SONA COLLEGE OF TECHNOLOGY, SALEM-5

(An Autonomous Institution)

Master of Business Administration

CURRICULUM and SYLLABI

[For students admitted in 2025-2026]

MBA Regulations 2023

Approved by BOS and Academic Council meetings

MBA I

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester I under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
	Theory courses								
1.	P23MBA101	Accounting For Decision Making	3	1	0	4	PC	60	TT
2.	P23MBA102	Organizational Behaviour	4	0	0	4	PC	60	T
3.	P23MBA103	Economics For Business Decisions	4	0	0	4	PC	60	T
4.	P23MBA104	Applied Statistics for Business Decisions	3	1	0	4	PC	60	TT
5.	P23MBA105	Legal Aspects of Business	3	0	0	3	PC	45	T
6.	P23MBA106	Information Systems	3	0	0	3	PC	45	T
7.	P23MBA107	Marketing Management	4	0	0	4	PC	60	T
	Practical courses								
8.	P23MBA108	Managerial Communication	0	0	4	2	PC	60	L
9.	P23MBA109	Community Development Programme	0	0	4	2	EEC	60	L
Total Credits						**30**			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

Chairperson, MBA BoS	**Member Secretary, Academic Council**	**Dean-Academics**	**Chairperson, Academic Council & Principal**
Dr. P.K. Anjani	**Dr.R.Shivakumar**	**Dr.J.Akilandeswari**	**Dr.S.R.R.Senthil Kumar**

Copy to:-

HOD/ MBA, First Semester MBA Students and Staff, COE

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S.No	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
	Theory courses								
1.	P23MBA201	Optimisation Techniques for Business Decisions	3	1	0	4	PC	60	TT
2.	P23MBA202	Business Research Methods	3	0	2	4	PC	75	TL
3.	P23MBA203	Business Analytics	3	0	0	3	PC	45	T
4.	P23MBA204	Financial Management	3	1	0	4	PC	60	TT
5.	P23MBA205	Human Resource Management	4	0	0	4	PC	60	T
6.	P23MBA206	Operations Management	3	1	0	4	PC	60	TT
7.	**Open Elective**								
	P23MCA601	AI for Business Transformation	3	0	0	3	OE	45	T
	P23CEM602	Construction Engineering Management							
	Practical courses								
8.	P23MBA207	Ancient Knowledge Systems -Seminar	0	0	4	2	PC	60	L
9.	P23MBA208	Data Analysis Using Spread Sheets	0	0	4	2	PC	60	L
		Total Credits				**30**			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

4/12/12/25	16/12/25	J. Akilandeswari	J. Akilandeswari
Chairperson, MBA BoS	**Member Secretary, Academic Council**	**Dean-Academics**	**Chairperson, Academic Council & Principal**
Dr. P.K. Anjani	**Dr.R.Shivakumar**	**Dr.J.Akilandeswari**	**Dr.S.R.R.Senthil Kumar**

Copy to:-

HOD/ MBA, Second Semester MBA Students and Staff, COE

MBA I

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester I under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S. No.	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
	Theory courses								
1.	P23MBA101	Accounting For Decision Making	3	1	0	4	PC	60	TT
2.	P23MBA102	Organizational Behaviour	4	0	0	4	PC	60	T
3.	P23MBA103	Economics For Business Decisions	4	0	0	4	PC	60	T
4.	P23MBA104	Applied Statistics for Business Decisions	3	1	0	4	PC	60	TT
5.	P23MBA105	Legal Aspects of Business	3	0	0	3	PC	45	T
6.	P23MBA106	Information Systems	3	0	0	3	PC	45	T
7.	P23MBA107	Marketing Management	4	0	0	4	PC	60	T
	Practical courses								
8.	P23MBA108	Managerial Communication	0	0	4	2	PC	60	L
9.	P23MBA109	Community Development Programme	0	0	4	2	EEC	60	L
Total Credits						**30**			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

Chairperson, MBA BoS	**Member Secretary, Academic Council**	**Dean-Academics**	**Chairperson, Academic Council & Principal**
Dr. P.K. Anjani	**Dr.R.Shivakumar**	**Dr.J.Akilandeswari**	**Dr.S.R.R.Senthil Kumar**

Copy to:-

HOD/ MBA, First Semester MBA Students and Staff, COE

P23MBA101	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		3	1	0	4

Course Outcomes

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

CO1:	Explain the concepts and applications of Accounting.
CO2:	Analyze the financial statements of the business.
CO3:	Apply the cost concepts and tools in decision-making.
CO4:	Make decisions based on management and cost accounting information.
CO5:	Explain the significance of technology in accounting.

Pre-requisite: NIL

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		2	1	2
CO2	3	2		3	1	3
CO3	3	2		2	2	1
CO4	3	3		1	2	2
CO5	3			1	1	

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01:Introduction to Accounting — **12 Hours**

Introduction to Financial, Cost and Management Accounting – Accounting Cycle- Accounting Equation - Accounting Conventions and Concepts – GAAP - IFRS – Analyzing transaction – Preparing Trail balance - Preparation of Final Accounts of Sole Proprietorship –Simple Problems- Introduction to Environmental Accounting-Introduction to Human Resource accounting.

Unit 02: Financial Statement Analysis — **12 Hours**

Financial Statement Analysis –Tools of Financial Statement Analysis - Ratio Analysis Interpretation of ratio for financial decisions making - Preparation of Cash Flow Statement - Simple Problems.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

Unit 03: Cost Accounting	12 Hours
Elements of Cost - Cost Classification - Cost Control & Cost Reduction - Preparation of cost sheet – Job costing – Process costing (excluding Interdepartmental Transfer and Equivalent production) - Basics of Cost Volume Profit (CVP) analysis - BEP analysis - Application of marginal costing in decision making: Acceptance of Special order, Key limiting factor, Make/Buy decision and Sales mix.	
Unit 04: Budgeting and Standard Costing	**12 Hours**
Basic framework of budgeting - Preparation of flexible and cash budgets – Simple Problems –Zero-based budgeting - Standard costing - Setting standard costs - Analysis of variance: Material variance and Labour variance – Simple Problems	
Unit 05: Latest Development Trends and Practices	**12 Hours**
Introduction to financial software for analysis: Excel and Prowess, Introduction to Fintech, Block chain technology, AI in accounting and finance, Cloud-based accounting.	

Theory: 45Hrs	Tutorial: 15	Practical: 0	Total Hours: 60 Hrs

TEXT BOOKS

1.	N. Maheshwari&S.K. Maheshwari, "A Text Book of Accounting for Management", Vikas Publication House Pvt Ltd, 4th edition,2019.

REFERENCES

1.	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 17th edition, Tata Mc Graw Hill, 2014.
2.	Ronald W.Hilton& David E.Platt, Managerial Accounting Creating Value in a Dynamic Business Environment, Mc Graw Hill Education,10th edition,2014.
3.	M.y.Khan&P.K.jain, Management Accounts : Text, Problems & Case", Tata Mc Graw Hill Publishing Co Ltd, 7th Edition, 2012.
4.	Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, NewDelhi, 5th edition,2010.
5.	Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005.
6.	Pandikumar, Management Accounting-Theory and Practice, Excel Books 2009.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA102	ORGANISATIONAL BEHAVIOUR	L	T	P	C
		4	0	0	4

Course Outcomes

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

CO1:	Explain organizational behaviour and its scope.
CO2:	Interpret the Individual level behaviour of employees in organizations.
CO3:	Analyse the group level behaviour of employees in organizations.
CO4:	Apply the concepts of Leadership and power in practice.
CO5:	Evaluate the dynamics of organizational behaviour to enhance Effectiveness of Employees

Pre-requisite: NIL

CO/PO Mapping
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1			1	
CO2	3	1	2		2	
CO3	2	2	2		3	
CO4	3	3	3		3	
CO5				2	2	2

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01:PURPOSE AND SCOPE — **12 Hours**

Organizational Behavior - Nature - Scope - Disciplines Contributing - Challenges and Opportunities - OB Models.

Unit 02: INDIVIDUAL BEHAVIOUR — **12 Hours**

Attitudes Components - Types - Emotions and Moods - Emotional Intelligence Personality - Determinants - MBTI - Big Five - Other traits. Values - Value system - Hofstede's value dimensions-Learning-theories-Organization behavior modification -Perception-process-Attribution theory-Short cuts in perception-Decision Making - Common biases and errors in decision making. Motivation and its theories - Job characteristics model - Effects on work behavior.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

Unit 03: FOUNDATION OF GROUP BEHAVIOUR	12Hours
Organization Structure - Types - Groups - Formation - Types of groups - Stages in group development - Concepts of group-Group Dynamics-Group decision making- Techniques - Team building - Types - Interpersonal relationships - Johari Window- Communication and Control.	
Unit 04: LEADERSHIP AND POWER	**12 Hours**
Leadership - Leader Vs Manager - Styles - Theories of leadership - Power-Sources - Politics-factors - Consequences of power - Impression Management - Conflicts and Negotiations	
Unit 05: ORGANIZATION SYSTEM	**12 Hours**
Organizational Culture - Factors influencing - Organizational Change - Forces - Types Lewin's model of Change - Resistances to change - Organizational Development - Stress Management.	

Theory: 60 Hrs	Tutorial: --	Practical: --	Total Hours: 60 Hrs

TEXT BOOKS

1.	Stephen P. Robbins, Organizational Behaviour, Edition 18th, Pearson Publication, 2019.

REFERENCES

1.	Fred Luthans, Organizational Behavior, 12th edition, McGraw hill Publication, 2015.
2.	Udai Pareek, Understanding Organizational Behavior, 4th edition, Oxford Publication, 2018.
3.	Mc Shane & Von Glinov, Organizational Behavior, 9th edition, McGraw hill Publication, 2020.
4.	Schermerhorn, Hunt and Osborn, Organizational Behavior, 12th edition, John Wiley, 2011.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA103	ECONOMICS FOR BUSINESS DECISIONS	L	T	P	C
		4	0	0	4

Course Outcomes

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

CO1:	Explain the concepts of scarcity, efficiency and the economic problems.
CO2:	Analyse demand, supply, cost and production.
CO3:	Analyse the functioning of product and factor markets in the economy.
CO4:	Discuss principles of Macroeconomics.
CO5:	Analyse the economic variables of unemployment, inflation, money market and National Income.

Pre-requisite: NIL

CO/PO Mapping
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2	1	
CO2	3	2		2		2
CO3	3	1		2		
CO4	2					2
CO5	3	2		2		1

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION — **12 Hours**

The themes of economics – scarcity and efficiency – Productive efficiency Vs economic efficiency – Microeconomics and Macroeconomics – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – economic growth & stability – the role of markets and government – Positive Vs negative externalities.

Unit 02: CONSUMER AND PRODUCER BEHAVIOUR — **12 Hours**

Market, Demand and Supply – Determinants – elasticity of demand and supply – Market equilibrium – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

Unit 03: PRODUCT AND FACTOR MARKET	12 Hours
Product market – different market structures – perfect and imperfect market – Firm's equilibrium and supply – Market efficiency – Factor market – Land, Labour and capital – Demand and supply of factors– determination of factor price – Interaction of product and factor markets – General equilibrium and efficiency of competitive markets.	
Unit 04: PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	**12 Hours**
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Components of aggregate demand and national income – Macroeconomic equilibrium – Multiplier Effect – Demand side Policy and management – Demand Forecasting – Trade Cycle– Fiscal policy in theory.	
Unit 05: AGGREGATE SUPPLY AND THE ROLE OF MONEY	**12 Hours**
Short-run and Long-run supply curve – Supply side Policy and management – Unemployment – Okun's law – Inflation – reasons for inflation – Demand Vs Supply factors – Phillips curve – Inflation Vs Unemployment tradeoff – short- run and long-run – Money market – Demand and supply of money – Money market equilibrium and National Income – the role of monetary policy.	

Theory: 60 Hrs	Tutorial: --	Practical: --	Total Hours: 60 Hrs

TEXT BOOKS

1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2.	N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi,2017.

REFERENCES

1.	Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
2.	Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
3.	Michael R. Baye and Jeffrey T, Managerial Economics & Business Strategy, 8th edition, McGraw-Hill, 2017.
4.	William F. Samuelson and Stephen G, Managerial Economics, 7th edition, Wiley, 2011.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA104	Applied Statistics for Business Decisions	L	T	P	C
		3	1	0	4

Course Outcomes

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

CO1:	Compute and apply probability distributions to different types of business processes.
CO2:	Apply statistical techniques to data sets in business, and correctly interpret the results.
CO3:	Apply Non–Parametric hypothesis testing tools for data analysis in business management
CO4:	Analyze and interpret the correlation and regression between the variables
CO5:	Compute index numbers and apply forecasting techniques for time series data.

Pre-requisite: NIL

CO/PO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3			1	2
CO2	3	3		2	1	2
CO3	3	3				2
CO4	3	3		1	2	3
CO5	3	3		1	2	3

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01:Introduction to Statistics and Probability Distribution — **12 Hours**

Statistical thinking and analysis ;Statistics defined; Types of statistical methods - Descriptive and inferential statistics; Importance and scope of statistics , Probability: Concept - Rules of probability, Assigning probability to events; Joint, Marginal and Conditional Probability, Baye's theorem Application, Random variables, Binomial, Poisson and Normal Probability Distribution.

Unit 02: Hypothesis Testing — **12 Hours**

Fundamental Concepts of Hypothesis Testing: Developing null and alternate hypothesis,Hypothesis testing procedure, the critical value of the test statistic, regions: rejectionand non-rejection, Type I error and Type II error, Level of significance,Inference about a Population:For single population mean using *z*-statistic, for single population mean using *t*-statistic, Inference about Comparing Two Populations: Inference about the difference between two population means , Inference about the difference between two population

proportions.	
Unit 03: Analysis of Variance and Non–Parametric Tests	**12 Hours**
Inference about the ratio of two population variances, Analysis of Variance (ANOVA), Chi-Squared Tests: Chi-squared goodness of fit test, and test of independence. Bi-variate tests: Mann-Whitney U test, Wilcoxon Sign Test, Multivariate: Kruskal-Wallis Test.	
Unit 04: Correlation and Regression	**12 Hours**
Types of correlation–Measures of Linear Relationship: coefficient of correlation- Pearson's Correlation- Spearman's Rank Correlation - Simple Linear Regression- Estimation of Regressi online–Method of Least Squares.	
Unit 05: Time Series Analysis and Index Numbers	**12 Hours**
Variations in Time Series - Methods of Estimating Trend: Moving Average Method - Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Moving Average Method. Index Numbers–Laspeyre's, Paasche's and Fisher's Ideal index	

Theory: 45Hrs	**Tutorial: 15**	**Practical: --**	**Total Hours: 60 Hrs**

TEXT BOOKS

1.	T N Srivastava and ShailajaRego, Statistics for Management, Tata McGraw Hill, 8th Edition 2019.

REFERENCES

1.	Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2.	Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3.	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
4.	David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
5.	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

Prof.Dr.P.K.ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA105	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

Course Outcomes

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

CO1:	Examine the elements of a contract and remedies for breach of contract in business affairs
CO2:	Analyse legal issues in buying and selling movable properties, regulating anti-competitive practices in business.
CO3:	Analyse partnership as a business organization and the role of law in commercial transactions
CO4:	Apply laws pertaining to the registration and operations of a company
CO5:	Examine the consumers' rights and Goods & Services taxes.

Pre-requisite: NIL

CO/PO Mapping
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3		2
CO2	3	3	2	3		2
CO3	3	3	2	3		3
CO4	3	3	2	3		3
CO5	3	3	2	3		2

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INDIAN CONTRACT ACT, 1872 — **9 Hours**

Essential Elements of Contract – Classification of Contract – Formation of Contract – Performance of Contract – Discharge of Contract – Breach of Contract and remedies - Contingent and Quasi Contract.

Unit 02: SALE OF GOODS ACT, 1930& Competition Act 2002. — **9 Hours**

Essential elements of Contract of Sale – Classification of goods – Doctrine of Caveat Emptor – Difference between condition and warranty – Rules as to delivery of goods – Rights of buyer and seller – Rights of unpaid seller – Remedies for breach of contract of sale.

Prof.Dr.P.K.ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

Competition Act 2002: Introduction, Definitions, Establishment and Composition of Commission- Prohibition of abuse of Dominant position, Regulation of Combinations- Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

Unit 03: INDIAN PARTNERSHIP ACT, 1932 &NEGOTIABLE INSTRUMENTS ACT, 1881	**9 Hours**

Characteristics of partnership – Test of partnership – Formation of partnership – Kinds of partners – Registration of firms – Rights, Duties and Liabilities of partners – Re-constitution of firm – Dissolution of partnership firm.

NEGOTIABLE INSTRUMENTS ACT,1881

Characteristics of Negotiable Instrument – Parties to negotiable instruments – Presumptions as to Negotiable Instruments – Essential features of Promissory note, Bill of Exchange and Cheque – Holder and Holder in due Course – Discharge of Negotiable Instrument – Dishonor of Cheque.

Unit 04: COMPANY LAW 2013	**9 Hours**

Nature and Characteristics of Company – Types of Companies – Formation of Company – Memorandum of Association – Articles of Association – Prospectus – Powers, duties and liabilities of Directors – Winding up of Company

Unit 05: CONSUMER PROTECTION ACT,2019 &GST	**9 Hours**

Consumer Protection Act: Definitions – Consumer, Defect, Deficiency, Unfair trade practice, restrictive trade practice – Consumer rights – Procedure for consumer grievance redressal – Consumer dispute redressal machineries and Forums – Remedies available to consumers.

Goods and Service Tax (GST) – Introduction to GST-Objectives and Scope of GST-Advantages and disadvantages-GST Council, - Taxes under GST-Registration under GST- levy and collection of GST in India.

Theory: 45 Hrs	**Tutorial: --**	**Practical: --**	**Total Hours: 45 Hrs**

TEXT BOOKS

1.	Ravinder Kumar, Legal aspects of business, Cengage Learning, 6 th edition 2022
2.	K M Bansal, GST & Customs Law, Taxmann, 2023

REFERENCES

1.	Kapoor N.D, Elements of Mercantile Law,Sultan Chand & Sons, 38th edition 2020
2.	N. D. Kapoor, Elements of Company Law, Sultan Chand and sons, 2020
3.	Avtar Singh , Business Law, Easter n Bok company, 11th edition 2021
4.	Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns 2018

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA106	INFORMATION SYSTEMS	L	T	P	C
		3	0	0	3

Course Outcomes

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

CO1:	Analyse the role of Management information Systems in modem organizations.
CO2:	Explain the role of modern information systems and functional business systems in decision making
CO3:	Evaluate the process of information as a resource in business organizations
CO4:	Analyse the importance of implementation and control of IPR related issues in IT
CO5:	Apply information systems in managerial decision making.

Pre-requisite: NIL

CO/PO Mapping
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1		2	2	1
CO2	2	3		2	2	2
CO3	1	3	1	2	2	
CO4	1	2	1		2	1
CO5	2	2	1	1	2	

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: MANAGEMENT INFORMATION SYSTEMS — **9 Hours**

Definition - Evolution - Functions of Management Information Systems - Information Concepts - Information Technology - Establishing Framework - Types of Information Systems - Business Model - Conceptual Model- Architecture

Unit 02: SYSTEM DEVELOPMENT: MODERN INFORMATION SYSTEMS AND FUNCTIONAL BUSINESS SYSTEMS — **9 Hours**

System Concepts- System Development Life Cycle- Models - Prototyping - Structured Methodologies - Designing Computer Based Methods - Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER) Database Concepts- DBMS-RDBMS - OODBMS - Data Warehousing and Data Mart - Information Systems: Functional Areas - Production systems, Human Resources, Finance & Marketing

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

Unit 03: NOTIONS OF DECISION SUPPORT SYSTEMS	9 Hours
Decision Support Systems - Enterprise Information Systems - Executive Information Systems - Expert Systems - Knowledge Management Systems - Geographic Information Systems- Managing International Information Systems - Enterprise Resource Planning- e-Business - e- governance -CRM-Data Mining - Business Intelligence	
Unit 04: SECURITY, CONTROL AND REPORTING	**9 Hours**
Quality Assurance in Information Systems -Cost Benefit Analysis - Assessing Values and Risk of Information Systems - IT Ethics - Intellectual Property, Copyright & Patent- Impact of Information Technology on Individuals , Organizations and Society-Introduction to loT, Quantum computing, Block chain	
Unit 05: MANAGEMENT CHALLENGES, COMPUTER CRIME AND SYSTEM SECURITY	**9 Hours**
Cyber Law and IT Act 2000 -Types of Cybercrimes - Identification of system vulnerability - Security Management of Information Technology - Auditing IT Security - Global Management of Information Technology.	

Theory: 45 Hrs	Tutorial: --	Practical: --	Total Hours: 45 Hrs

TEXT BOOKS

1.	James O'Brien, George M Marakas, Ramesh Behl, Management Information systems, Tata McGraw-Hill, 11th edition , 2019

REFERENCES

1.	Kenneth C Laudon, Jane P Laudon and Sahil Raj, Management Information systems, Pearson education, 16th edition, 2019
2.	Effy Oz, Management Information Systems, Cengage learning, 6th Edition, 2013
3.	Waman S Javadekar, Management Information Systems - A global Digital Enterprise Perspective - Tata McGraw - Hill, 5th Edition , 2017
4.	Indrajit Chatterji, Management Information Systems, Prentice Hall of India, 2nd Edition

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA107	MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

Course Outcomes

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

CO1:	Explain the concept of marketing, marketing environment and prepare a marketing plan.
CO2:	Apply the concepts of consumer decision-making and STP (segmentation, Targeting, Positioning) strategies to gain a competitive advantage.
CO3:	Analyse product and pricing strategies in marketing.
CO4:	Analyse the distribution and promotion strategies of firms.
CO5:	Discuss the evolving concepts of Marketing and marketing ethics.

Pre-requisite: NIL

CO/PO Mapping
(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2	3	1
CO2	1	3	2	3		
CO3	1	2		3		
CO4	2	2		3		1
CO5	2		1	3		

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz 1 (5) CIE test II (10) Quiz 2 (5)	Assignment/ problem solving/seminar/ case study/field work (10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION	**12 Hours**

Marketing - Scope of Marketing - Marketing Concepts—Marketing Plan -Marketing environment: Internal and External - Marketing mix.

Unit 02: BUYER BEHAVIOUR AND ANALYSING MARKETING OPPORTUNITIES	**12 Hours**

Consumer Behaviour — Factors influencing consumer behaviour-Buying Decision Making process -Business Markets- participants in buying process-stages in buying process- Customer relationships management — Customer acquisition, Retaining, - Market Segmentation — Targeting and Positioning

Unit 03: PRODUCT AND PRICING DECISIONS	**12 Hours**

Product Concepts- Product Mix —New product Development and Management- Product life cycle — Packaging- Labeling- Branding- Competitive strategies- Services Marketing.

Pricing- Setting the Price- Methods- Ethical aspects of Pricing				
Unit 04: MARKETING CHANNELS AND PROMOTION DECISIONS				**12 Hours**
Marketing channels – functions - channel design decisions - Channel integration – intermediaries - Channel conflict - Retailing, Wholesaling and logistics. Integrated Marketing Communication – Advertising - Sales promotion - Direct marketing - Public Relations-Personal Selling				
Unit 05: TRENDS IN MARKETING				**12 Hours**
Tapping Global Markets - Marketing Ethics - Social Media Marketing - Bottom of the pyramid - Introduction to Marketing Analytics.				
Theory: 60 Hrs	**Tutorial: --**	**Practical: --**	**Project:--**	**Total Hours: 60 Hrs**

TEXT BOOKS	
1.	Philip Kortler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2017
REFERENCES	
1.	RajanSaxena, Marketing Management, Mc Graw Hill India, 6th Edition, 2020.
2.	Lamb, hair, Sharma, Me Daniel- Marketing - An Innovative approach to learning and teaching-A South Asian perspective, Cengage Learning - 2016.
3.	Dhruv Grewal And Michael Levy, Marketing - Mc Graw Hill India, 7th Edition, 2017.
4.	V. S. Ramaswamy and S. Namakumari , Marketing Management- Sage Publications India Pvt Ltd, 6th Edition, 2018.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA108	MANAGERIAL COMMUNICATION	L	T	P	C
		0	0	4	2

Course Outcomes

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

CO1:	Communicate confidently and effectively
CO2:	Demonstrate active listening skills
CO3:	Use language efficiently to face interviews, participate in group discussions and make public speeches.
CO4:	Write business letters and draft business reports

Pre-requisite: NIL

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1	2	2	3	3
CO2	1		2		2	
CO3	2	2	2	2	3	
CO4	2	3	2	2	2	2

Course Assessment methods

Direct		Indirect
CIE test I (20) Quiz 1 (5) CIE test II (20) Quiz 2 (5)	Assignment (10) Total CIE: 60 marks Semester End Examination (40)	Course end survey

Unit 01:Listening — **12 Hours**

- Listening and typing
- listening and sequencing of sentence
- Filling in the blanks
- Listening and answering questions.

Unit 02: Reading — **12 Hours**

- Filling in the blanks
- Cloze exercises
- Vocabulary building
- Reading passages and answering questions.

Unit 03: Speaking — **12 Hours**

- Correct Pronunciation
- Sound recognition exercises

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

- Common errors in Spoken English.
- Building confidence

Unit 04: Writing	**12 Hours**

- e – mail, memo
- Business letters
- Proposal, report writing
- Drafting circulars, agenda
- Preparing abstracts for technical articles

Unit 05: Communication Skills	**12 Hours**

- Creating effective PPTs – presenting the visuals effectively
- Oral Presentations – Using appropriate body language in professional contexts – gestures, facial expressions, etc.
- Preparing job applications – writing covering letter and résumé
- Applying for jobs online – email etiquette
- Participating in group discussions – understanding group dynamics – brainstorming the topic – mock GD
- Training in soft skills – persuasive skills – people skills – questioning and clarifying skills

Theory: 0 Hrs	**Tutorial:**	**Practical: 60 Hrs**	**Total Hours: 60 Hrs**

TEXT BOOKS

1.	Rajendra Pal, Korlaharli – "Business Communication", Sultan Chand Publications.

REFERENCES

1.	English and Soft Skills, Dhanavel, S.P. Hyderabad: Orient BlackSwan Ltd. 2010.
2.	How to Prepare for Group Discussion and Interview, Corneilssen, Joep. New Delhi: Tata – McGraw – Hill, 2009.
3.	Group Discussion and Team Building D'Abreo, Desmond A. Mumbai: Better yourself books, 2004.
4.	The ACE of Soft Skills, Ramesh, Gopalswamy, and MahadevanRamesh.New Delhi: Pearson, 2010.
5.	Corporate Soft Skills, Gulati, Sarvesh. New Delhi: Rupa and Co. 2006.
6.	Presentation Skills for Students, Van Emden, Joan, and Lucinda Becker. New York: Palgrave Macmillan, 2004.

Prof. Dr. P. K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA109	COMMUNITY DEVELOPMENT PROGRAMME	L	T	P	C
		0	0	4	2

Course Outcomes

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

CO1:	Identify the social-cultural framework of the community
CO2:	Address the challenges with suitable solutions in the identified community
CO3:	Engage in fieldwork and create awareness among the community on policies in practice
CO4:	Prepare a report

Pre-requisite: NIL

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	1	1	
CO2	2	2	1	2	2	
CO3	2		1	2	1	
CO4	1			1	1	

Course Assessment methods

Direct		Indirect
Panel Review I (30 marks) Panel Review II (30 marks) Final presentation & Viva-voce (40 marks)	Total CIE : 100 marks Semester End Examination : -	Course end survey

Unit 01: Dynamics of the community	**10 Hours**
• Social, Economic, and Cultural dynamics of community	
Unit 02: Challenges and goal setting	**10 Hours**
• Identify the challenges in the community. • Setting Goals and social Mapping	
Unit 03: Methodology	**12 Hours**
• Developing approaches, methods, plans and proposals	
Unit 04: Engagement with the community	**16 Hours**
• Execution of the plans	
Unit 05: Reporting	**12 Hours**
• Report Preparation	

Theory: 0 Hrs	Tutorial:	Practical: 60 hrs	Total Hours: 60 Hrs

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2023 (CBCS)
Branch: Master of Business Administration

S.No	Course Code	Course Title	L	T	P	C	Category	Total Contact Hours	Course Type*
	Theory courses								
1.	P23MBA201	Optimisation Techniques for Business Decisions	3	1	0	4	PC	60	TT
2.	P23MBA202	Business Research Methods	3	0	2	4	PC	75	TL
3.	P23MBA203	Business Analytics	3	0	0	3	PC	45	T
4.	P23MBA204	Financial Management	3	1	0	4	PC	60	TT
5.	P23MBA205	Human Resource Management	4	0	0	4	PC	60	T
6.	P23MBA206	Operations Management	3	1	0	4	PC	60	TT
7.	**Open Elective**								
	P23MCA601	AI for Business Transformation	3	0	0	3	OE	45	T
	P23CEM602	Construction Engineering Management							
	Practical courses								
8.	P23MBA207	Ancient Knowledge Systems -Seminar	0	0	4	2	PC	60	L
9.	P23MBA208	Data Analysis Using Spread Sheets	0	0	4	2	PC	60	L
		Total Credits				**30**			

*T- Theory, TT- Theory with Tutorial, TL- Theory with Laboratory, L-Laboratory, LT- Laboratory with Theory.

Approved By

9/12/12/25	16/12/25	J. Akilandeswari	J. Akilandeswari
Chairperson, MBA BoS	**Member Secretary, Academic Council**	**Dean-Academics**	**Chairperson, Academic Council & Principal**
Dr. P.K. Anjani	**Dr.R.Shivakumar**	**Dr.J.Akilandeswari**	**Dr.S.R.R.Senthil Kumar**

Copy to:-

HOD/ MBA, Second Semester MBA Students and Staff, COE

P23MBA201	OPTIMISATION TECHNIQUES FOR BUSINESS DECISIONS	L	T	P	C
		3	1	0	4

Course Outcomes

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

CO1:	Apply Linear programming in product mix decisions
CO2:	Examine transportation and assignment in logistics and job allocation
CO3:	Apply Game theory and heuristics of decision-making in real-time scenarios
CO4:	Apply Network Analysis and job sequencing in Manufacturing/Service set-up
CO5:	Use Queuing and replacement theories in real-time scenario optimization

Pre-requisite: NA

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3			1	2
CO2	3	2		1	2	2
CO3	3	3		1	1	2
CO4	3	3			1	2
CO5	3	2				2

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz I (5) CIE test II (10) Quiz II (5)	Assignment//Presentation/Case study(10) Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION TO LINEAR PROGRAMMING (LPP) — **12 Hours**

Application of quantitative techniques in management decisions – Assumptions & Mathematical model of LPP. Linear Programming formulation, solution by graphical and simplex method - Primal.

Unit 02: TRANSPORTATION PROBLEM & ASSIGNMENT PROBLEM — **12 Hours**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, least cost and Vogel's approximation methods. Check for optimality-Solution by MODI method-Case of Degeneracy.

Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems-Solution by Hungarian Method-Travelling Salesman problem.

Unit 03: DECISION THEORY AND GAME THEORY	12 Hours
Decision-making under risk – Decision-making under uncertainty. Game Theory-TwoPerson Zero Sum Games-Saddle point, Dominance Rule and graphical solutions for solving a game.	
Unit 04: NETWORK ANALYSIS AND SEQUENCING MODELS	**12 Hours**
Terminology- Concepts- Rules for drawing network diagram-CPM Computations- Finding critical path-Float- PERT Computations- Computation of earliest and latest allowable times- Difference between PERT and CPM. Job Sequencing - n jobs through 2 machines, n jobs through 3 machines and n jobs through m machines.	
Unit 05: QUEUING THEORY AND REPLACEMENT MODELS	**12 Hours**
Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals Replacement Models (With and without time value of money) – Group Replacement Model	

Theory: 45 Hrs	Tutorial: 15 Hrs	Practical: --	Total Hours: 60 Hrs

TEXT BOOKS

1.	J K Sharma, "Operations Research – Theory & Applications", Macmillan Publishers India Ltd., 6th edition, 2017.

REFERENCES

1.	Operations Research, Taha Hamdy A., Pearson Publishing, Ninth Edition, (2018)
2.	Quantitative Techniques in Management, Vohra N D, McGraw Hill Education, 1st edition, (2021)
3.	Problems in Operations Research, Er. Prem Kumar Gupta & Dr. D.S. Hira., S Chand, 2018.
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition,PHI Learning Pvt. Ltd., 2017
5.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2016.

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA202	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	2	4

Course Outcomes

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

CO1:	Explain the scientific research process
CO2:	Use appropriate research design and measurement in Research.
CO3:	Apply methodological research to solve organizational problems
CO4:	Analyze data and draw suitable inference.
CO5:	Prepare research reports and carry out research on ethical grounds.

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					1
CO2	3	2		2		1
CO3	3			2		1
CO4		3				1
CO5	1	2		2		1

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) CIE –III (Practical)-(10) Assignment/seminar/Case study (10)	Total CIE: 50 marks Semester End Examination (50) Theory – 35 marks Lab – 15 marks	Course end survey

Unit 01: INTRODUCTION TO BUSINESS RESEARCH — **9 Hours**

Business Research– Definition and Importance – the research process – Types of Research (Exploratory, Descriptive and causal Research - Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics– the role of theory in research.

Unit 02: RESEARCH DESIGN AND MEASUREMENT — **9 Hours**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Concept and Construct– Variables in Research – Measurement and scaling – Different scales –Validity and Reliability of instrument.

Unit 03: DATA COLLECTION IN RESEARCH	9 Hours
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument — Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods Sampling Errors	
Unit 04: DATA PREPARATION AND ANALYSIS	**9 Hours**
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.	
Unit 05: REPORT AND ETHICS IN BUSINESS RESEARCH	**9 Hours**
Research report –Types – Contents of report – need for executive summary – chapterisation – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report– Ethics in research – Subjectivity and Objectivity in research.	

List of Experiments

Bivariate Statistical Techniques (70% emphasis):

Experiment 1: Pearson Correlation Analysis: Analyse the relationship between two continuous variables from a provided dataset (e.g., studying the correlation between age and income).

Experiment 2: Independent Samples t-test: Evaluate the difference in means between two independent groups (e.g., comparing the effectiveness of two marketing strategies on sales).

Experiment 3: Paired Samples t-test: Assess the significance of mean differences within the same group before and after an intervention (e.g., pre-test and post-test scores of students' performance).

Experiment 4: Chi-square Test of Independence: Investigate the association between two categorical variables (e.g., examining the relationship between gender and buying preferences).

Experiment 5: Simple Linear Regression: Predict a dependent variable based on one independent variable (e.g., predicting sales based on advertising expenditure).

Experiment 6: Spearman's Rank-Order Correlation: Determine the strength and direction of the relationship between two ordinal variables (e.g., rank correlation between customer satisfaction and product ratings).

Multivariate Statistical Techniques (30% emphasis):

Experiment 7: Factor Analysis: Perform an exploratory factor analysis (EFA) to identify underlying factors among a set of survey items (e.g., determining factors affecting job satisfaction).

Experiment 8: Multiple Regression Analysis: Conduct multiple linear regression to predict a dependent variable using several independent variables (e.g., predicting employee performance based on various factors like education, experience, and training).

Experiment 9: Discriminant Analysis: Use discriminant analysis to classify observations into predefined groups based on multiple predictor variables (e.g., classifying customers into segments based on purchase

behaviour and demographics). Experiment 10: Cluster Analysis: Apply k-means clustering to segment customers based on multiple attributes (e.g., clustering consumers according to shopping habits, income, and age).			
Theory: 45 Hrs	**Tutorial: --**	**Practical: 30**	**Total Hours: 75 Hrs**

TEXT BOOKS

1.	Pamela S Schindler, Business Research Methods, Business Research methods, Mc Graw Hill, 13th Edition, 2021.

REFERENCES

1.	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 9th Edition, Cengage Learning, New Delhi, 2013.
2.	Uma Sekaran and Roger Bougie, Research methods for Business: A skill building approach, 7th Edition, Wiley India, New Delhi, 2016.
3.	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA203	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

Course Outcomes

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

CO1:	Explain Business analytics terminologies and concepts.
CO2:	Apply descriptive analytics tools of business analytics.
CO3:	Discuss data integration and modelling techniques to answer business questions.
CO4:	Examine business intelligence concepts for enterprise reporting.
CO5:	Apply Data visualization tools in various Applications

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	2		1		2
CO3	2	2				1
CO4	2		2	1		2
CO5	3	3				2

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/seminar/Case study (10)	Total CIE: 40 marks Semester End Examination (60)	Course end survey

UNIT – I INTRODUCTION TO BUSINESS ANALYTICS — **9 Hours**

Business Analytics – Evolution- scope- Process – Importance – Decision models - Relationship with Organizational Decision Making, Analytics in Decision Making, BA for Competitive Advantage- Application of Business Analytics in various domains

UNIT – II DESCRIPTIVE ANALYTICS — **9 Hours**

Descriptive analytics – Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.

UNIT – III PREDICTIVE ANALYTICS	9 Hours
Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modelling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics	
UNIT – IV PRESCRITIVE ANALYTICS AND DIAGNOSTIC ANALYTICS	**9 Hours**
Diagnostic analytics – Diagnostic modelling. Prescriptive analytics - Prescriptive Modelling - Non Linear Optimization - Demonstrating Business Performance Improvement.	
UNIT – V DATA VISUALIZATION	**9 Hours**
Introduction – Visualization Basics – Data Types – Types of Visualization – Visualization tools – Dashboard and Interactive plots - Application of Data Visualization in Various Domains	

Theory: 45 Hrs	Tutorial: 0	Practical: 0	Total Hours: 45 Hrs

TEXT BOOKS

1.	Business Analytics – Data Science for Business Problems, Walter R. Paczkowski, Springer International Publishing, 2022.

REFERENCES

1.	Business Analytics: Methods, Models and Decisions, Pearson, Evans, J.R, 2019 Edition, Pearson publication.
2.	Business Analysis Fundamentals, Haydn Thomas, Linked.com, 2017
3.	RN Prasad, Seema Acharya, Fundamentals of Business Analytics, Wiley, 2015

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA204	FINANCIAL MANAGEMENT	L	T	P	C
		3	1	0	4

Course Outcomes

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

CO1:	Examine the time value of money concept and the role of a financial manager.
CO2:	Analyse the Capital budgeting process and valuation methods in the process of financial decisions
CO3:	Evaluate cost of capital, significance of leverage, distribution and implications of dividend to shareholders.
CO4:	Analyse the requirement and management of working capital and sources of short-term finance
CO5:	Analyze the various avenues available to generate long term funds for investments through capital markets and other sources

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	1	2
CO2	3	3	2	1	2	3
CO3	3	3	2	1	2	3
CO4	3	2			1	1
CO5	3		2	1	1	

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/Seminar/Case study/Field Work (10)	Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION TO FINANCIAL MANAGEMENT — **12 Hours**

Nature – Scope - Functions of Finance Management – Introduction to Financial Decisions -Role of a Finance manager – Concepts of Risk and Return- Single asset and of a portfolio – Time value of money: Compounding and discounting

Unit 02: INVESTMENT DECISIONS — **12 Hours**

Capital Budgeting – Principles and Techniques – Nature of Capital budgeting - Investment evaluation criteria: NPV, IRR, PI, Payback, Discounted payback, ARR- Cost of capital, Opportunity cost of capital, Cost of Equity, Debt, and WACC.

Unit 03: FINANCING AND DIVIDEND DECISIONS	12 Hours
Financial and operating leverage- Meaning – Measures - Financial leverage and shareholder's risk & return - Combined leverage - EBIT-EPS analysis - Capital structure – Theories: Net Income Approach, Net Operating Income Approach, MM Approach- Dividend theory: Walter & Gordon model, MM hypothesis - Factors determining dividend policy - Forms of dividend - Types of dividend policies.	
Unit 04: WORKING CAPITAL MANAGEMENT	**12 Hours**
Principles of Working capital: Concepts – Needs – Determinants - Issues and estimation of Working capital - Receivables Management - Inventory Management - Cash Management - Working Capital Finance.	
Unit 05: LONG TERM SOURCE OF FINANCE	**12 Hours**
Indian capital and stock market - New issues market - Long term finance: Shares, debentures, Term loans, Lease, Hire purchase, Venture capital- Fintech, and Private equity	

Theory: 45 Hrs	Tutorial: 15	Practical:	Total Hours: 60 Hrs

TEXT BOOKS

1.	I. M. Pandey Financial Management, Pearson, 12th edition, 2021

REFERENCES

1.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases, McGraw Hill, 8th edition, 2018
2.	Prasanna Chandra, Financial Management, McgrawHill, 11th edition, 2022.
3.	Srivatsava, Mishra, Financial Management, Oxford University Press,2021.

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA205	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Outcomes

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

CO1:	Explain the challenges for Human Resource department
CO2:	Apply the concept of Recruitment and selection in organizations
CO3:	Design and develop effective training and development program
CO4:	Prepare an effective appraisal process for any organization
CO5:	Plan and implement effecting pay structure

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3			2	
CO2	2		2	2	1	
CO3	2	2		2	3	3
CO4	2		1	1	3	
CO5	2					

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz I (5) CIE test II (10) Quiz II (5) Assignment/seminar/Case study (10)	Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT — **12 Hours**

Meaning, Importance, Function, objectives, Difference between PM and HRM, roles of HR manager, Line and staff function, Evolution, models, Strategic human resource management, International human resource management, Managing Gig workforce- HR Analytics, Current Trends and Challenges, Job analysis, process of job analysis, Methods of Collecting job related data, Preparation of job description and Specification, Workforce planning and forecasting. Case Study

Unit 02: RECRUITMENT AND SELECTION — **12 Hours**

Recruitment, Importance, Internal and external sources of Recruitment, Recruitment Process Outsourcing (RPO), Recruitment Yield, Talent Management Process, Selection, importance, process, types of selection

test and interviews, conducting effective interview, Biases and errors in the selection, Stages for Developing Effective Recruitment and Selection Strategies. Case Study	
Unit 03: TRAINING AND DEVELOPMENT	**12 Hours**
Orienting and on-boarding new employees, Training Vs Development, types of training, Training need analysis, Designing and implementing training programs, methods of Training, Evaluation of Training programs, Krickpatrick's method, E-Training. Case Study	
Unit 04: PERFORMANCE APPRAISAL	**12 Hours**
Basics, Importance, Performance Management Vs Performance Appraisal, Traditional and Modern methods of appraisal, Implementation of Appraisal process, bottlenecks in performance appraisal, Conducting appraisal interviews, Potential Appraisal, Career development, Balance score card, Grievance redressal system. Case Study	
Unit 05: COMPENSATION MANAGEMENT	**12 Hours**
Job Evaluation, Introduction and Objectives, structure of Compensation management, factors affecting pay level, Components of pay structure in India, Types of Incentives and fringe benefits, Pay for performance for employee benefits, Employee benefits around the world. Case Study	

Theory: 60 Hrs	**Tutorial: 0**	**Practical: 0**	**Total Hours: 60 Hrs**

TEXT BOOKS

1.	Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Publication., Seventeenth Edition. 2023

REFERENCES

1.	VSP Rao ,Human Resource Management, VSP Rao, Excel Book publication ,Fifth Edition,2019
2.	Aswathappa , Human Resource Management , McGraw Hill Education , Seventh Edition,2019
3.	BohlanderSnell , Principles of Human Resource Management , Cengage Learning, Sixteenth Edition.,2019

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA206	OPERATIONS MANAGEMENT	L	T	P	C
		3	1	0	4

Course Outcomes

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

CO1:	Explain operations management operation strategies and production systems
CO2:	Analyse the product and process design for new product and make forecasts.
CO3:	Examine the facility location, layout and maintenance
CO4:	Apply the productivity improvement techniques and controlling of operations
CO5:	Examine the quality control and apply the world class manufacturing techniques

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1		3	2	1
CO2	3	2		3	2	2
CO3	2	1		2	3	3
CO4	1	3	1	2	2	1
CO5	2	2	2	3	1	1

Course Assessment methods

Direct		Indirect
CIE test I (10) Quiz-I (5) CIE test II (10) Quiz-II (5) Assignment/seminar/Case study (10)	Total CIE: 40 marks Semester End Examination (60)	Course end survey

Unit 01: INTRODUCTION TO OPERATIONS MANAGEMENT — **12 Hours**

Operations Management – Nature, Importance, historical development, challenges, transformation processes, differences between goods and services – Operations strategy, Production system – concept, productivity, different types of production system – Recent Trends in Operation management.

Unit 02: PRODUCT, SERVICE, AND PROCESS DESIGN — **12 Hours**

Forecasting – Need, objectives, Types – straight line method, moving average method, linear regression – Exponential smoothing.

Developing New Product, Improving the design of an existing product – Designing and developing new services, types of process design – factors affecting process design decisions.

Unit 03: DESIGNING OPERATIONS AND INVENTORY MANAGEMENT	12 Hours
Location selection, Plant Layout – concept, Types, Factors affecting plant layout and locations decisions, Essentials of Ideal Layout – Inventory Management – types of inventory, EOQ, ABC Control System Problem.	
Unit 04: WORK AND MOTION STUDY & PRODUCTIVITY IMPROVEMENT TECHNIQUES	**12 Hours**
Concept and role of work study – work study procedure – Work measurement, Ergonomics – JIT – Kanban System - Maintenance – Need, Types, TPM	
Unit 05: QUALITY MANAGEMENT & WORLD CLASS MANUFACTURING TECHNIQUES	**12 Hours**
Definitions of Quality – Total Quality Management –Control Charts for X-Bar and R- Charts: Simple Numerical Problems. Quality Management Tools – 5S concept – Lean Manufacturing – Agile Manufacturing – Six Sigma – Supply chain Management.	

Theory: 45 Hrs	Tutorial: 15 Hrs	Practical: --	Total Hours: 60 Hrs

TEXT BOOKS

1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 15th edition,2019

REFERENCES

1.	Norman Gaither and Gregory Frazier, Operations Management, Cengage Learning,9th edition,2017.
2.	S N Chary, Production and Operations Management Tata McGraw- Hill Publishing, 6th edition, 2019.

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

AC/...

Sona College of Technology, Salem
(Autonomous Institution)

DEPARTMENT OF MANAGEMENT STUDIES

Assessment of the course Ancient Knowledge systems – Seminar

03.02.2025

The conduct and assessment of the Course "Ancient Knowledge systems" conducted as a seminar will follow the following Process. (P23NBA207)

- Every Student is required to make two seminar presentations: one individual presentation and one team presentation. Each team can have a maximum of three members.
- The student team will be allocated with a topic by the course instructor and each team will have to meet a firm / organization / a community and collect relevant information on the Topic
- Each team will have to prepare a report of the study and make a team presentation of the same.
- The assessment will be as follows:

Review 1: The student needs to identify the firm / organization / a community present the problem statement (10 marks)

Review 2: Progress of the Work (20 marks)

Review 3: Individual presentation (20 marks)

Review 4: Final Report, Presentation and response to questions (50 marks)

The Passing Criteria for the course is 50% of all reviews together.

Review 1,2 and 3 will consist of a panel constituted by the Head of the Department. Review 4 will consist of a panel constituted by the office of Controller of Examinations consisting of 1 internal member and 1 external member from outside the college or from other departments.

3/2/25

Head of the Department
MBA

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

4/2/25
Member Secretary
Academic Council-SCT

J. ... 6/2/25
Dean-Academics
SCT

P23MBA207	ANCIENT KNOWLEDGE SYSTEMS – Seminar	L	T	P	C
		0	0	4	2

Course Outcomes

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

CO1:	Explain the humanities and social sciences practices in ancient India.
CO2:	Discuss the Values, ethical behavior and ethical decision making.
CO3:	Practice team building and strategic decision making.
CO4:	Apply Self-Management tools and practice mindfulness.

Pre-requisite: NA

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3		2	
CO2	2	2	3	2		1
CO3	2	2		1	2	
CO4	1				2	

Course Assessment methods

Direct		Indirect
Review I (10) Review II (20) Review III (20) Review IV (50)	Total CIE: 100 marks Semester End Examination: Nil	Course end survey

Indian Knowledge System

- Indian Knowledge System
- Philosophical Systems and wisdom through ages
- Humanities and Social Sciences in Indian Knowledge System
- Health, Wellness and Psychology
- Public Administration and Governance
- Values, ethical behaviour and ethical decision making in Management

Management Lessons From Bhagavad Gita

- Relevance of the Gita in modern management
- Values from Mahabharata with focus on Trigunas
- Leadership qualities & Inspirational Leadership

- Team Building and conflict resolution
- Work and Performance
- Decision Making and Strategic thinking

Ancient Practices

- Yoga and meditation as tools for self-management
- Inner Engineering – The Indian Perspective
- Stress management and work-life balance

Theory: --	Tutorial: -	Practical: 60	Total Hours: 60 Hrs

TEXT BOOKS

1.	Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N (2022) Introduction To Indian Knowledge System : Concepts And Applications, PHI Learning
2.	Mahadevan, B, Timeless Gita-Endless Bliss (2019) Volume 1 Santi-Samrddham-Amrtam

REFERENCES

1.	Swami Dayananda Saraswati, (2007), "The value of values", Arsha Vidya Research & Publication Trust, Chennai.
2.	Mahadevan, B. (2017). "Karma Yoga & Global Sustainability: Perspectives from Bhagavad Gita", International Yoga Day Seminar, Indian Embassy, Paris, June 21, 2017.
3.	Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
4.	Swami Dayananda Saraswati. (2007). "The value of values", Arsha Vidya Research & Publication Trust, Chennai, pp. 1 – 54

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23MBA208	DATA ANALYSIS USING SPREADSHEETS	L	T	P	C
		0	0	4	2

Course Outcomes

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

CO1:	Apply formulas and functions to perform calculations on organisational data
CO2:	Visualization of data through charts for decision making
CO3:	Interpret the data using a pivot table and create a dashboard.
CO4:	Validation of data using various tools.

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

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

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2	2	
CO2	3	3		2	2	
CO3	2	3	1	2	2	1
CO4	3	3	1	2	2	1

Course Assessment methods

Direct		Indirect
CIE test I (20) Quiz-I (5) CIE test II (20) Quiz-II (5)	Assignment/seminar/Case study (10) Total CIE: 60 marks Semester End Examination (40)	Course end survey

List of Experiments: **60 Hours**

1. Introduction to Excel, Entering & Editing the worksheet data, Shortcut Keys in Excel.
2. Working with Lookup Functions, Text Functions, Reference Functions
3. Measure of dispersion: variance, standard deviation, Coefficient of variation, Correlation, regression.
4. Financial Applications and working with dates.
5. Working with Pivot tables and charts.
6. Working with What-if analysis.
7. Apply Advanced Conditional Formatting and Filtering
8. Decision-making Models – Scenario analysis, data table, Goal seek
9. Apply formulas and functions for calculations and data analysis
10. Create and use charts and graphs to visualize data effectively.

11. Build simple financial models for forecasting.
12. Calculate and analyze key financial ratios for a company to assess its financial health.
13. Build a dynamic loan payment calculator considering different interest rates
14. Analyze sales data across regions and products to identify top performers and trends using charts and filters.
15. Analyze employee salary data across departments, positions, and experience levels (pivot tables, conditional formatting, boxplots) to identify discrepancies and assess pay equity.
16. Creating a Dashboard for Business Decision making – Case study.

Theory: 0 Hrs	Tutorial: -0	Practical: -60	Total Hours: 60 Hrs

TEXTBOOKS

1.	Microsoft Excel 365 Bible, Michael Alexander, Dick Kusleika , 1st edition- 20th March 2022.

REFERENCES

1.	Ahsan Sheikh,2019, Microsoft Excel Advanced: Functions and Formulas, Amazon Asia-Pacific Holdings Private Limited
2.	Ritu Arora , Mastering Advanced Excel, 21st July 2023, BPB Publications.
3.	Conrad Carlberg, Business Analysis with Microsoft Excel, Pearson Publisher, 2019.

Prof.Dr.P.K. ANJANI,
Head of the Department,
Management Studies,
Sona College of Technology,
Salem-636 005.

P23CEM602	CONSTRUCTION ENGINEERING MANAGEMENT	3	0	0	0	3

COURSE OUTCOMES

Upon completion of this course, the student will be able to...

CO1	Provide knowledge on the concepts of construction management.
CO2	Impart the basic knowledge in terms of planning and scheduling.
CO3	Know the importance on planning of resources.
CO4	Implement practices and techniques for evaluating performance, structuring teams, coaching and mentoring people.
CO5	Understand various methods of cost analysis on the time value of money with inflation effect.

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	2	2
CO2	3	3	2	3	2
CO3	3	3	3	3	3
CO4	2	2	2	2	1
CO5	2	2	2	2	2

Course Assessment methods

Direct		Indirect
CIE test I (10) CIE test II (10) CIE test III (10)	Assignment/seminar/Problem-Solving (10) Total CIE: **40 marks** Semester End Examination: **60 marks**	Course end survey

UNIT-I: INTRODUCTION **9 Hrs.**

Definition-Importance- Key areas of Project management- Definition of project management- Prime factors of construction - Pareto chart on Management - Objectives of construction management- Stages of construction management- Key functionalities- Project stages and process groups- Project life cycle- Types of organizations &hierarchy of organization.

UNIT –II: PLANNING AND SCHEDULING ON PROJECTS **9 Hrs.**

Introduction – Network -Preparation of network – Network Analysis - Advantages of Network analysis – Activity and Event oriented network –Planning by CPM & PERT – Comparison between CPM & PERT – resource allocation

UNIT –III: RESOURCE MANAGEMENT PLANNING **9 Hrs.**

Types of resources- Estimating resource requirements-Material management-Effective utilization of equipments-Manpower planning -Planning for materials, machines, men and organization.

UNIT –IV: PERSONNEL MANAGEMENT **9 Hrs.**

Introduction - Manpower Planning- Organizing- Staffing- directing- controlling- Factors influencing supply and demand of human resources–Role of HR manager– Personnel Principles

UNIT –V: BASIC PRINCIPLES ON FINANCE MANAGEMENT **9 Hrs.**

Time Value of Money - Cash Flow diagram - cash flow statement -Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis. Benefit/Cost Analysis. Break Even Analysis- Working Capital Management, Inventory valuation- Value Added Tax (VAT) – Inflation

Theory: 45 Hrs	Tutorial: –	Practical: –	Project: –	Total Hours: 45 Hrs

REFERENCE BOOKS:

1. Chitkara, K.K., Construction Project Management, Tata McGraw Hill, New Delhi, Fourth Edition, 2019
2. Prasanna Chandra, "Project Planning, Analysis, Selection, Implementation and review", Tata McGraw Hill, 2019.
3. Shrivastava, U.K., Construction Planning & Management, Galgotia Publications, New Delhi, Third Edition,2014.
4. Kumar Neeraj Jha., Construction Project Management, Pearson Education, New Delhi, Second Edition,2015
5. Punmia, B.C. and Khandelwal, K. K., Project Planning and Control with PERT and CPM,Laxmi Publications, New Delhi, Fourth Edition,2016

P23MCA601	AI FOR BUSINESS TRANSFORMATION	L	T	P	J	C
		3	0	0	0	3

Course Outcomes

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

CO1:	Explore the Technology Landscape of AI in Business.
CO2:	Describe the concept of Supervised Machine Learning and Model Evaluation.
CO3:	Examine the various components that make up a decision support system.
CO4:	Analyse the impact of AI in core business functions like marketing, finance and HR.
CO5:	Explain the importance of AI in industry applications like tourism, insurance and healthcare industry.

Pre-requisite:

CO/PO, PSO Mapping

(3/2/1 indicates the strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3	2	3	3	1	3	3	1	2	2	1	1	2
CO2	3	3	2	3	3	1	3	3	1	2	2	1	1	2
CO3	3	3	2	3	3	1	3	3	1	2	2	2	3	3
CO4	3	3	2	3	3	1	3	3	3	2	2	3	3	3
CO5	3	3	2	3	3	1	3	3	3	2	2	3	3	3

Course Assessment methods

Direct		Indirect
CIE Test I (10) - T CIE Test II (10) - T CIE Test III (10) - T Assignment/Problem-solving/ Seminar (10)	Total weightage for CIE : 40 marks Semester End Examination : 60 marks	Course end survey

Unit 01: ARTIFICIAL INTELLIGENCE CONCEPTS FOR BUSINESS — **9 Hours**

Artificial Intelligence for Business- Introduction - AI Origin and Commercialization - Big Data Fueling Artificial Intelligence - Technology Landscape of AI in Business - Business Perspectives on Artificial

Intelligence - Big Data Powering Business Intelligence- Business Process and Big Data - Big Data Analytics - Business Analytics - Business Intelligence - Cloud Technology and Big Data Analytics - Artificial Intelligence Technologies for Business Applications - Expert Systems - Robotic Process Automation- Interactive Decision Support Systems- Time Series Forecasting- Voice Chatbot.	
Unit 02: MACHINE LEARNING FOR BUSINESS APPLICATIONS	**9 Hours**
The Supervised Machine Learning Process - Popular Machine Learning Algorithms- Linear Regression – Decision Trees- Ensemble Learning Methods - Deep Learning –Natural Language Processing- Computer Vision – Reinforcement Learning - Machine Learning Model Evaluation - Evaluating Regression Models- Evaluating Classification Models - Evaluating Multi-classification Models- Common Pitfalls of Machine Learning .	
Unit 03: DECISION SUPPORT SYSTEM	**9 Hours**
Decision Making, Systems, Modeling, and Support - Decision Modeling at HP Using Spreadsheets – Models - Phases of the Decision-Making Process- Intelligence Phase- Design Phase- Choice Phase - Implementation Phase - How Decisions are Supported - Decision Support System Configurations and Description - Characteristics and Capabilities - Classifications - Components of Decision Support Systems - Data Management Subsystem - Model Management Subsystem - User Interface (Dialog) Subsystem - Knowledge-Based Management Subsystem.	
Unit 04:ARTIFICIAL INTELLIGENCE FOR CORE BUSINESS FUNCTIONS	**9 Hours**
Artificial Intelligence in Marketing and Sales - Development of AI Technologies in Marketing - AI Technologies for Marketing - Application Areas of AI in Marketing- Artificial Intelligence in Finance- Development of AI in Finance- AI Technologies in Finance and Banking- Features of AI Applications in Financial Services- Artificial Intelligence in Human Resources- Development of AI in HRM- AI Technologies in HR- AI Applications for HR Functions.	
Unit 05: ARTIFICIAL INTELLIGENCE FOR INDUSTRIAL APPLICATIONS	**9 Hours**
Artificial Intelligence in Insurance- The Development of Insurance Technology- Enabling Technologies of AI for Insurtech- AI Applications in the Insurance Industry- Artificial Intelligence in Credit, Lending, and Mortgage- Artificial Intelligence in Tourism and Hospitality- Development of AI in Tourism- Enabling Technology for AI in Tourism- Applications of AI in Tourism- Artificial Intelligence in Healthcare- Evolution of AI in Healthcare- Current AI Technologies in Healthcare- Major Categories of AI in Healthcare- Artificial Intelligence in Fashion.	

Theory: 45 Hrs	Tutorial: --	Practical: --	Project:--	Total Hours: 45 Hrs

TEXT BOOKS

1.	Leong Cha, Liliya Hogaboam, Renzhi Cao "Applied Artificial Intelligence in Business Concepts and Cases", Springer, 2023 (Unit 1,4,5).
2.	Tobias Zwingmann, "AI-Powered Business Intelligence Improving Forecasts and Decision Making with Machine Learning", 1st Edition, Oreilly, 2022 (Unit 2).

REFERENCES	
1.	Efraim Turban, Ramesh E Sharda, Dursun Delen, "Decision Support And Business Intelligence Systems", 9th Edition Pearson, 2010. (Unit 3).
2.	Stuart J. Russell and Peter Norvig, " Artificial Intelligence A Modern Approach", 3rd edition, Prentice Hall Series In Artificial Intelligence, 2010.
3.	Kavitha Ganesan, "The Business Case for AI: A Leader's Guide to AI Strategies, Best Practices & Real-World Applications", Opinosis Analytics Publishing, 2022
4.	I. Almeida , "Artificial Intelligence Fundamentals for Business Leaders: Up to Date With Generative AI", Now Next Later AI,2023.

Professor and Head
Dept. of Master of Computer Applicati
Sona College of Technolo
SALEM-636 00
BOS-Chairman/MCA