Markets and Institutions.* Tata McGraw-Hill, New Delhi.
4. **Khan, M. Y.** *Financial Services.* McGraw-Hill Education.
5. **Machiraju, H. R.** *Indian Financial System.* Vikas Publishing House.

#### **Core Suggested Readings**

1. Fabozzi, F. J. & Modigliani, F. Capital Markets: Institutions and Instruments. Pearson Education.
2. Vasant Desai. The Indian Financial System and Development. Himalaya Publishing House.
3. Reports and Publications by RBI, SEBI, NABARD, and IRDAI.
4. Various Newspaper and Magazine reports on this subject

### **KU07DSEMBA421: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA421	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CE = Continuous Evaluation & ESE = End Semester Evaluation

## Course Description

This course provides an in-depth understanding of investment analysis, valuation of securities, and portfolio management techniques in the context of Indian financial markets. It introduces students to the concepts of risk and return, fundamental and technical analysis, efficient market hypothesis, and modern portfolio theory. The course also emphasizes portfolio construction, performance evaluation, and the application of analytical tools for informed investment decisions. Students gain both conceptual clarity and practical insights through case studies and analysis of real market data.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the structure and functioning of Indian securities markets and investment avenues.	U
CO2	Analyze and value various financial securities using fundamental and technical approaches.	U, A, An
CO3	Construct and manage efficient investment portfolios based on risk-return trade-offs.	E, C
CO4	Evaluate portfolio performance and apply modern theories to real-world investment decisions.	E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√				√	
CO2			√	√	√	
CO3				√	√	
CO4	√		√	√		√

## Course Contents

### Module I: Introduction to Investment and Securities Market

Hours of transaction: 10

Nature and Scope of Investment; Investment vs. Speculation vs. Gambling; Financial and Real Assets; Indian Securities Market: Structure and Participants; Primary Market: Public Issue, IPO, Book Building, and SEBI Regulations; Secondary Market: Stock Exchanges (NSE, BSE), Trading and Settlement Mechanism; Role of SEBI and Stock Market Indices (Sensex, Nifty)

### Module II: Security Analysis

Hours of transaction: 15

**A. Fundamental Analysis:** Economy, Industry, and Company (EIC) Analysis; Financial Statement Analysis and Ratio Interpretation; Valuation of Equity Shares: Dividend Discount Model, P/E Ratio, and Free Cash Flow Valuation; Bond Valuation and Yield Measures; Impact of Macroeconomic Factors on Valuation.

**B. Technical Analysis:** Concept, Tools, and Techniques of Technical Analysis; Dow Theory, Chart Patterns, Moving Averages, and Momentum Indicators; Market Indicators and Sentiment Analysis.

**Module III: Portfolio Theory and Construction** **Hours of transaction: 15**

Risk and Return Analysis: Measurement and Relationship; Diversification and Portfolio Risk Reduction; Markowitz Modern Portfolio Theory; Efficient Frontier and Optimal Portfolio; Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT); Portfolio Construction in Indian Context

**Module IV: Portfolio Management and Performance Evaluation**

**Hours of transaction: 15**

Portfolio Revision and Rebalancing Strategies; Active vs. Passive Portfolio Management; Mutual Funds: Types, NAV Calculation, and Performance Evaluation; Portfolio Performance Measures: Sharpe, Treynor, and Jensen Ratios; Behavioral Finance and Investor Psychology; Emerging Trends: ETFs, Hedge Funds, Robo-Advisory, ESG Investing; Case Studies on Portfolio Management in India

**Module V: Teacher Specific Module**

**Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Prasanna Chandra. Investment Analysis and Portfolio Management. McGraw-Hill Education.
2. Fischer, D. E., & Jordan, R. J. Security Analysis and Portfolio Management. Pearson Education.
3. Punithavathy Pandian. Security Analysis and Portfolio Management. Vikas Publishing House.
4. S. Kevin. Security Analysis and Portfolio Management. PHI Learning Pvt. Ltd.
5. Preeti Singh. Investment Management: Security Analysis and Portfolio Management. Himalaya Publishing House.

**Core Suggested Readings**

1. Bodie, Z., Kane, A., & Marcus, A. J. Investments. McGraw-Hill Education.
2. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. Investments. Pearson Education.
3. SEBI, NSE, and BSE Reports and Publications.
4. RBI Bulletins and Economic Surveys (for current market trends).

## KU07DSEMBA422: BANKING AND INSURANCE

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA422	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Banking and Insurance sector in India had seen a dramatic change after liberalization. This subject will offer the students to understand one of the fastest growing sectors in financial services and will be able to make them competitive for the same industry.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To describe the role of banks in business decision making	An
CO2	To demonstrate banking structure and regulators.	A
CO3	To demonstrate the profit and loss account and balance sheet of banks.	C& S
CO4	To understand working of insurance, different types and regulatory bodies of insurance companies.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓			✓	

## Course Contents

<b>Module I: Introduction to banking system</b>	<b>Hours of transaction: 12</b>
Introduction to Banking, Role of Commercial Banking in the Economy, Structure, Growth and Development of Banking in India	
<b>Module II: Profitability and Fund management in Banks</b>	<b>Hours of transaction:14</b>
Banks' balance sheet, Profit and loss account, treasury and fund management in banks Risk Management Risk management in banks, Asset Liability Management.	
<b>Module III: Regulators</b>	<b>Hours of transaction:10</b>
Reserve Bank of India (RBI), Insurance Regulatory and Development Authority (IRDA), Current development- BASEL II implications for Indian bank, Asset reconstruction companies, Securitisation Act 2002.	
<b>Module IV: Introduction to insurance</b>	<b>Hours of transaction: 12</b>
Introduction to Insurance (Life and Non-life), Growth and Development of Insurance in India Product & Services in Insurance, Various Life and Non-life insurance policies and their types, Fund Management -Fund Management in Insurance Sector	
<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction:12</b>
The teacher will decide the area of content, transaction and evaluation.	

## Core Compulsory Readings

1.Banking and Insurance; O P Agarwal; Himalaya Publishing House

## Core Suggested Readings

1. Principles of Banking; Indian Institute of Banking Finance; Macmillan
2. Principles and Practice of Non-Life Insurance; P K Gupta; Himalaya Publishing House
3. Insurance – Fundamentals, environment and procedures; B S Bodla, M C Garg, K P Singh; Deep and Deep Publications

## KU08DSEMBA421: BUSINESS TAXATION

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA421	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

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## Course Description

The course introduces students to the principles and practices of taxation applicable to individuals, firms and companies in India. The course provides a foundation in the Indian tax framework, covering direct taxes like income tax and corporate tax, and indirect taxes such as GST. It explains key rules for tax computation, compliance requirements and also covers emerging issues in international taxation. The course aims to build a clear understanding of how taxation affects business decisions and operations.

**Course Outcomes:** At the end of the course, the student will be able to:

CO No	Expected Outcome	Learning Domains
CO1	Explain the basic principles, types, and concepts of taxation	R, U
CO2	Compute taxable income for individuals and firms applying relevant provisions	A, An
CO3	Analyse corporate tax liabilities, including MAT, TDS, and compliance requirements	A, E
CO4	Demonstrate understanding of GST and emerging international taxation issues	U, A, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√	√		√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

## Course Contents

### Module I

**Hours of transaction: 10**

Introduction to Taxation – Meaning, objectives, and importance of taxation – Types of taxes: Direct vs Indirect – Residential status and incidence of tax – Key concepts – Overview of heads of income

### Module II

**Hours of transaction: 15**

Income Tax Provisions for Individuals and Firms – Computation of income under different heads: Salary, House Property, PGBP, Capital Gains, Other Sources – Exemptions and deductions – Clubbing of income; set-off and carry forward of losses – Assessment of firms

**Module III****Hours of transaction: 15**

Corporate Taxation & Assessment – Residential status of companies: domestic vs foreign – Computation of company income (deductions, disallowances, set-off of losses) – Corporate tax rates (domestic/foreign), surcharge & cess – Minimum Alternate Tax (MAT) – concept, computation, MAT credit – Dividend taxation – Tax Deduction at Source (TDS) and advance tax obligations of companies – Filing of company returns, audit compliance

**Module IV****Hours of transaction: 15**

Indirect taxes & International taxation – Goods and Services Tax (GST): Concepts and features – Structure: CGST, SGST, IGST – Input Tax Credit mechanism – Registration, returns and payment of GST – International taxation – Contemporary issues in taxation: International taxation challenges in the digital economy – BEPS (Base Erosion & Profit Shifting) – Transfer Pricing – concept – Overview of Double Tax Avoidance Agreement (DTAA)

**Module V: Teacher Specific Module****Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. V.K. Singhania & Monica Singhania – *Students' Guide to Income Tax* University Edition: Taxmann
2. Ahuja, Girish & Gupta, Ravi – *Systematic Approach to Income Tax*
3. Dr. H.C. Mehrotra and Dr. S.P. Goyal – *Corporate Tax Planning and Management*, Sahitya Bhawan Publication
4. Datey, V.S. – *GST Ready Reckoner*: Taxmann
5. Girish Ahuja & Ravi Gupta – *Professional Approach to Direct Tax Laws & International Taxation* – Commercial Law Publishers (India) Pvt. Ltd.

**Core Suggested Readings**

1. Bare Acts – Income Tax Act, 1961; Goods and Services Tax Act, 2017
2. CBDT Circulars & Notifications – for latest Income Tax updates
3. GST Council Publications – updates, FAQs, annual reports
4. OECD Reports – Base Erosion and Profit Shifting (BEPS), Global Minimum Tax (Pillar Two)

### KU08DSEMBA422: INTERNATIONAL FINANCE

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA422	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To have a fair understanding of the international financial tactics including the international trade, international investment scenario and various kinds of exposures.	An
CO2	To get aware of the different kinds of foreign exchange management techniques including hedging, currency arbitrage, etc	A
CO3	To determine and forecast exchange rate .	C & S
CO4	To understand & manage the Multinational Financial System.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### **Mapping of Course Outcomes to PSOs**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓			✓	

## Course Contents

### **Module I: Introduction** **Hours of transaction: 12**

Introduction: concept of international trade, International Business, International Finance and differences among them. Theories of International trade, international trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank, Different development banks like ADB, BRICS Development Bank and EBRD etc.

### **Module II: Foreign Exchange Management:** **Hours of transaction:14**

Forex market Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

### **Module III: Foreign Exchange Exposures** **Hours of transaction:10**

Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

### **Module IV: Multinational Financial System** **Hours of transaction: 12**

Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.

### **Module V: Teacher Specific Module** **Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. International Financial Management : Bhalla. V. K
2. International Financial Management : Siddaiah

#### **Core Suggested Readings**

1. International Financial Management : Apte, P.G
2. International Financial Management : Vij. Madhu
3. Multinational Financial Management : Shapiro
4. International Financial Management : V. Sharan

## KU08DSEMBA423: FINANCIAL DERIVATIVES

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA423	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The objective of this course is to impart an understanding of the characteristics of the different financial derivatives, familiarize with the different pricing models of financial derivatives and to develop skills in application of derivatives for risk management.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To Familiarize with the characteristics of the relevant financial derivative instruments.	An
CO2	To describe and explain the fundamental features of a range of key financial derivative instruments.	A
CO3	To acquire knowledge of how forward contracts, futures contracts, swap and options work, how they are used and how they are priced.	C & S
CO4	To exercise basic quantitative and mathematical skills in pricing derivative instruments.	U & A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

## Course Contents

### Module I: Introduction to Derivative Securities

**Hours of transaction: 12**

meaning, importance, Users of derivative instruments, Evolution of this market; Participants and functions– Development of exchange traded derivatives– Global derivatives markets– Exchange traded vs. OTC derivatives markets Derivatives trading in India– L.C.Gupta Committee, J.R.Varma committee-Requirements for a successful derivatives market. Forward Contracts on Non-Dividend Paying Stocks ,Defining, pricing, using, and valuing forward contracts; cost-of-carry. Forward Contracts on Dividend Paying Stocks and Stock Indices .Forwards price/predict future dividends; dividend yield; transaction costs.

### Module II: Futures:

**Hours of transaction:14**

Introduction– Futures terminology– Key features of futures contracts– Futures vs. Forwards– Pay off for futures– Equity futures in India– Index futures– Stock futures Trading strategies– Hedging– Speculation– Arbitrage– Spread trading. The cost of carry models for stock and index futures– Cash price and futures price , arbitrage opportunity. Options: Introduction– Options terminology– Types– Options pay off– Equity options contracts in India Index options– Stock options– Options trading strategies– Hedging– Speculation– Arbitrage Straddle– Strangles– Strips and straps– Spread trading.

### Module III: Options:

**Hours of transaction:10**

Factors affecting options pricing– Option pricing models– Binomial pricing model The Black and Scholes Model– Pricing of index options– Sensitivity of option premia (Delta, Gamma, Lambda, Theta, Rho). Interest rate options– caps– floors– collars– swaptions– hedging– credit derivatives– credit risk management– Currency futures and options– trading strategies– Weather, energy and insurance derivatives– Real options– Derivative mishaps– lessons

### Module IV: Swaps:

**Hours of transaction: 12**

Swaps: meaning, types, terminologies · Forward swaps · Swaptions · Equity swaps · Commodity swaps. Emerging Structure of Derivatives Markets in India- Regulation of Financial Derivatives in India– Structure of the Market– Trading systems Badla system in Indian Stock Market– Regulatory Instruments.

### Module V: Teacher Specific Module

**Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

### **Core Compulsory Readings**

1. Options, Futures and other Derivatives: John Hull.
2. Financial Derivatives: S.L.Gupta.

### **Core Suggested Readings**

1. Financial Derivatives: Parameshwaran.
2. Options and Futures- An Indian Perspective: D. C. Patwari.
3. Security Analysis and Portfolio Management: Punithavati Pandian.
4. Security Analysis and Portfolio Management: Prasanna Chandra.

## **KU08DSEMBA424: BEHAVIOURAL FINANCE**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA424	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

Behavioural finance studies irrationalities in savings and investment decisions as well as puzzles on financial markets. The ultimate goal is to allow students to wisely and effectively make financial decisions.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To apply analytical skills for financial decision making	An
CO2	To identify the behavioural bias and psychological characteristics of investors.	A

<b>CO3</b>	To develop strategies to manage wealth effectively and wisely from mispriced assets	C& S
<b>CO4</b>	To practice discussion of capital markets and how we can apply what we learn in class to the financial world.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

### Course Contents

#### **Module I: Introduction to Behavioral finance**

**Hours of transaction: 12**

Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

#### **Module II: Utility/ Preference Functions**

**Hours of transaction:14**

Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency

#### **Module III: Behavioral Factors and Financial Markets**

**Hours of transaction:10**

The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence

#### **Module IV: Heuristics and behavioral biases of investors**

**Hours of transaction: 12**

Types of investors- Individual and Institutional - How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting. Sovereign credit rating – drivers

#### **Module V: Teacher Specific Module**

**Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

### Core Compulsory Readings

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance.
2. Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames".

### Core Suggested Readings

1. Hersh Shefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
2. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
3. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.
4. Forbes, William (2009), Behavioural Finance, Wiley.

## KU09DSEMBA421: STRATEGIC CORPORATE FINANCE

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA421	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

### Course Outcomes: At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To enable the student to identify the key themes in corporate finance	An
CO2	To understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization	A
CO3	To facilitate the understanding on the company valuation.	C & S

<b>CO4</b>	To developed skills in group work, including communication, collaboration, and presentation.	U&A
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

#### Course Contents

##### **Module I: Introduction to strategic corporate finance**

**Hours of transaction: 12**

Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to Infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

##### **Module II: Management Buy-outs:**

**Hours of transaction:14**

Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.

Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

##### **Module III: Financial Distress and restructuring:**

**Hours of transaction:10**

Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

##### **Module IV: Company Valuation:**

**Hours of transaction: 12**

An overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance. Other strategic issues: managing credit ratings, and

setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

**Module V: Teacher Specific Module**

**Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Jakhotia: Strategic Financial Management (Vikas Publication)

**Core Suggested Readings**

1. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John Wiley & sons, Inc
2. Aswath Damodaran: Corporate finance theory and practice; John Wiley & sons, Inc

**KU09DSEMBA422: MANAGEMENT CONTROL SYSTEMS**

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA422	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,  
CE = Continuous Evaluation & ESE = End Semester Evaluation

**Course Description**

This course provides an in-depth understanding of Management Control Systems (MCS) as a key tool for aligning managerial behavior with organizational objectives. It explores how organizations plan, measure, and evaluate performance to ensure strategic success. Students will learn how to design, implement, and assess control systems that integrate financial, strategic, and behavioral dimensions. Emphasis is placed on responsibility accounting, performance measurement, transfer pricing, risk control, and the use of modern tools like the Balanced Scorecard, Value-Based Management, and analytics-driven control systems. The course also discusses contemporary issues such as governance, ethics, sustainability, and control challenges in digital and service-based organizations, with references to Indian business contexts and case studies.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the framework and behavioral aspects of management control systems in strategic and operational contexts.	U
CO2	Design effective control systems aligned with organizational structure, strategy, and performance metrics.	A
CO3	Apply tools such as responsibility accounting, Balanced Scorecard, and Value-Based Management for performance evaluation and strategic alignment.	A, An, E
CO4	Analyze contemporary issues such as governance, ethics, sustainability, and technology in management control practices.	An, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√			√	
CO2			√	√		
CO3			√	√	√	
CO4		√	√	√		

#### Course Contents

##### Module I: Introduction to Management Control Systems

Hours of transaction: 10

Nature, Purpose, and Evolution of Management Control Systems; Relationship between Strategy, Structure, and Control; Elements of a Control System – Objectives, Standards, Feedback, and Corrective Action; Management Control vs. Strategic Planning vs. Operational Control; Behavioral Dimensions of Management Control; Control Problems in Decentralized Organizations

##### Module II: Responsibility Centers and Performance Measurement

Hours of transaction: 15

Types of Responsibility Centers: Cost, Revenue, Profit, and Investment Centers; Transfer Pricing: Objectives, Methods, and Behavioral Implications; Performance Measurement Systems: Financial and Non-Financial Metrics; ROI, Residual Income (RI), and Economic Value Added (EVA); Budgetary Control and Variance Analysis; Case Studies on Responsibility Accounting in Indian Corporates

##### Module III: Strategic Management Control Tools and Approaches

Hours of transaction: 15

Strategic Planning and Control Linkages; Balanced Scorecard (BSC) – Perspectives, Implementation, and Pitfalls; Value-Based Management (VBM) and Strategic Profit Models; Key Performance

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Indicators (KPIs) and Benchmarking; Risk Management and Control Mechanisms; Management Control in Multinational, Project-Based, and Diversified Companies

#### **Module IV: Contemporary and Emerging Issues in Management Control**

**Hours of transaction: 15**

Corporate Governance and Internal Control Systems; Ethics and Social Responsibility in Control Design; Management Control in Service, Non-Profit, and Public Sector Organizations; Management Control in Start-ups, FinTechs, and Digital Enterprises; Sustainability and ESG Reporting as Control Mechanisms; Data Analytics, Business Intelligence, and ERP Systems in Control; Indian Case Studies: Indian companies and PSU Controls.

#### **Module V: Teacher Specific Module**

**Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. Robert N. Anthony & Vijay Govindarajan. Management Control Systems. McGraw-Hill Education.
2. K. Prasad. Management Control Systems – Principles and Practices. PHI Learning Pvt. Ltd.
3. Sinha, P. K. Management Control Systems: A Managerial Emphasis. Excel Books.
4. M. Y. Khan & P. K. Jain. Management Accounting and Financial Control. McGraw-Hill Education.
5. Vijay Sathe. Controller's Role in Management. Pearson Education.

#### **Core Suggested Readings**

1. Merchant, K. A. & Van der Stede, W. A. Management Control Systems: Performance Measurement, Evaluation, and Incentives. Pearson Education.
2. Simons, Robert. Levers of Control: How Managers Use Innovative Control Systems to Drive Strategic Renewal. Harvard Business Press.
3. Kaplan, R. S. & Norton, D. P. The Balanced Scorecard: Translating Strategy into Action. Harvard Business Review Press.
4. Reports and case studies from ICAI, CIMA, and Indian Institute of Corporate Affairs (IICA).

## KU09DSEMBA423: FINANCIAL MODELLING

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA423	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CE	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,  
CE = Continuous Evaluation & ESE = End Semester Evaluation

### Course Description

This course provides a comprehensive understanding of the concepts, tools, and techniques of financial modelling, with a focus on applying quantitative and analytical skills for business and financial decision-making. Students will learn to build dynamic models in Microsoft Excel (and related tools) for valuation, forecasting, budgeting, and investment analysis. The course integrates real-world applications in corporate finance, investment banking, project evaluation, and risk analysis, emphasizing practical exposure relevant to the Indian business and capital market environment.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Develop financial models using spreadsheet tools for business forecasting and decision-making.	An, C
CO2	Apply modelling techniques to evaluate investment projects, valuation, and financing decisions.	A, An, E
CO3	Integrate risk, sensitivity, and scenario analysis into financial models.	C, S
CO4	Construct valuation and forecasting models relevant to Indian companies and capital markets.	E, C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓		✓	✓	✓	
CO2			✓	✓		
CO3		✓	✓	✓		
CO4			✓	✓		✓

## **Course Contents**

### **Module I: Introduction to Financial Modelling and Excel Fundamentals**

#### **Hours of transaction: 10**

Concept, Scope, and Importance of Financial Modelling; Applications of Modelling in Corporate Finance and Investment Decisions; Spreadsheet Modelling: Excel Functions, Logical and Lookup Functions, Data Validation, Named Ranges; Using Excel Tools: Goal Seek, Scenario Manager, Data Tables; Best Practices in Model Design and Documentation; Case: Building a Simple Revenue Forecasting Model

### **Module II: Financial Statement Modelling and Forecasting**

#### **Hours of transaction:15**

Linking Financial Statements: Income Statement, Balance Sheet, and Cash Flow; Revenue, Expense, and Working Capital Forecasting; Depreciation, Taxation, and Interest Calculations; Ratio Analysis and Common-Size Statements; Dynamic Linking and Error-Checking Mechanisms; Case: Integrated Financial Statement Model for an Indian Company

### **Module III: Valuation and Investment Modelling**

#### **Hours of transaction:15**

Valuation Approaches: DCF, Relative Valuation, and EVA-Based Valuation; Free Cash Flow (FCFF and FCFE) Estimation; Weighted Average Cost of Capital (WACC) and Cost of Equity Calculations; Project Appraisal Models: NPV, IRR, and Payback Analysis; Scenario and Sensitivity Analysis; Case: Valuation Model for a Company.

### **Module IV: Advanced Modelling Techniques and Applications**

#### **Hours of transaction: 15**

Risk and Return Modelling: CAPM, Portfolio Optimization using Solver; Monte Carlo Simulation and Scenario Analysis; Option Pricing Models (Black-Scholes and Binomial) – Basic Excel Implementation; Merger and Acquisition Modelling: Synergy Valuation and Deal Analysis; Dashboard and Presentation of Financial Models; Use of Add-ins (Solver, Data Analysis ToolPak) and Introduction to VBA Macros; Case: Project Finance or M&A Model in Indian Context

### **Module V: Teacher Specific Module**

#### **Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. Chandan Sengupta. Financial Analysis and Modeling Using Excel and VBA. Wiley India.
2. S. R. Vishwanath. Corporate Finance: Theory and Practice. Sage Publications India.
3. Simon Benninga. Financial Modeling. MIT Press.
4. Prasanna Chandra. Investment Analysis and Portfolio Management. McGraw-Hill Education India.

### **Core Suggested Readings**

1. Dayadulla L. Practical Financial Modelling with Excel. BPB Publications.
2. T.S. Reddy & Y. Hari Prasad Reddy. Financial Management. Margham Publications.
3. ICAI & NSE Academy Publications – Modelling for Financial Analysis (Indian Cases and Tools).

## OPERATIONS

OPERATIONS (DSE)		
Semester	Course Code	Course Name
V	KU05DSEMBA331	SUPPLY CHAIN MANAGEMENT
VI	KU06DSEMBA331	SERVICE OPERATIONS MANAGEMENT
VII	KU07DSEMBA331	TOTAL QUALITY MANAGEMENT
VII	KU07DSEMBA332	PRODUCTION PLANNING AND CONTROL
VIII	KU08DSEMBA431	MATERIALS MANAGEMENT & INVENTORY CONTROL
VIII	KU08DSEMBA432	TECHNOLOGY AND INNOVATION MANAGEMENT
VIII	KU08DSEMBA433	ADVANCED OPERATIONS RESEARCH
IX	KU09DSEMBA431	WORLD CLASS MANUFACTURING

### KU05DSEMBA331: SUPPLY CHAIN MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
VI	DSE	KU05DSEMBA331	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

This course provides a comprehensive understanding of Supply Chain Management (SCM) as a strategic and operational function in modern business. It examines how supply chains create value through efficient flow of materials, information, and finances across suppliers, manufacturers, distributors, and customers. The course covers types of supply chains, decision-making levels and process views. It further explores supply chain strategies, demand forecasting, collaborative planning, advanced planning and scheduling and performance measurement. Emphasis is placed on logistics, network design, inventory, IT-enabled supply chains and sustainable practices. Students will also gain insights into contemporary issues such as digital supply chains, risk management, and global best practices, preparing them to design, analyse and manage supply chains in diverse business contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the concepts, evolution, types and process views of supply chain management and identify strategic, tactical, and operational decisions.	R, U
CO2	Analyse supply chain strategies and apply tools such as CPFR and APS for effective planning	A, An

<b>CO3</b>	Apply forecasting, logistics, distribution network and inventory models to improve supply chain efficiency	A, An
<b>CO4</b>	Assess the role of IT, digital tools, and emerging technologies in enhancing supply chain performance	An, E
<b>CO5</b>	Evaluate the impact of sustainable and green supply chain practices, and design solutions for resilience and risk management in global and local contexts.	E, C
<b>CO6</b>	Use and interpret supply chain performance metrics to support decision-making and continuous improvement	A, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>
<b>CO1</b>	√	√	√	√		
<b>CO2</b>	√	√	√	√		√
<b>CO3</b>	√		√	√		√
<b>CO4</b>	√	√	√	√		√
<b>CO5</b>		√	√	√	√	√
<b>CO6</b>	√	√	√	√	√	√

### Course Contents

#### Module I

**Hours of transaction:10**

Supply Chain Management – concept, scope and importance – Evolution and role of SCM in competitive advantage – Types of supply chains – Strategic, tactical, and operational decisions in SCM – SCM Process Views: Cycle view and Push–Pull view

#### Module II

**Hours of transaction: 15**

SCM strategies and achieving strategic fit – Demand forecasting and aggregate planning in supply chain – Collaborative Planning, Forecasting & Replenishment (CPFR) – Advanced Planning and Scheduling (APS) – Supply chain performance measurement

#### Module III

**Hours of transaction: 15**

Role of logistics in SCM – Transportation management: modes, carrier selection, routing – Warehousing decisions and distribution network design – Inventory management in supply chains – Third-party (3PL) and fourth-party logistics (4PL)

**Module IV****Hours of transaction: 15**

IT in supply chain: ERP, RFID, barcoding, blockchain, IoT – E-SCM and digital supply chains – Green supply chain and reverse logistics – Risk management and resilience in supply chains – Illustrations of successful Indian and global supply chains

**Module V: Teacher Specific Module****Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning and Operation*: Pearson
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar – *Designing and Managing the Supply Chain*: McGraw Hill
3. Janat Shah – *Supply Chain Management: Text and Cases*: Pearson
4. B. Mahadevan – *Operations Management: Theory and Practice*: Pearson

**Core Suggested Readings**

1. John Mangan & Chandra Lalwani – *Global Logistics and Supply Chain Management*: Wiley
2. Alan Harrison & Remko van Hoek – *Logistics Management and Strategy*
3. Martin Christopher – *Logistics & Supply Chain Management*

**KU06DSEMBA331: SERVICE OPERATIONS MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VI	DSE	KU06DSEMBA331	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course introduces students to the principles, practices, and strategies of managing service operations in diverse sectors. It covers the nature and growth of services, service strategy and *Kannur University-Five Year Integrated Masters Programme in Business Administration (KU-FYIMP- MBA)* - Department of Management Studies – Syllabus 2025

positioning, and the matrix of service characteristics. Students will explore challenges in service operations, process design and delivery, capacity and demand management and the role of customer participation. The course also emphasizes managing service quality, performance measurement, and productivity, with exposure to tools like SERVQUAL, Six Sigma, and Lean approaches in services. Contemporary topics include technology-driven service delivery, digital platforms, outsourcing, global service strategies, innovation in service operations, and sustainable practices. By the end of the course, students will be able to analyse, design, and improve service operations for efficiency, effectiveness, and customer satisfaction.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the nature, characteristics, and strategic positioning of services, and identify challenges in service operations.	R,U
CO2	Analyse service processes, blueprinting, and facility layout to optimise service delivery	An
CO3	Apply capacity planning, demand management, and queueing models to improve operational efficiency in services	A, An
CO4	Evaluate service quality using frameworks such as SERVQUAL and implement tools like Six Sigma and Lean in service contexts	E, A
CO5	Assess the role of technology, digital platforms, and global service strategies in enhancing service operations.	An, E
CO6	Design innovative and sustainable solutions for service operations to improve customer satisfaction, productivity, and resilience	C, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√	√		√
CO3	√	√	√	√		√
CO4	√	√	√	√		√
CO5		√	√	√		√
CO6	√	√	√	√	√	√

#### Course Contents

##### Module I

##### Hours of transaction:10

Fundamentals of Service Operations – Concept and nature of services – Service economy and growth of service sector – Distinctive characteristics of services vs. goods – Service strategy and positioning

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- Matrix of service characteristics – Challenges in operations management of services – Service operations strategy and competitive priorities – Service product and service package

<b>Module II</b>	<b>Hours of transaction: 15</b>
Service blueprinting and process analysis – Service facility location and layout – Capacity planning and demand management in services – Queueing models and waiting line management – Customer participation and co-production in services	

<b>Module III</b>	<b>Hours of transaction: 15</b>
Managing Service Quality and Performance – Dimensions of service quality – SERVQUAL model – Tools for service quality improvement – Six Sigma, Lean in services – Benchmarking and best practices in service industries – Productivity and efficiency in services – Performance measurement in service operations	

<b>Module IV</b>	<b>Hours of transaction: 15</b>
Technology in service delivery – self-service technologies, AI, automation – E-services and digital platforms – Outsourcing, offshoring, and global service strategies – Innovation in service operations – new service development – Sustainability and ethical issues in service operations – Case studies from healthcare, banking, hospitality, IT services	

<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction: 5</b>
The teacher will decide the area of content, transaction and evaluation.	

#### **Core Compulsory Readings**

1. James A. Fitzsimmons, Mona J. Fitzsimmons – Service Management: Operations, Strategy, Information Technology: McGraw Hill Education
2. Bassett, Glenn – Operations Management for Service Industries
3. Collier, David A – Service Management: Operating Decisions, Prentice Hall, Englewood Cliffs, New Jersey

#### **Core Suggested Readings**

1. Christine Hope, Alan Mühlemann – Service Operations Management
2. Schmenner, Roger W: Service Operations Management, Prentice Hall, Englewood Cliffs, New Jersey.

## KU07DSEMBA331: TOTAL QUALITY MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA331	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course provides an in-depth understanding of the philosophy, principles, and practices of Total Quality Management and its role in achieving organizational excellence. It equips students with tools and techniques for continuous improvement, customer satisfaction and defect prevention. Emphasis is placed on integrating quality principles into organizational culture, processes, and strategies. The course also highlights international quality frameworks, benchmarking, and modern approaches such as Six Sigma, Lean, and Kaizen.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the philosophy, principles, and evolution of Total Quality Management and its significance in achieving organizational excellence.	U
CO2	Apply various quality improvement tools and techniques to identify and solve quality-related problems in business operations	A
CO3	Analyse the structure and implementation of quality management systems such as ISO, Six Sigma, and Total Productive Maintenance	An
CO4	Evaluate the effectiveness of TQM strategies in enhancing customer satisfaction, employee involvement, and process efficiency	E
CO5	Design sustainable quality improvement initiatives integrating leadership, teamwork, and continuous improvement approaches.	C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√			
CO3	√	√	√			

<b>CO4</b>		√	√	√	√	
<b>CO5</b>	√	√	√			√

## Course Contents

### Module I

**Hours of transaction:10**

Introduction to Quality and TQM Philosophy – Definition and Dimensions of Quality – Product vs. Service Quality – Evolution of Quality Management – From Inspection to TQM – Basic Concepts of TQM – Vision, Mission, Core Values – Quality Philosophy of Deming, Juran, Crosby, Taguchi – Principles of TQM – Customer Focus, Continuous Improvement, Employee Involvement – Quality Planning, Quality Costs, and Cost of Poor Quality

### Module II

**Hours of transaction: 15**

Tools and Techniques for Quality Improvement – The Seven QC Tools – Check Sheet, Histogram, Pareto Chart, Cause-and-Effect Diagram, Scatter Diagram, Control Chart, Flow Chart – New Seven Management Tools – Affinity Diagram, Tree Diagram, Matrix Diagram, etc. – Statistical Process Control (SPC) – Process Capability, Control Limits – Benchmarking – Concept, Types, Process and Benefits – Failure Mode and Effect Analysis (FMEA) – Quality Function Deployment (QFD) – Kaizen, Poka-Yoke, and 5S

### Module III

**Hours of transaction: 15**

Quality Systems and Standards – ISO 9000 Series – Framework, Implementation and Certification – ISO 14000 and Environmental Management Systems – Total Productive Maintenance (TPM) – Pillars and Implementation – Six Sigma – Concepts, DMAIC Methodology, Roles, and Tools – Business Process Reengineering (BPR) and its Link with TQM – Quality Audits and Documentation

### Module IV

**Hours of transaction: 15**

Strategic Quality Management – Integrating TQM with Business Strategy – Leadership and Organizational Culture for Quality – Employee Empowerment and Teamwork – Service Quality – SERVQUAL Model and Dimensions – Quality in Supply Chain and Vendor Development – Contemporary Approaches – Lean, Agile, and Sustainable Quality Management – Measuring Quality Performance – Balanced Scorecard and Business Excellence Models

### Module V: Teacher Specific Module

**Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

## Core Compulsory Readings

1. Dale H. Besterfield et al. – Total Quality Management: Pearson Education

2. Kanishka Bedi – Quality Management: Oxford University Press, India

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3. Subburaj Ramasamy – Total Quality Management: Tata McGraw-Hill
4. B.Janakiramanand, R.K.Gopal, Total Quality Management, Text and cases. PHI learning Pvt Ltd.

### Core Suggested Readings

1. James R. Evans & William M. Lindsay – Managing for Quality and Performance Excellence (Cengage Learning)
2. John S. Oakland – *Total Quality Management and Operational Excellence: Text with Cases* (Routledge)
3. Juran, J. M. & Joseph De Feo – Juran's Quality Control Handbook: McGraw Hill

## KU07DSEMBA332: PRODUCTION PLANNING AND CONTROL

Semester	Course Type	Course Code	Credits	Total Hours
VII	DSE	KU07DSEMBA332	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course focuses on the principles and practices of planning, scheduling, and controlling production processes in manufacturing and service environments. Students will learn to manage resources effectively, optimize capacity, and coordinate operations to meet production targets on time and within cost constraints. The course also highlights modern approaches such as Lean Manufacturing, Just-In-Time, ERP systems, and digital technologies, emphasizing their role in improving efficiency, reducing waste, and supporting strategic decision-making in operations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the concepts, objectives, and scope of Production Planning and Control, and describe its importance in managing manufacturing and service operations.	R, U

<b>CO2</b>	Apply forecasting, capacity planning, and scheduling techniques to plan and coordinate production activities efficiently	A, An
<b>CO3</b>	Analyse production systems and control mechanisms to identify process bottlenecks and suggest improvements.	An, E
<b>CO4</b>	Evaluate different production strategies, layouts, and maintenance systems to enhance productivity and cost-effectiveness.	E, C
<b>CO5</b>	Design integrated and sustainable PPC systems incorporating Lean, JIT, ERP, and Industry 4.0 practices.	A, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√	√		√		
<b>CO2</b>	√	√	√	√		√
<b>CO3</b>	√	√	√	√		√
<b>CO4</b>		√	√	√	√	√
<b>CO5</b>	√	√	√	√	√	√

#### Course Contents

##### Module I

**Hours of transaction:10**

Introduction to Production Planning and Control – Nature, scope, and objectives of PPC – Importance of PPC in manufacturing and services – Functions and phases of PPC – planning, routing, scheduling, loading, dispatching, follow-up, inspection – Relationship of PPC with other functional areas – design, materials, finance, and marketing – Types of production systems – job, batch, mass, continuous, project – Role of PPC in productivity and competitiveness

##### Module II

**Hours of transaction: 15**

Forecasting: concept, need, and techniques – moving average, exponential smoothing, regression, and Delphi method – Demand management and aggregate planning – Capacity planning – concepts, types, capacity measurement, and planning strategies – Facility location and layout decisions – Master Production Schedule (MPS) and Material Requirement Planning (MRP) – Resource planning – CRP and ERP linkages

##### Module III

**Hours of transaction: 15**

Routing, scheduling, and loading – objectives, techniques and performance measures – Sequencing models and priority rules – Line balancing – concepts and methods – Production control techniques – Gantt charts, input-output control, dispatching, expediting – Maintenance management – preventive, predictive, and breakdown maintenance – Production monitoring, feedback and corrective control

**Module IV****Hours of transaction: 15**

Advanced Concepts and Emerging Trends in PPC – Inventory management and control – EOQ, ABC, VED, FSN analysis – Just-In-Time (JIT), Kanban, and Lean Manufacturing – Theory of Constraints and Drum-Buffer-Rope concept – Computer Integrated Manufacturing (CIM), Flexible Manufacturing Systems (FMS) – Role of ERP, AI, and data analytics in PPC – Sustainable production planning – green operations and waste minimization – Industry 4.0 and Smart Factory concepts in production planning

**Module V: Teacher Specific Module****Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. S.K.Mukhopadhyay – *Production Planning and Control–Text and Cases*: Prentice Hall India Pvt. Ltd
2. William Bolton – *Production Planning and Control*: Longman
3. Stephen N.Chapman – *Fundamentals of Production Planning and Control* – Pearson
4. Plossl, G.W. and Wight, O.W. – *Production and Inventory Control; Principles and Techniques*: Prentice-Hall
5. Samuel Eilon – *Production Planning and Control*

**Core Suggested Readings**

1. Seetharama L. Narasimhan, Dennis W. McLeavey, Peter J. Billington – *Production Planning and Inventory Control*: Prentice Hall
2. J. Aatish Rao – Production Planning and Control: Optimizing Productivity, Quality, and Flow in Manufacturing
3. Phillip F. Ostwald and Jairo Munoz – *Manufacturing Processes and Systems*: Wiley

**KU08DSEMBA431: MATERIALS MANAGEMENT & INVENTORY CONTROL**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA431	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

## Course Description

This course provides an understanding of the principles, policies, and techniques of managing materials and inventory in manufacturing and service organizations. It covers the procurement process, inventory planning and control, materials requirement planning (MRP), warehouse and stores management, and modern approaches like JIT, Lean systems, and Supply Chain Integration. Students will gain the ability to analyse material flow, optimize inventory levels, and support efficient operations in both domestic and global contexts.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the scope, objectives and functions of materials management in organizations	U
CO2	Apply various inventory control techniques for efficient inventory planning	A
CO3	Analyse materials requirement planning (MRP) and stores management practices for effective operations	A, An
CO4	Evaluate modern approaches such as JIT, Lean systems, VMI, CPFR, and ERP in managing materials and inventory	E
CO5	Assess the role of sustainable practices and technology in materials and inventory management	E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√	√		
CO3	√		√	√		
CO4	√	√	√	√		√
CO5		√		√	√	√

## Course Contents

### Module I

**Hours of transaction:10**

Introduction to Materials Management – scope, objectives and importance – Role of materials management in production and operations – Functions of purchase, stores, inventory, standardization and codification – Make or buy decisions, vendor selection and rating

### Module II

**Hours of transaction: 15**

Inventory Control Basics – Nature and classification of inventory – Inventory costs: ordering cost, carrying cost, shortage cost – EOQ, Safety stock, reorder level, lead time, stock-out situations – ABC, VED, FSN, HML, and other selective control techniques

**Module III****Hours of transaction: 15**

Materials Requirement Planning (MRP) & Stores Management – MRP concepts, inputs, outputs, benefits and limitations – Lot sizing techniques – Stores layout, materials handling, codification, classification – Warehousing systems, documentation, and material accounting

**Module IV****Hours of transaction: 15**

Contemporary Practices in Materials & Inventory Management – Just-In-Time (JIT), Kanban, Lean inventory systems – Vendor Managed Inventory (VMI) and Collaborative Planning, Forecasting & Replenishment (CPFR) – Materials management in Supply Chain context – Technology applications: ERP, barcoding, RFID, IoT in inventory management – Sustainability in materials management: green procurement and waste minimization

**Module V: Teacher Specific Module****Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. A.K. Datta – *Materials Management: Procedures, Text and Cases*: Prentice Hall of India
2. Gopalakrishnan, P. & Sundaresan, M. – *Materials Management: An Integrated Approach*: Prentice Hall of India
3. H. Kaushal – Materials Management Case Study Solutions. Macmillan India Ltd.
4. N.K.Nair – Purchasing and Materials Management, Vikas Publishing House Pvt Ltd.
5. J.R.Tony Arnold, Stephen Chapman, Lloyd Clive – Introduction to Materials Management, Pearson Prentice Hall

**Core Suggested Readings**

1. Waters, D. – *Inventory Control and Management*: Wiley
2. Russell & Taylor – Operations Management: Creating Value along the Supply Chain: Wiley

## KU08DSEMBA432: TECHNOLOGY AND INNOVATION MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA432	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

Technology and Innovation Management explores how organizations leverage technology and creativity to gain competitive advantage in a dynamic business environment. The course examines the interaction between technology, innovation, and strategy — focusing on how firms identify technological opportunities, manage innovation processes, diffuse new technologies, and develop technology strategies aligned with corporate goals. Students will learn analytical tools and frameworks to manage technological change, encourage organizational innovation, and safeguard intellectual property. Emphasis is placed on practical insights and the Indian business context.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Explain the fundamental concepts of technology management and identify major trends in the technological environment.	R, U
CO2	Analyse the drivers, types, and processes of innovation and creativity in organizations.	U, A, An
CO3	Evaluate models of diffusion, technology transfer, and strategic aspects of technology management in different contexts.	An, E
CO4	Apply analytical tools for mapping the technological environment and formulating technology strategies.	A, An, E
CO5	Design frameworks for fostering innovation and managing intellectual property in dynamic organizations.	C, E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√			√
CO3			√	√	√	√

<b>CO4</b>	√		√	√		√
<b>CO5</b>	√	√	√		√	√

## Course Contents

### Module I

**Hours of transaction:10**

Technology and its Environment – Technology: Definition, characteristics, and scope – Management of Technology – concepts, objectives, and functions – Contemporary perspectives in management of technology – Key concepts in technological management – Environment and technological environment – Actors in the technological environment – Changes and trends in the technological environment – Major current developments in the technological landscape

### Module II

**Hours of transaction: 15**

Innovation and Creativity – Innovation: meaning, importance, and nature – Understanding innovation – models and frameworks – Levels and types of innovation – Key drivers and sources of innovation – Relationship between innovation, research, and technology development – Creativity as a foundation for innovation – techniques for creative thinking – Innovation management frameworks and best practices – Innovation in public sector services

### Module III

**Hours of transaction: 15**

Diffusion, Transfer and Strategic Aspects – Concept and dynamics of diffusion – Models of innovation adoption and diffusion – Factors influencing diffusion and adoption – Environmental trends and diffusion – Open innovation – principles and practices – Technology transfer – channels, modes, levels, and challenges – Strategic aspects of technology selection and process choice – Technology portfolio management – Technology management in the Indian context

### Module IV

**Hours of transaction: 15**

Technology Mapping, Strategy and IPR – Mapping the technology environment – tools and techniques – Mechanisms for data collection and analysis – Analytical tools for environmental scanning – Managing environmental analysis in organizations – Technology strategy – concept, principles, and frameworks – Types of technology strategies – Organizational mechanisms for innovation – Characteristics of continuously innovative organizations – Role of leadership in promoting innovation – Management of Intellectual Property Rights

### Module V: Teacher Specific Module

**Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

### Core Compulsory Readings

1.Ravi Jain, Harry C. Triandis, Cynthia W. Weick, Managing Research, Development and Innovation: Managing the Unmanageable, Wiley

2. Tarek Khalil, Ravi Shankar – Management of Technology: the Key to CompetITiveness and wealth creation: Mc-Graw Hill
3. David O’Sullivan & Lawrence Dooley – Applying Innovation.: Sage
4. Paul Trott – Innovation Management and New Product Development: Pearson
5. Melissa A. Schilling – Strategic Management of Technological Innovation: Irwin

### Core Suggested Readings

1. Christensen, C. M. – The Innovator’s Dilemma: Harvard Business School Press
2. Burgelman, R. A., Christensen, C. M., & Wheelwright, S. C. – Strategic Management of Technology and Innovation: McGraw Hill.
3. Kenneth B. Kahn, Sally Evans Kay, Rebecca J. Slotegraaf, Steve Uban – The PDMA Handbook of new product development: Wiley
4. Chesbrough, H. W – Open Innovation: Harvard Business School Press

## **KU08DSEMBA433: ADVANCED OPERATIONS RESEARCH**

Semester	Course Type	Course Code	Credits	Total Hours
VIII	DSE	KU08DSEMBA433	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

This course equips students with advanced analytical and quantitative tools for solving complex operational and managerial problems. Emphasizing real-world applications, it explores optimization, probabilistic modeling, network analysis, and simulation techniques to support strategic and tactical decision-making. Students will learn to formulate models, analyse alternative solutions, and implement data-driven strategies to improve efficiency, reduce risk, and enhance organizational performance across production, logistics, and service operations.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand and explain advanced operations research concepts, techniques, and their relevance in decision-making	R, U
CO2	Formulate and solve linear, nonlinear, and integer programming problems to optimize operational efficiency.	A, An
CO3	Analyse dynamic, stochastic, and network-based models to identify optimal solutions for complex operational scenarios	An, E
CO4	Evaluate alternative strategies using simulation, decision analysis and game theory under uncertainty.	E
CO5	Design integrated operations research solutions that leverage advanced quantitative methods for strategic and tactical decision-making in organizations.	C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√	√		√
CO3		√	√	√		√
CO4		√	√	√	√	√
CO5	√	√	√	√	√	√

### Course Contents

#### Module I

**Hours of transaction:10**

Linear and Nonlinear Optimization – Review of Linear Programming (LP) concepts and Simplex method – Sensitivity analysis and duality – Integer Programming (IP) and Mixed-Integer Programming – Nonlinear Programming – Lagrange multipliers, Kuhn-Tucker conditions – Applications in production scheduling, resource allocation, and logistics

#### Module II

**Hours of transaction: 15**

Dynamic Programming and Stochastic Models – Dynamic programming – concepts and multi-stage decision-making – Markov Chains – transition matrices, steady-state probabilities, applications – Queuing theory – single and multi-server models, Poisson arrivals, exponential service – Replacement

and maintenance models – Applications in inventory management, maintenance planning, and service operations

<b>Module III</b>	<b>Hours of transaction: 15</b>
Network Models and Game Theory – Transportation and Assignment problems – formulation and solution methods – Project scheduling – CPM and PERT, resource leveling and allocation – Network optimization – shortest path, minimum spanning tree, maximal flow – Game theory – two-person zero-sum games, dominance, mixed strategies – Applications in supply chain management, project management, and competitive strategy	

<b>Module IV</b>	<b>Hours of transaction: 15</b>
Simulation and Modern Applications – Simulation – Monte Carlo techniques, discrete-event simulation – Heuristic and metaheuristic methods – genetic algorithms, simulated annealing – Decision analysis under uncertainty – decision trees, payoff tables, expected value – Integration of Operations Research models with ERP and decision support systems – Emerging trends – AI and machine learning in optimization and predictive modeling	

<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction: 5</b>
The teacher will decide the area of content, transaction and evaluation.	

### **Core Compulsory Readings**

1. Hamdy A. Taha – *Operations Research: An Introduction*, Pearson
2. J.K. Sharma – *Operations Research: Theory and Applications*
3. F.S. Hillier & G.J. Lieberman – *Introduction to Operations Research*, McGraw-Hill
4. P.K. Gupta & D.S. Hira – *Operations Research*, S. Chand
5. Panneerselvam, Operation Research, PHI Learning Private Ltd, New Delhi.

### **Core Suggested Readings**

1. Wayne L. Winston – *Operations Research: Applications and Algorithms*
2. Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw – Advanced Techniques in the Practice of Operations Research
3. Harold Bierman, Charles P Bonini, &Warren H Hausman : Quantitative Analysis for Business Decisions: Irwin Professional Publishing

## KU09DSEMBA431: WORLD CLASS MANUFACTURING

Semester	Course Type	Course Code	Credits	Total Hours
IX	DSE	KU09DSEMBA431	4	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
3	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

World Class Manufacturing (WCM) focuses on developing strategies and systems that enable firms to compete globally through superior operational performance. The course explores the evolution of manufacturing excellence from traditional systems to agile, lean, and smart manufacturing. Students will understand strategic, technological, and operational frameworks—such as Total Quality Management, Just-in-Time, Total Productive Maintenance, and Computer Integrated Manufacturing—that drive competitiveness and innovation. Emphasis is placed on integrating technology, people, and processes to achieve operational excellence and sustainability in a global context.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the evolution and principles of world-class manufacturing and its role in achieving global competitiveness.	U
CO2	Explain and differentiate modern manufacturing concepts such as agile, flexible, lean, and concurrent manufacturing.	R, U
CO3	Apply advanced manufacturing planning systems and process innovations to improve operational efficiency.	A
CO4	Analyse the integration of quality, maintenance, and productivity systems to achieve excellence in manufacturing performance.	An, E
CO5	Evaluate global best practices and frameworks in manufacturing strategy to identify benchmarks and areas for operational excellence	E
CO6	Design strategies for implementing world-class manufacturing initiatives considering technology, people, and process dimensions.	C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√			√		
<b>CO2</b>	√	√		√		
<b>CO3</b>		√	√		√	
<b>CO4</b>		√	√	√	√	
<b>CO5</b>			√	√	√	√
<b>CO6</b>	√	√	√		√	√

### Course Contents

#### Module I

**Hours of transaction: 10**

Evolution and characteristics of World Class Manufacturing – Manufacturing technology and global developments – Strategic decisions in manufacturing management: capacity, layout, automation, material handling – Choice of technology and manufacturing strategy alignment – Agile Manufacturing: concept, features, and difference between flexibility and agility – Flexible Manufacturing Systems: components and applications – Modern product and process design concepts – group technology, rapid prototyping, concurrent engineering, and assembly line design

#### Module II

**Hours of transaction: 15**

Manufacturing Planning and Technology Integration – Aggregate Planning and Master Production Scheduling – Materials Requirement Planning and Manufacturing Resource Planning – Implementation challenges and Indian experience – Scheduling: job shop, batch, and flow production line balancing – Computer Integrated Manufacturing: concept, scope, and applications – Optimized Production Technology – Simulation of manufacturing systems – Integration of design and manufacturing; emerging trends in digital and smart manufacturing

#### Module III

**Hours of transaction: 15**

Continuous Improvement and Lean Systems – Total Quality Management (TQM): principles, implementation roadmap, and continuous improvement – Six Sigma approach to process excellence – Just-in-Time (JIT) and Lean Operations – Kanban, waste elimination, and process flow – Theory of Constraints – concepts and applications – Japanese manufacturing techniques – Toyota Production System (TPS) – Comparison of Japanese and American manufacturing approaches – Concurrent implementation of TQM and JIT frameworks – Total Productive Maintenance (TPM): concept, evolution, metrics, and implementation – Overall Equipment Effectiveness (OEE) and total system effectiveness

#### Module IV

**Hours of transaction: 15**

Enterprise Integration and Global Excellence – Computer Integrated Manufacturing Systems (CIMS) – framework and enterprise integration – Enterprise Resource Planning (ERP): concepts, evaluation,

and implementation in operations – Benchmarks for excellence in global manufacturing – models and case studies – Operational performance metrics – quality, cost, flexibility, delivery, and innovation – Concurrent operations management initiatives – integration of TQM, TPM, and ERP – Sustainable and smart manufacturing practices – Industry 4.0, IoT, AI-driven production systems – Achieving and sustaining world-class standards in Indian manufacturing

**Module V: Teacher Specific Module**

**Hours of transaction: 5**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. R. Panneerselvam, Production and operations managements. PHI learning India Ltd.
2. William J. Stevenson, Operations Management. Special Indian Edition, Tata McGraw Hill.
3. B.S. Sahay, K.B.C. Saxena & Ashish Kumar — *World Class Manufacturing: Strategic Perspective*
4. Richard J. Schonberger — *World Class Manufacturing: The Lessons of Simplicity Applied*
5. Dornier, P.P., Ernst, R., Fender, M., & Kouvelis, P, Global Operations and Logistics; Text and Cases: Wiley

**Core Suggested Readings**

1. Ronald G. Askin & Jeffrey B. Goldberg — *Design and Analysis of Lean Production Systems*: Wiley
2. Jeffrey Liker — *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*: McGraw Hill
3. James R. Evans & William M. Lindsay — *Managing for Quality and Performance Excellence*.

## A. MULTIDISCIPLINARY COURSES

### **KU01MDCMBA101: COMPUTER FUNDAMENTALS AND APPLICATIONS**

Semester	Course Type	Course Code	Credits	Total Hours
I	MDC	KU01MDCMBA101	3	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
1	1	1	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

This course introduces students to the fundamental concepts and practical applications of information technology in the modern business environment. It covers essential IT tools for word processing, data management, presentations, and spreadsheets, along with an overview of digital communication, collaboration platforms, cybersecurity, and emerging technologies. The course emphasizes how businesses use IT to improve productivity, enhance decision-making, and maintain competitive advantage in a digital world.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To introduce students to fundamental concepts of Information Technology relevant to business.	R,U
CO2	To enable practical understanding and application of productivity tools and data handling software.	U,A
CO3	To provide exposure to IT infrastructure, security, and emerging digital technologies.	U
CO4	To develop digital competence for business operations and decision-making.	U

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√	√			
CO2	√		√	√		
CO3	√	√	√	√		
CO4	√		√	√		

### Course Contents

#### **Module I: Fundamentals of Information Technology in Business**

##### **Hours of transaction: 10**

Introduction to Information Technology, Types of Computer Systems: Desktops, Laptops, Servers, Mobile Devices, Hardware & Software Basics, Operating Systems Overview, Networking Basics and Internet Architecture, Role of IT in Functional Areas of Business

#### **Module II: Digital Communication and Collaborative Technologies**

##### **Hours of transaction: 5**

Internal and External Communication Tools (Search Engine – WWW – Internet Protocols Email, Instant Messaging), Virtual Meeting Platforms, Cloud Storage and File Sharing, Social Media Tools for Business Communication, Etiquette in Digital Business Communication

#### **Module III: IT Security, Ethics, and Emerging Technologies in Business**

##### **Hours of transaction: 10**

IT Security: Passwords, Firewalls, Antivirus, Encryption, Cybersecurity - Threats and Prevention, Legal and Ethical Issues in IT Usage (Data Privacy, Copyright, IT Laws), Introduction to Emerging Technologies - Artificial Intelligence and Machine Learning, Internet of Things, Block chain in Business, Cloud Computing and Big Data, Digital Transformation and Smart Business Models

#### **Module IV: IT Tools for Office Productivity and Data Handling**

##### **Hours of transaction: 30**

Practical Aspects of: Word Processing, Spreadsheets, Presentation Software, Basics of Database Management.

Email, Calendar, and Scheduling Tools, File Sharing and Real-Time Collaboration

**Module V: Teacher Specific Module****Hours of transaction: 5***The teacher will decide the area of content, transaction and evaluation.*

Note: Evaluation of Practical component will be done as part of Continuous Comprehensive Assessment (CCA)

**Core Compulsory Readings**

1. Rajaraman, V., Computer Fundamentals, PHI, New Delhi
2. Turban, E., & Volonino, L. (2018). Information Technology for Management. Wiley.

**Core Suggested Readings**

1. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
2. B. Ram, Computer Fundamentals, New Age Publications, New Delhi
3. Laudon, K. C., & Laudon, J. P. (2021). Management Information Systems. Pearson.
4. Nasib Singh Gill, Handbook of Computer Fundamentals

**KU01MDCMBA102: BUSINESS FUNDAMENTALS**

Semester	Course Type	Course Code	Credits	Total Hours
I	MDC	KU01MDCMBA102	3	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
1	1	1	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course introduces the core principles and functions of management, including planning, organizing, staffing, directing, and controlling. It equips students with essential managerial skills, decision-making techniques, and an understanding of leadership, motivation, and communication, preparing them to address business challenges effectively in varied organizational settings.

**Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	Explain fundamental management concepts, principles, and functions, and differentiate between management and administration.	U
CO2	Apply planning, organizing, staffing, directing, and controlling techniques to real-world business scenarios for effective decision making.	A
CO3	Analyse organizational structures, leadership styles, motivation theories, and communication methods to enhance workplace productivity.	An
CO4	Evaluate management practices and propose strategies to improve control mechanisms, human resource allocation, and goal achievement.	E, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√		√	√		
CO3			√	√		
CO4			√	√		√

#### Course Contents

##### Module I: Introduction to Management

Hours of transaction: 12

Management Concepts - Management versus Administration- Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession - Evolution of Management.

##### Module II: Planning & Decision-Making

Hours of transaction: 14

Planning: Nature and Principles of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives - Decision making - Types of decisions and decision-making conditions – Decision making Process - Techniques of Decision making.

##### Module III: Organizing and Staffing

Hours of transaction:14

Organizing and Staffing: Nature and Principles of Organizing - Organization Structure - Factors affecting Organization Structure - Types of Organization Structure - Span of Control - Delegation - Departmentation - Meaning of Staffing - Importance of the staffing function

##### Module IV: Directing and Controlling

Hours of transaction: 10

Directing and Controlling: Nature and elements of Directing - Importance of Motivation - Theories of Motivation - Leadership - Leadership Styles - Communication - Methods of Communication - Barriers to Communication - Control Process - Control Techniques - Introduction to Attitude, Personality and Perception.

**Module V: Teacher Specific Module****Hours of transaction:10***The teacher will decide the area of content, transaction and evaluation.***Core Compulsory Readings**

1. Koontz, H., & Weihrich, H. – *Essentials of Management: An International, Innovation, and Leadership Perspective*, McGraw Hill Education, Latest Edition.
2. Robbins, S. P., Coulter, M., & DeCenzo, D. A. – *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education, Latest Edition.
3. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. – *Management*, Pearson Education, Latest Edition.
4. Prasad, L. M. – *Principles and Practice of Management*, Sultan Chand & Sons, Latest Edition.

**Core Suggested Readings.**

1. Griffin, R. W. – *Management: Principles and Practices*, Cengage Learning, Latest Edition.
2. Schermerhorn, J. R. – *Management*, Wiley India, Latest Edition.
3. Tripathi, P. C., & Reddy, P. N. – *Principles of Management*, McGraw Hill Education, Latest Edition.
4. Harold Koontz, Cyril O'Donnell – *Principles of Management*, McGraw Hill Education, Latest Edition.
5. Chandan, J. S. – *Management: Theory and Practice*, Vikas Publishing, Latest Edition.
6. Heinz Weihrich & Mark V. Cannice – *Management: A Global, Innovative, and Entrepreneurial Perspective*, McGraw Hill Education, Latest Edition.

**KU02MDCMBA101: HEALTH AND WELLNESS**

Semester	Course Type	Course Code	Credits	Total Hours
III	MDC	KU02MDCMBA101	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment &amp; ESE = End Semester Evaluation

## Course Description

This course is designed to help students develop a holistic understanding of health and wellness, integrating physical, mental, emotional, and lifestyle dimensions. It emphasizes the importance of preventive health, balanced nutrition, regular physical activity, mental resilience and sustainable habits in promoting overall well-being. By combining theoretical knowledge with practical techniques such as mindfulness, stress management, and lifestyle planning, the course aims to equip students with lifelong skills to maintain personal health and professional effectiveness. It also explores how wellness practices can be integrated into the workplace to enhance productivity and work-life balance.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Understand the multidimensional nature of health and the role of lifestyle in overall wellness	U, R
CO2	Acquire knowledge about balanced nutrition, physical activity, and personal health practices	U, A
CO3	Develop emotional intelligence, mindfulness, and resilience for managing stress and enhancing mental health	A, An
CO4	Foster awareness of sustainable living and the societal impact of personal and workplace health decisions	A, E
CO5	Integrate wellness strategies into their academic and future professional lives	C, S

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√			√	
CO2	√	√		√		
CO3	√	√	√	√		√
CO4					√	
CO5		√	√	√		√

## Course Contents

<b>Module I</b>	<b>Hours of transaction: 10</b>
Concept of Health: Physical, Mental, Emotional and Social Dimensions – Wellness and Well-being: Definitions and Components – Importance of Health and Wellness in Modern Lifestyle – Determinants of Health: Genetics, Environment, Lifestyle, and Socio-economic Factors – Personal Responsibility and Health	
<b>Module II</b>	<b>Hours of transaction: 10</b>
Basics of Balanced Diet and Nutritional Guidelines – Macro and Micronutrients: Functions and Sources – Importance of Hydration and Sleep – Physical Fitness: Components and Benefits – Types of Physical Activities – Cardio, Strength, Flexibility, Mind-body – Designing a Personal Fitness Plan	
<b>Module III</b>	<b>Hours of transaction: 10</b>
Understanding Mental Health: Stress, Anxiety, and Depression – Emotional Intelligence and Self-Awareness – Mindfulness, Meditation, and Relaxation Techniques – Building Resilience and Positive Coping Mechanisms – Digital Well-being and Managing Screen Time	
<b>Module IV</b>	<b>Hours of transaction: 10</b>
Time Management and Work-Life Integration – Building Healthy Habits and Breaking Unhealthy Ones – Preventive Health: Regular Check-ups, Immunization, Hygiene – Occupational Health and Ergonomics – Sustainable Living and Environmental Wellness – Wellness at Workplace: Corporate Wellness Practices	
<b>Module V: Teacher Specific Module</b>	<b>Hours of transaction: 5</b>
<i>The teacher will decide the area of content, transaction and evaluation.</i>	

### Core Compulsory Readings

1. Physical Activity and Health by Claude Bouchard, Steven N. Blair, William L. Haskell.
2. Mental Health Workbook by Emily Attached & Marzia Fernandez, 2021.

### Core Suggested Readings

1. Mental Health Workbook for Women: Exercises to Transform Negative Thoughts and Improve Well-Being by Nashay Lorick, 2022
2. Physical Activity and Mental Health by Angela Clow & Sarah Edmunds, 2013
3. Mackenzie L. Havey – Mindful Running: How Meditative Running Can Improve Performance and Make You a Happier, More Fulfilled Person, Bloomsbury
4. Deepak Chopra – Perfect Health: The Complete Mind Body Guide, Harmony Books

## B. ABILITY ENHANCEMENT COURSES

### KU01AECMBA101 : BUSINESS COMMUNICATION – I

Semester	Course Type	Course Code	Credits	Total Hours
I	AEC	KU01AECMBA101	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the basic principles and methods of business communication	R, U
CO2	To understand and inculcate listening skills	R, U, A
CO3	To understand and apply written communication skills	R, U, A
CO4	To learn to prepare business proposals and business plans	R, U, An, E, C, S
CO5	To understand the business meetings, preparation of agenda and minuting a meeting	R, U, A, C

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					
CO2	√	√	√	√		
CO3	√		√	√		
CO4	√	√		√	√	√
CO5	√	√	√	√	√	√

## Course Contents

### Module I: Introduction to Business Communication Hours of transaction: 9

Principles of business communication- types of business Communication- Process of Business Communication- Basics of Communication (7Cs)

### Module II: Methods of communication and listening Hours of transaction:9

Methods and media of business communication – barriers to organizational communication - listening - process and types - legal and ethical issues in communication.

### Module III: Written Communication Hours of transaction:9

Written communication- structures and methods of written communication-letter writing – various business letters - e-mail etiquettes

### Module IV: Reports, Business Proposals Hours of transaction: 9

Report writing - structure of reports -Memoranda – business proposals - business plans - agreement documents - memo – agenda – minutes of a meeting.

### Module V: Teacher Specific Module Hours of transaction:9

*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

3. Bovee, C., & Thill, J.V., & Raina, R.L, Business Communication Today, Pearson
4. Lehman, C. M., Dufrene D. D., & Sinha, M. The South Asian Perspective on Business Communication, New Delhi: Cengage Learning.
5. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P, Effective Business , Boston: McGrawHill Companies.
6. Mukerjee, H. S, Business Communication, New-Delhi: Oxford University Press
7. Philip S Atkinson, Helen Reynolds, Business Writing and Procedures, American Book Company

## Core Suggested Readings

4. Post Emily, The Etiquette Advantage in Business, New York: Collins.
5. Rhoda and Aspi, Principle and Practice of Business Communication, Sheth Publisher Pvt Ltd.
6. Sandra, M. O, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge

## KU02AECMBA101 : BUSINESS COMMUNICATION – II

Semester	Course Type	Course Code	Credits	Total Hours
I	AEC	KU02AECMBA101	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

## Course Description

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the basic principles of verbal & non-verbal communication	R, U
CO2	To enhance the public speaking skills	R, U, A, E
CO3	To understand and apply effective body language	R, U, A
CO4	To understand and analyze the importance of organizational communication	R, U, An
CO5	To understand the implications of cross cultural communication	R, U, A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√	√		
CO3	√		√	√		
CO4	√			√	√	√
CO5	√		√		√	

## Course Contents

### Module I: Verbal and non verbal Communication Hours of transaction: 9

Verbal and nonverbal communication in business - public speaking skills - business presentations -- resume writing and cover letters - group discussions and Interviews

### Module II: Interpersonal Communication Hours of transaction:9

Negotiation – body language - interpersonal communication - communicating in teams - communication skills during a conflict.

### Module III: Organizational Communication Hours of transaction:9

Types of organizational communication- conducting meetings – procedure – resolutions - communication during exit interviews - video conferencing and digital communication

### Module IV: Cross cultural Communication Hours of transaction: 9

Theoretical framework of cross - cultural communication - communication across cultures through different mediums - business etiquettes across cultures – communication to diverse workforce – overcoming barriers and biases in cross cultural communication.

### Module V: Teacher Specific Module Hours of transaction:9

*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

1. Bovee, C., &Thill, J.V., & Raina, R.L, Business Communication Today, Pearson
2. Lehman, C. M., Dufrene D. D., & Sinha, M. The South Asian Perspective on Business Communication, New Delhi: Cengage Learning.
3. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P, Effective Business , Boston: McGrawHill Companies.
4. Mukerjee, H. S, Business Communication, New-Delhi: Oxford University Press
5. Philip S Atkinson, Helen Reynolds, Business Writing and Procedures, American Book Company

### Core Suggested Readings

1. Post Emily, The Etiquette Advantage in Business, New York: Collins.
2. Rhoda and Aspi, Principle and Practice of Business Communication, Sheth Publisher Pvt Ltd.
3. Sandra, M. O, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge

## C. VALUE ADDED COURSES

### KU03VACIMBA201: CAREER MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
III	VAC	KU03VACIMBA201	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

The course explains the changing nature of careers and the importance of managing them effectively. It covers key topics such as work-life balance, career planning, and setting professional goals. It also explores job stress, setbacks, and alternative career paths like entrepreneurship.

Course Outcomes: At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	Recall and explain the fundamental concepts of career management.	R, U
CO2	Understand work-life balance and how people and organizations respond to related challenges.	U
CO3	Apply the Career Management Model to explore ways to grow professionally.	A

CO4	Analyse key issues related to career management, and assess strategies for effective career management.	An
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√		√			
CO2		√			√	
CO3	√	√				√
CO4		√	√	√		√

### Course Contents

#### Module I: Introduction to Career Management Hours of transaction: 9

The Changing Landscape of Work and Careers - Nature of Career - Career Development - Career Management - Importance of Career Management - Career Management Components.

#### Module II: Implications for Career Management Hours of transaction: 9

Work–Life Balance - Work–Life Conflict - Work–Life Enrichment – Societal, Organizational, Employee and Family Responses to Work–Life Challenges.

#### Module III: A Model of Career Management Hours of transaction: 9

Overview of the Career Management Model - Applications of the Career Management Model: A Guide to Career Exploration, Goals, Strategies, and Appraisal.

#### Module IV: Issues in Career Management Hours of transaction: 9

Job Stress - Sources and Consequences of Stress - Organizational Actions - Organizational Programs and Policies - Entrepreneurial Careers - Rebounding from Career Setbacks.

#### Module V: Teacher Specific Module Hours of transaction: 9

*The teacher will decide the area of content, transaction and evaluation.*

### Core Compulsory Readings

1. Boyes, C. Career Management (Collins Business Secrets). HarperCollins Publishers.
2. Brown, D. Career Choice and Development. Jossey-Bass.

3. Covey, S.R., & Colosimo, J. Great Work, Great Career. How to Create Your Ultimate Job and Make an Extraordinary Contribution. FranklinCovey Publishing.
4. Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. Career Management for Life. New York: Taylor & Francis.
5. Harrington, B., & Hall, D.T. Career Management & Work-Life Integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Publications.

#### Core Suggested Readings

1. Dowling, D. Managing Your Career. Harvard Business Review Press.
2. Harvard Business Review. HBR's 10 Must Reads on Career Resilience. Harvard Business Review Press.
3. Rivera, C. A. & Priede, E. Personal and Career Development: A Workbook on Self-Leadership. Business Expert Press.

### KU03VACMBA202: ENVIRONMENTAL SCIENCE AND SUSTAINABILITY

Semester	Course Type	Course Code	Credits	Total Hours
III	VAC	KU03VACMBA202	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### Course Description

To provide a general understanding of our environment, problems during exploitation of natural resources, the importance of biodiversity and the need for its conservation, pollution and its impacts, and approaches for environment sustainability.

#### Course Outcomes: At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To understand the over-exploitation of our natural resources and the need for Sustainable development.	An

<b>CO2</b>	To understand the concept of ecosystem, its structure and function and threats to Ecosystems.	A
<b>CO3</b>	To understand the concept of bio-diversity, its importance and conservation.	C& S
<b>CO4</b>	To classify pollution and its impacts	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

#### Course Contents

##### **Module I: Introduction to Environmental studies                          Hours of transaction: 12**

Multidisciplinary nature of environmental studies, Renewable and non-renewable Natural resources, Overexploitation and conservation of the following natural resources: forest, water, food, energy, mineral and land resources, Concept of sustainability, sustainable development, Concept of three R's (Reduce, Reuse, and Recycle), Concept of zero waste, Need for environmental education.

##### **Module II: Overview of Ecosystem                          Hours of transaction:14**

Concept of ecosystem. Components, structure and function of an eco-system, A brief description of forest ecosystem and desert ecosystem, Food chain and food web, Ecological Pyramids, Biogeochemical Cycles (examples-Carbon, Nitrogen and Phosphorous), Ecosystem Services (example forest), Threats to ecosystems, Conservation of ecosystems.

##### **Module III: Concept of Biodiversity                          Hours of transaction:10**

Concept of Biodiversity, hot spots of biodiversity, India as a mega diversity nation, Threats to biodiversity, Value of biodiversity, Brief description of economic valuation of biodiversity, Red Data Base and Red data Book, International Union for Conservation of Nature (IUCN), Red List of Threatened Species (Brief description), Conservation of biodiversity.

##### **Module IV: types of Pollution                          Hours of transaction: 12**

Pollution of air, acid rain, global warming and climate change, ozone layer depletion, Water pollution, Soil pollution. Industrial and urban solid wastes, Hospital wastes, Hazardous waste, Collection, segregation of solid wastes, Different household disposal methods for degradable

solid wastes, Commercial water purification devices for households, Plastic pollution, microplastics and its environmental and health effects, E-waste.

**Module V: Teacher Specific Module**

**Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Palanisamy P. N., Manikandan P., Geetha A., Manjula Ran – Environmental Science – Pearson Education.
2. Harikumar P.N., Susha D. And Manoj Narayanan K. S. – Environment management and human rights – Himalaya Publishing House.
3. Asthana D.K and Meera Asthana – A Textbook of Environmental Studies – S. Chand & Company

**Core Suggested Readings**

1. Bala Krishnamoorthy – Environmental Management: Text and Cases – PHI
2. Jacob Thomas – Environmental management: Text and Cases – Pearson.
3. Rajagopalan R. – Environmental Studies: From crisis to cure – Oxford University Press

**KU03VACMBA203: INDIAN CONSTITUTION**

Semester	Course Type	Course Code	Credits	Total Hours
III	VAC	KU03VACMBA203	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

To cover the historical background, key features, and fundamental principles of the Indian Constitution, with a focus on their relevance to business and management. It would also

explore the structure and functions of the Union and State Governments, fundamental rights and duties, and the role of constitutional bodies and the judiciary.

**Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	To make the students understand about the democratic rule and parliamentarian administration	An
CO2	To appreciate the salient features of the Indian constitution	A
CO3	To know the fundamental rights and constitutional remedies	C & S
CO4	To make familiar with powers and positions of the union executive ,union parliament and the supreme court	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

**Mapping of Course Outcomes to PSOs**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓			✓	

### Course Contents

#### **Module I: Introduction to Constitution**

**Hours of transaction: 13**

The making of Indian constitution, the constitution assembly organization -character -work salient features of the constitution- written and detailed constitution -socialism -secularism- democracy and republic

#### **Module II: Fundamental Rights and Duties**

**Hours of transaction:10**

Fundamental rights and fundamental duties of the citizens Right of equality -right of freedom-right against exploitation -right to freedom of religion- cultural and educational rights -right to constitutional remedies -fundamental duties.

#### **Module III: Directive Principles**

**Hours of transaction:13**

Directive principles of state policy Socialistic principles-Gandhian principles-liberal and general principles -differences between fundamental rights and directive principles

**Module IV: The Union Executive****Hours of transaction: 12**

The union executive, union parliament and Supreme Court Powers and positions of the president - qualification \_method of election of president and vice president -prime minister - Rajya Sabha -Lok Sabha, the supreme court -high court - functions and position of supreme court and high court

**Module V: Teacher Specific Module****Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

- 1) Palekar.s.a. Indian constitution government and politics, ABD publications, India
- 2) Aiyer, alladi krishnaswami, Constitution and fundamental rights 1955.

**Core Suggested Readings**

- 1) Markandan. k.c.directive Principles in the Indian constitution 1966.
- 2) Kashyap. Subash c, Our parliament ,National book trust , New Delhi 1989

**KU04VACMBA201: DISASTER MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
IV	VAC	KU04VACMBA201	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course aims to develop an understanding of the nature and types of disasters, disaster preparedness, mitigation strategies, and post-disaster management. It equips students with skills to effectively respond to and manage natural and man-made disasters, emphasizing community participation and sustainable recovery.

**Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	Explain the concepts, types, and phases of disaster management	U
CO2	Analyse the causes, impacts, and risk factors of various disasters	An
CO3	Demonstrate preparedness and mitigation strategies for different disaster scenarios	A
CO4	Evaluate post-disaster recovery measures and develop community-based disaster management plans	E

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√		√		
CO2	√	√	√			
CO3	√		√	√	√	
CO4	√			√	√	√

#### Course Contents

##### Module I: Introduction to Disaster Management

**Hours of transaction: 7**

Definition, types, and characteristics of disasters-Disaster cycle: Prevention, mitigation, preparedness, response, and recovery-Overview of global and Indian disaster scenarios.

##### Module II: Disaster Risk and Vulnerability Analysis

**Hours of transaction: 12**

Causes and impacts of natural disasters (earthquake, flood, cyclone, drought, tsunami)-Causes and impacts of man-made disasters (industrial accidents, chemical spills, nuclear hazards, terrorism)-Risk assessment tools and techniques

##### Module III: Preparedness and Mitigation Strategies

**Hours of transaction:10**

Early warning systems-Disaster preparedness at individual, institutional, and community levels-Mitigation measures and sustainable practices-Role of media and technology in disaster management

##### Module IV: Response, Recovery and Rehabilitation

**Hours of transaction: 8**

Emergency response systems and coordination-post-disaster needs assessment-Rehabilitation and reconstruction strategies

##### Module V: Teacher Specific Module

**Hours of transaction:8**

The teacher will decide the area of content, transaction and evaluation.

### Core Compulsory Readings

1. Alexander, D. (2018). Principles of Emergency Planning and Management. Oxford University Press.
2. Ministry of Home Affairs, Government of India. (2019). National Disaster Management Plan.

### Core Suggested Readings.

1. Coppola, D. P. (2020). Introduction to International Disaster Management. Butterworth-Heinemann.
2. Gupta, H. K., & Jalihal, D. R. (2015). Disaster Management. Universities Press.
3. NDMA Guidelines & Reports (Available on <https://ndma.gov.in>)

## KU04VACMBA202: PUBLIC HEALTH AND MANAGEMENT

Semester	Course Type	Course Code	Credits	Total Hours
IV	VAC	KU04VACMBA202	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### Course Description

It helps the students to understand foundations of public health: concepts, determinants, health systems. To Learn management principles as applied to public health organizations & programmes. Also helps to analyse health policy, financing, and legal-ethical issues in public health.

### Course Outcomes: At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains
CO1	To describe public health systems, determinants of health, levels of prevention.	An

<b>CO2</b>	To apply principles of management (planning, organizing, staffing, directing, controlling) in health contexts.	A
<b>CO3</b>	To critically evaluate health policies and schemes.	C& S
<b>CO4</b>	To understand legal, ethical, environmental, occupational, global health issues.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

### Course Contents

#### Module I: Foundations of Public Health

**Hours of transaction: 12**

Definition, scope, evolution of public health, Determinants of health (social, behavioural, environmental, genetic), Health indicators (mortality, morbidity, life expectancy, DALYs, etc.), Levels of prevention; health promotion & disease prevention, public health ethics & social justice.

#### Module II: Epidemiology and Biostatistics

**Hours of transaction: 13**

Basic epidemiology: measures of disease frequency, incidence/prevalence, Study designs (cross-sectional, cohort, case-control, experimental), Bias, confounding, causation, Statistical methods: descriptive statistics, hypothesis testing, confidence intervals, Data collection, sampling methods; surveillance systems

#### Module III: Health Systems, Policy and Law

**Hours of transaction: 13**

Structure of health systems (global, national, local), Health policy formulation, implementation, monitoring, Health laws and regulatory frameworks, Role of government, NGOs, private sector, Global health governance; international health agencies (WHO, UNICEF etc.)

#### Module IV: Public Health Management & Planning

**Hours of transaction: 12**

Principles of management: planning, organizing, staffing, directing, controlling, Health programme planning and management, Strategic planning in public health, Operational

management in public health settings (logistics, supply chain, facilities), Quality management and accreditation

#### **Module V: Teacher Specific Module**

**Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

#### **Core Compulsory Readings**

1. Public Health: What It Is and How It Works – Bernard J. Turnock
2. Epidemiology: An Introduction – Kenneth Rothman

#### **Core Suggested Readings**

1. Essentials of Epidemiology in Public Health – Aschengrau & Seage
2. Health Systems: Improving Performance – World Health Organization
3. Health Policy, Planning & Financing – WHO / various authors
4. Fundamentals of Biostatistics – Various author

### **KU04VACMBA203: YOGA**

Semester	Course Type	Course Code	Credits	Total Hours
IV	VAC	KU04VACMBA203	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

The course aims to help students develop a balanced lifestyle, increase focus, and build resilience, which are essential for effective leadership and management roles. This course introduces students to the philosophy, principles, and practice of yoga as a holistic approach to physical health, mental well-being, and personal development.

#### **Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	Explain the history, philosophy, and different schools of yoga.	R, U
CO2	Demonstrate proficiency in basic asanas, pranayama, and meditation techniques.	A
CO3	Analyse the impact of yoga practices on physical health, mental well-being, and stress management.	AN

<b>CO4</b>	Design a personalised yoga routine suitable for individual lifestyle and professional demands	C
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	✓	✓				
<b>CO2</b>		✓	✓			✓
<b>CO3</b>		✓		✓		
<b>CO4</b>	✓		✓	✓	✓	✓

## Course Contents

### Module I: Introduction to Yoga

**Hours of transaction: 8**

Origin and history of yoga- Philosophical foundations: Patanjali's Yoga Sutras, Eight Limbs of Yoga (Ashtanga Yoga)- Different schools and styles of yoga (Hatha, Raja, Karma, Bhakti, Jnana, Kundalini)- Yoga and holistic wellness

### Module II: Yoga for Physical Wellbeing

**Hours of transaction: 10**

Principles of warm-up and stretching-Basic asanas: Standing, Sitting, Supine, and Prone postures-Balancing postures: Tree Pose (Vrikshasana), Eagle Pose (Garudasana), Warrior III (Virabhadrasana III)-Core-strengthening asanas: Boat Pose (Navasana), Plank variations Alignment, safety, and contraindications

### Module III: Yoga for Mental and Emotional Balance

**Hours of Transaction:8**

Pranayama techniques: Anulom-Vilom, Kapalabhati, Bhramari, Nadi Shodhana-Meditation techniques: Breath awareness, mindfulness meditation- Yoga Nidra for relaxation- Yoga as a tool for emotional regulation and stress management.

### Module IV: Yoga in Daily and Professional Life

**Hours of transaction: 12**

Time management and productivity enhancement through yoga- Corporate yoga practices for office settings-Diet and lifestyle guidelines in yogic tradition-Designing a personal yoga routine and maintaining consistency

### Module V: Teacher Specific Module

**Hours of transaction:7**

*The teacher will decide the area of content, transaction and evaluation.*

## Core Compulsory Readings

1. Iyengar, B.K.S. (2005). Light on Yoga. HarperCollins Publishers.
2. Saraswati, Swami Satyananda (2013). Asana Pranayama Mudra Bandha. Yoga Publications Trust.
3. Taimni, I.K. (2007). The Science of Yoga. The Theosophical Publishing House.

## Core Suggested Readings.

*Kannur University-Five Year Integrated Masters Programme in Business Administration (KU-FYIMP- MBA)  
- Department of Management Studies – Syllabus 2025*

1. Desikachar, T.K.V. (1999). The Heart of Yoga: Developing a Personal Practice. Inner Traditions.
2. Satchidananda, Sri Swami (2012). The Yoga Sutras of Patanjali. Integral Yoga Publications.
3. Brown, Christina (2010). The Yoga Bible. Walking Stick Press.
4. Feuerstein, Georg (2011). The Path of Yoga. Shambhala Publications.

## **D. SKILL ENHANCEMENT COURSES**

### **KU04SECMBA201: ADVANCED EXCEL FOR BUSINESS**

Semester	Course Type	Course Code	Credits	Total Hours
IV	SEC	KU04SECMBA201	3	60

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
1	1	1	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

#### **Course Description**

This course is designed to equip students with practical and advanced skills in Microsoft Excel for business applications. It covers essential functions, data analysis tools, pivot tables, charts, dashboards, and automation techniques including macros and basic VBA. Emphasizing hands-on learning, the course prepares students to effectively organize, analyze, and present data for informed business decision-making. Suitable for students pursuing careers in finance, marketing, operations, or entrepreneurship, the course builds strong spreadsheet proficiency essential in modern workplaces.

**Course Outcomes:** At the end of the course, the student will be able to

CO No	Expected Outcome	Learning Domains

CO1	To build foundational and advanced skills in Microsoft Excel for business applications.	U, A
CO2	To develop proficiency in formulas, data analysis, charts, and dashboards.	U, A, An
CO3	To apply Excel tools for financial modelling, reporting, and decision-making.	A, An
CO4	To introduce students to automation using Excel macros and basic VBA.	A, An

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√	√				
CO2	√	√	√			√
CO3	√	√		√		
CO4	√	√	√	√		√

### Course Contents

#### Module I: Excel Essentials and Data Handling Hours of transaction: 10

Excel Interface, Workbook Management, Data Entry, Formatting, and Shortcuts, Sorting and Filtering Data, Data Validation and Conditional Formatting, Working with Tables and Named Ranges, Printing and Page Layout Options

#### Module II: Functions and Formulas Hours of transaction:15

Basic Functions: SUM, AVERAGE, COUNT, MAX, MIN, Logical Functions: IF, AND, OR, NOT, IFERROR, Lookup & Reference Functions: VLOOKUP, HLOOKUP, INDEX, MATCH, XLOOKUP, Date and Time Functions, Text Functions: LEFT, RIGHT, MID, LEN, CONCAT, TEXTJOIN, Nested Formulas and Troubleshooting Errors

#### Module III: Data Analysis, Visualization, and Dashboards Hours of transaction:15

Pivot Tables and Pivot Charts, Data Summarization and Grouping, What-If Analysis: Scenario Manager, Goal Seek, Data Tables, Charts: Line, Bar, Pie, Combo, Sparkline, Dashboard Creation: KPI Indicators, Interactive Charts, Form Controls, Data Cleaning Tools: Remove Duplicates, Flash Fill, Text-to-Columns

#### Module IV: Automation and Advanced Tools Hours of transaction:15

Introduction to Macros and Recording Macros, Basic VBA for Excel: Variables, Loops, Message Boxes, Power Query: Importing and Transforming Data, Introduction to Power Pivot, Protecting Workbooks and Data Security, Best Practices for Professional Excel Models

#### Module V: Teacher Specific Module Hours of transaction:5

*The teacher will decide the area of content, transaction and evaluation.*

### **Core Compulsory Readings**

1. John Walkenbach , Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, Wiley.
2. Michael Alexander & John Walkenbach, Excel VBA Programming for Dummies.
3. Ken Bluttman, Microsoft Excel Formulas & Functions for Dummies.

### **Core Suggested Readings**

1. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, PHI.

## **KU05SECMBA301: DESIGN THINKING AND INNOVATION**

Semester	Course Type	Course Code	Credits	Total Hours
V	SEC	KU05SECMBA301	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

This course is intended for students from any discipline who require an understanding of design thinking for brand, product, and service development. Students will learn a series of design thinking concepts, methods and techniques that are used to bring about innovation in business and in the social sector.

### **Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	To expose the student with state-of-the-art perspectives, ideas, concepts, and solutions related to the design and execution of projects using design thinking principles	An

<b>CO2</b>	To prepare the mindset and discipline of systemic inspiration driven by a desire to identify new sources of ideas, and new models especially outside their regular working atmosphere	A
<b>CO3</b>	To propose a concrete, feasible, viable and relevant innovation project/challenge	C& S
<b>CO4</b>	Test the ideas and demonstrate Storytelling ability to present the Ideas	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

#### Mapping of Course Outcomes to PSOs

	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>
<b>CO1</b>	√					√
<b>CO2</b>			√			
<b>CO3</b>				√		
<b>CO4</b>		√			√	

#### Course Contents

##### **Module I: Introduction to Design Thinking: Hours of transaction: 12**

A primer on design thinking - Traditional approach, The new design thinking approach. Stages in Design Thinking: Empathize, Define, Ideate, Prototype, Test. Mindset for design thinking, Design thinking for product and process innovation, Difference between engineering design and design thinking.

##### **Module II: Methods and Tools for Empathize Hours of transaction:13**

Listening and Empathizing Techniques – observation – structured open-ended approach -, Design Thinking Frameworks, Ideation tools – brainstorming, innovation heuristics, behaviour models, overcoming cognitive fixedness.

##### **Module III: Prototyping Hours of transaction:13**

Meaning - Prototyping as a mindset, prototype examples, prototyping for products; need, Fidelity for prototypes, Process of prototyping- Minimum Viable prototype.

##### **Module IV: Testing Prototype Hours of transaction: 12**

Prototyping for digital products: What's unique for digital products, Preparation; Prototyping for physical products: What's unique for physical products, Preparation; Testing prototypes with users. Create a Pitch-Plan for scaling up-Road map for Implementation, Fine-tuning and Submission of the project report.

**Module V: Teacher Specific Module****Hours of transaction:10**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd.
2. IdrisMootee, Design Thinking for Strategic Innovation,2013, John Wiley & Sons Inc

**Core Suggested Readings**

1. Michael Lewrick, Patrick Link, Larry Leifer, The Design Thinking Playbook, John Wiley & Sons, 2018.
2. Kristin Fontichiaro, Design Thinking, Cherry Lake Publishing, USA, 2015.
3. Walter Brenner, Falk Uebenickel, Design Thinking for Innovation - Research and Practice, Springer Series, 2016.

**KU05SECMBAA302: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
V	SEC	KU05SECMBAA302	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course inculcates and imparts knowledge about the concepts, techniques and functions of human resource management and enriches the students to develop the competencies required to understand the challenges at the workplace.

**Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	To introduce the learners to the fundamentals of Human Resource Management.	An

<b>CO2</b>	To position Human Resource management in the overall functions of the corporate world.	A
<b>CO3</b>	To Classify the various methods of training and wage payment	C& S
<b>CO4</b>	To Summarize the causes of poor industrial relations and outline the grievance redressal procedure	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	√					√
CO2			√			
CO3				√		
CO4		√			√	

### Course Contents

#### **Module I: Introduction to Human Resource Management      Hours of transaction: 12**

Human Resource Management –Meaning and Definition – Objectives – Scope – Functions – Difference between personnel management and human resource management - Challenges of human resource management. Human Resource Planning – Objectives – Need and Importance – Human resource planning process.

#### **Module II: Recruitment and Selection      Hours of transaction:11**

Job Analysis – Job description – Job specification – Recruitment – Meaning – Factors affecting recruitment – Sources of recruitment – Process of recruitment. Selection – Definition – Selection methods and Process..

#### **Module III: Training and Development      Hours of transaction:15**

Training – Definition – Need – Types – Methods – Training procedure – Difference between training and development. Wage and salary Administration – Principles - Components – Methods of wage payment

#### **Module IV: Performance appraisal and Industrial Relations      Hours of transaction: 11**

Performance Appraisal – Meaning – Process – Methods of performance appraisal- Industrial Relations – Meaning – Scope – Objectives – Causes for poor industrial relations - Grievance - Meaning – Causes of grievance – Sources of grievance - Grievance procedure.

#### **Module V: Teacher Specific Module      Hours of transaction:11**

The teacher will decide the area of content, transaction and evaluation.

### **Core Compulsory Readings**

1. Khanka S.S, (2016), "Human Resource Management", Delhi : Sultan Chand & Sons.

### **Core Suggested Readings**

1. Gupta C.B, (2017), "Human Resource Management", Delhi : Sultan Chand & Sons.
2. Prasad L.M, (2014), "Human Resource Management", Delhi : Sultan Chand & Sons,
3. Edward Lawler E, (2009), "Human Resource Management", Delhi : Stanford Publication

## **KU06SECMBA301: CORPORATE GOVERNANCE**

Semester	Course Type	Course Code	Credits	Total Hours
VI	SEC	KU06SECMBA301	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

### **Course Description**

Corporate Governance has emerged as an important academic discipline in its own right, bringing together contributions from finance, law and management. The main objective of the Course is to offer a comprehensive, interdisciplinary approach to the legal, management and control of companies.

### **Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	To understand the meaning and theories related to corporate governance.	An

<b>CO2</b>	To analyse different models of corporate governance.	A
<b>CO3</b>	To analyse the features of corporate governance in India.	C& S
<b>CO4</b>	To recognise the role of Corporate Social Responsibility in corporate governance.	U&A

\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

## Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓					✓
CO2			✓			
CO3				✓		
CO4		✓			✓	

## Course Contents

## Module I: Introduction to Corporate Governance

**Hours of transaction: 13**

Definitions and Importance of Corporate Governance, Reputation, Competition and Corporate Governance, Corporate Ethics, Corporate Governance and Corporate Responsibility, Globalization and Corporate Governance, Models of Corporate Governance, Mechanisms of Corporate Governance

## Module II: Theories of Corporate Governance

**Hours of transaction:10**

Agency Theory, Stewardship Theory, The Stakeholder Theory, The Political Theory; Models of Corporate Governance: Regional Models: Anglo-American Model, Japanese Model, German Model, Indian Model; Principles of Corporate Governance and Organization for Economic Co-operation and Development (OECD) Principles.

## Module III: Phases of Corporate Governance in India

**Hours of transaction:13**

-First Phase 1996 – 2008 (Before Satyam): Confederation of Indian Industries (CII) Report, Kumar Mangalam Birla, RBI – Report on advisory group on MCA – Naresh Chandra Committee, N. R. Narayan Murthy Report. Second Phase (After Satyam): Role of Confederation of Industries (CII) & National Association of Software and Services Companies (NASSCOM), National Financial Reporting Authority (NFRA), Cadbury Committee Report, BASEL Norms I, II & III.

## Module IV: Corporate Governance in India

**Hours of transaction: 12**

Under Listing Agreement, SEBI Guidelines, Companies Act-Corporate Governance in PSUs, Banks, Insurance Companies

**Module V: Teacher Specific Module****Hours of transaction:12**

The teacher will decide the area of content, transaction and evaluation.

**Core Compulsory Readings**

1. Bob Tricker, Corporate Governance, 2nd International Edition, Oxford University Press, 2020

**Core Suggested Readings**

1. Indrajit Dube, Corporate Governance, Lexis Nexis, 2008
2. A. C. Fernando et al., Corporate Governance: Principles, Policies and Practices, 3rd Edition, Pearson, 2018

**KU06SECMBA302: FUNDAMENTALS OF MARKETING MANAGEMENT**

Semester	Course Type	Course Code	Credits	Total Hours
VI	SEC	KU06SECMBA302	3	45

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
L	T	P	CCA	ESE	Total	
2	1	0	50	50	100	2

\*L = Lecture, T = Tutorial, P = Practical,

CCA = Continuous Comprehensive Assessment & ESE = End Semester Evaluation

**Course Description**

This course provides an understanding of the fundamental concepts, principles, and practices of marketing. It equips students with the skills to analyse markets, understand consumer behaviour, and develop marketing strategies through the marketing mix. Emphasis is placed on contemporary marketing trends, ethical considerations, and applying marketing tools in real-world contexts.

**Course Outcomes: At the end of the course, the student will be able to**

CO No	Expected Outcome	Learning Domains
CO1	Explain the fundamental concepts, scope, and role of marketing in business and society.	R,U
CO2	Analyse consumer behaviour and segment markets for effective targeting.	An
CO3	Apply marketing mix strategies to create integrated marketing plans.	A

<b>CO4</b>	Evaluate emerging marketing trends and propose ethical marketing solutions.	E, C
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\* Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C) & Synthesis (S)

### Mapping of Course Outcomes to PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	√					
<b>CO2</b>	√	√				
<b>CO3</b>	√	√	√			
<b>CO4</b>	√		√	√		

### Course Contents

#### Module I: Introduction to Marketing

**Hours of transaction: 8**

Nature, scope, and importance of marketing-Core concepts: needs, wants, and demands-Marketing vs. selling – evolution of marketing concepts-Marketing environment – micro and macro factors

#### Module II: Consumer Behaviour and Market Segmentation

**Hours of transaction: 9**

Understanding consumer and business buyer behavior-Factors influencing consumer behavior -Market segmentation – bases and process-Targeting strategies and positioning

#### Module III: Marketing Mix

**Hours of transaction:10**

Product classification, product life cycle (PLC), branding, packaging, labeling-Pricing objectives, methods, and strategies-Channels of distribution – types and functions-Promotion mix – advertising, sales promotion, personal selling, PR, digital marketing-Integrated marketing communications

#### Module IV: Contemporary Issues & Ethical Practices in Marketing

**Hours of transaction: 8**

Services marketing fundamentals-Green marketing and sustainability-Digital and social media marketing trends-Ethical and legal issues in marketing

#### Module V: Teacher Specific Module

**Hours of transaction:10**

*The teacher will decide the area of content, transaction and evaluation.*

### Core Compulsory Readings

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management (15th ed.). Pearson Education.
2. Lamb, C. W., Hair, J. F., & McDaniel, C. (2021). Principles of Marketing. Cengage Learning.

3. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management: Global Perspective, Indian Context. McGraw Hill Education.
4. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2017). Marketing: Concepts and Cases. McGraw Hill Education.
5. Pride, W. M., & Ferrell, O. C. (2022). Marketing. Cengage Learning.

**Core Suggested Readings.**

1. Baines, P., Fill, C., & Page, K. (2019). Essentials of Marketing. Oxford University Press.
2. Chhabra, T. N. (2014). Marketing Management. Sun India Publications.
3. Zikmund, W. G., d'Amico, M., & Babin, B. J. (2016). Marketing. Cengage Learning.