



*Manoj*

**Department of Business Management**

**Assam Women's University**

**REGULATIONS OF THE MBA  
(EXECUTIVE) PROGRAMME WITH  
COURSE STRUCTURE & CONTENTS**

## **REGULATIONS OF THE MBA (EXECUTIVE) PROGRAMME WITH COURSE STRUCTURE & CONTENTS**

### **About the programme**

The **Master of Business Administration** (Executive) is a modular programme wherein students become eligible for a **Certificate in Business Management**, a **Diploma in Business Management** and finally the post graduate degree of **MBA** (Executive) depending upon the extent of completion of the programme.

1. On successful completion of one year: - Diploma in Management
3. On successful completion of two years: - Degree in MBA (Executive)

The MBA (Executive) programme is designed to explore ways to enable participants to apply concepts learnt in the classroom in their workplace through live projects, case studies, group tasks, individual tasks, assignments, games, simulation etc. The teaching and learning methods will be interactive with significant emphasis on class participation, innovation and creativity. The programme is flexible so that the participants can attain the learning as well as the qualification by staying at their place of work/ posting, and attending classes in between, whether physical or virtual. Project work and presentations comprise the core of learning and application.

### **Objectives of the programme**

- To provide strong academic foundation on management with interdisciplinary focus.
- To prepare managers for global business world.
- To develop analytical and critical thinking skills among the learners.
- To imbibe professionalism with the sense of social responsiveness.

### **Programme outcomes**

- Ability to synthesise business information and systematise the thinking process for effective business decisions.
- Ability to discharge management role in global environment.
- Ability to work in multi-disciplinary teams.

### **Teaching methodology**

To make the stated objectives a reality, and in order to ensure that there are no gaps in learning, a wide variety of teaching methodologies are used in the programme which include lecture, case study, group discussion, management games, presentation, audio visuals, and seminars to just name a few.

### **Programme Eligibility:**

The programme will be open for both Male and Female candidates.

A bachelor's Degree in any discipline (except Music and Fine arts) from a recognized Indian or foreign university with a minimum working experience of two years at a supervisory level in any organization. Self-employed persons having the above-mentioned qualification and experience may also apply.

Candidates except the self-employed shall have to submit a NOC (No Objection Certificate) from his/her employer.

### **Selection Procedure:**

Eligible candidates for the MBA (executive) programme shall be selected on the basis of AWU entrance test /MAT/ CAT score and interview. 20% weightage for the interview will be given to experience.

### **Programme Duration:**

Minimum Duration: 4 semesters

Maximum Duration: 8 semesters

Classes are to be held on weekends - Saturday and Sunday. The programme will be conducted in a hybrid mode

### **Programme requirements**

The entire MBA Executive programme comprises of 88 credits.

Each course has an internal assessment of 40 marks and an end year examination of 60 marks. Course EMBAC5621 & EMBAC6622 being entirely based on a project study has no end year examinations; as such the internal component is of 100 marks for the said course. The internal assessment is done through sessional, presentations, assignments, attendance, practicals and /or projects and /or viva voce depending on the nature of the course. A student must attend at least 50% of classes in each course to be able to appear in the end year examination as a regular candidate. Those with less than 50% attendance are debarred from appearing in their end year examinations (except under exceptional circumstances at the discretion of the Centre).

### **Scope of courses**

The core courses are offered in a variety of domains which include, but are not restricted to:

- General Management
- Finance
- Marketing
- Human Resource Management.
- Production and Operations Management
- Organisational Behaviour

- Computer applications
- Strategic Management
- Research Methodology
- Economics
- Ethics and Law

### Specializations offered

Students are also required to choose any two specialization (eg: Marketing & HR, Finance & HR, Marketing & Finance, etc.) from their third year onwards from the list given below.

1. Finance
2. Marketing
3. Human Resource

The university is providing three specialisations at present although the list is liable to be expanded in the future. The details of the core and elective courses provided in the subsequent sections of the booklet and are also subject to change from time to time.

COURSE TYPE	ABBREVIATION USED
CORE COURSE	C
DISCIPLINE SPECIFIC COURSE	DSC

## LIST OF COURSES

### First Semester

SUBJECT CODE	SUBJECT NAME	L-T-P	TYPE	CREDITS	CREDIT HOURS	REMARKS
EMBAC1 401	Managerial Economics	4-0-0	C	4	4	
EMBAC1 402	Financial Accounting	4-0-0	C	4	4	
EMBAC1 403	Quantitative Methods	4-0-0	C	4	4	
EMBAC1 404	Organisation Behaviour	4-0-0	C	4	4	
EMBAE1 405	Management Fundamentals	4-0-0	C	4	4	
TOTAL				20		

### Second Semester

SUBJECT CODE	SUBJECT NAME	L-T-P	TYPE	CRE DITS	CREDI T HOUR S	REMA RKS
EMBAC2406	Research Methodology in Business	3-1-0	C	4	4	
EMBAC2407	Human Resource Management	4-0-0	C	4	4	
EMBAC2408	Business Law	4-0-0	C	4	4	
EMBAC2409	Marketing Management	4-0-0	C	4	4	
EMBAC2410	Financial Management	3-1-0	C	4	4	
<b>Total credits</b>				<b>20</b>		

### THIRD Semester

SUBJECT CODE	SUBJECT NAME	L-T-P	TYP E	CREDIT S	CREDI T HOUR S	REMARK S
EMBAC3412	Managerial Skill Development	3-1-0	C	4	4	
EMBAC3414	Operation Management	3-1-0	C	4	4	
EMBAC3415	Strategic Management	3-1-0	C	4	4	
	Specialization A1	2-1-0	DSE	3	3	
	Specialization B1	2-1-0	DSE	3	3	
	Specialization A2	2-1-0	DSE	3	3	
	Specialization B2	2-1-0	DSE	3	3	
				<b>24</b>		
<b>TOTAL</b>						

**FOURTH Semester**

SUBJECT CODE	SUBJECT NAME	L-T-P	TYPE	CREDITS	CREDIT HOURS	REMARKS
EMBAC4417	Supply Chain Management	3-1-0	C	4	4	
EMBAC4419	Innovation & Entrepreneurship Development	3-1-0	C	4	4	
EMBAC4420	Cost Accounting	3-1-0	C	4	4	
	Specialization A3	2-1-0	DSE	3	3	
	Specialization B3	2-1-0	DSE	3	3	
	Specialization A4	2-1-0	DSE	3	3	
	Specialization B4	2-1-0	DSE	3	3	
<b>Total credits</b>				<b>24</b>		

**Total credit for MBA Programme = 20 + 20 + 24 + 24 = 88**

**Note: Students are to take any two specializations (eg: Marketing & HR, Finance & HR, Marketing & Finance, etc.) from the areas mentioned below. Students can choose the credit requirements out of the basket of papers offered within a specialization in a particular semester.**

**Area 1: Finance**

**(Total of 12 credits spread over semester 3 & 4)**

SL	Course code	Subject Name	L-T-P	Credit Hours	Credits
1	EMBAEX301	Security Analysis and Portfolio Management	2-1-0	3	3
2	EMBAEX302	Financial Markets and Services	2-1-0	3	3
3	EMBAEX303	Direct Taxes and GST	2-1-0	3	3
4	EMBAEX304	Banking and Financial Institutions	2-1-0	3	3
5	EMBAEX305	Derivatives and Risk Management	2-1-0	3	3
6	EMBAEX306	Management Accounting	2-1-0	3	3

7	EMBAEX307	Spreadsheet for Finance	2-1-0	3	3
8	EMBAEX308	Behavioural Finance	2-1-0	3	3

### Area 2: Marketing

(Total of 12 credits spread over semester 3 & 4)

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1	EMBAEX311	Product and Brand Management	2-1-0	3	3
2	EMBAEX312	Sales and Distribution Management	2-1-0	3	3
3	EMBAEX313	Advertising & Sales Promotion Management	2-1-0	3	3
4	EMBAEX314	Digital Marketing and e-Commerce	2-1-0	3	3
5	EMBAEX315	Services Marketing	2-1-0	3	3
6	EMBAEX316	Rural Marketing	2-1-0	3	3
7	EMBAEX317	Consumer Behaviour	2-1-0	3	3
8	EMBAEX318	Social Media Marketing	2-1-0	3	3

### Area 3: Human Resource

(Total of 12 credits spread over semester 3 & 4)

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1	EMBAEX321	Human Resource Development	2-1-0	3	3
2	EMBAEX322	Industrial Relations	2-1-0	3	3
3	EMBAEX323	Leadership	2-1-0	3	3

4	EMBAEX324	Compensation Management	2-1-0	3	3
5	EMBAEX325	Organisational Change and Development	2-1-0	3	3
6	EMBAEX326	International Human Resource Management	2-1-0	3	3
7	EMBAEX327	Labour Laws	2-1-0	3	3
8	EMBAEX328	Performance Management	2-1-0	3	3

For any other matter not covered in these Regulations for the MBA (Executive) Programme, the existing University Rules, Ordinances and the Assam Women's University Act XXII of 2013 (as amended) shall be applicable

### **Detailed Course Syllabus**

#### **FIRST SEMESTER**

##### **Semester 1**

**Course Name: MANAGERIAL ECONOMICS**

**Course code: EMBAC1401**

**Total Credit : 4**

**L-T-P: 4-0-0**

**Credit Hours : 4**

**Course Objective:** The purpose of this paper is to accustom the students with various theories of economics (mathematics and statistics) in order to take optimal business decision.

**Course Outcome:** At the end of the course, the participants of the course would be able to:

1. Take optimal managerial decisions by applying economic reasoning and analytical tools in various functional areas of management.
2. To know the different demand situations and critical variables determining the demand and how to estimate the demand and finally how elasticity of demand can be applied in taking the pricing decisions.
3. Understand different cost concepts and behavior of the production in relation to inputs and its implications on costs and to know the production efficiency.
4. Understand how output and price decisions are taken by a firm in different market structure in order to maximize the profits beside different price tactics adopted by firm.
5. Knowledge of macroeconomics such as national income and its determinants besides implications of inflation, trade cycle on the business prospects of the firm.



## Contents:

### Unit 1

Definition, nature and scope of managerial economics; distinctive features and practical application of managerial economics.

### Unit 2

**Demand:** Demand function, demand schedule and determinants; types of elasticity of demand: price elasticity, income elasticity, cross elasticity; demand forecasting: Qualitative and quantitative methods.

**Supply-** its law, elasticity and curve; equilibrium between demand and supply; Risk, uncertainty and profit.

### Unit 3

**Production and Cost concepts:** Production function, Law of variable proportion and Law of return to scale, economies and diseconomies of scale. **cost concepts:-**Total, average and marginal, concept of long run and short run associated with revenue and cost; different types of cost( opportunity cost, social cost, private cost, fixed cost, variable cost etc.)

### Unit 4

**Market Structure :**Study of market and price output determination under different market conditions; perfect competition and imperfect markets ( Perfect competition, Monopolistic, monopoly, oligopoly), price leadership, price discrimination, cartel formation, dumping

### Unit 5

**Instability: Inflation:** meaning and type, inflationary gap, causes and steps to control inflation. Business Cycles and business decisions. Economic stability: Monetary and Fiscal policy.

### Unit 6

**Contemporary Indian Economy:** LPG Policy 1991,Urbanization, Employment: Informal, organized, unorganized, Public, Private.

### Suggested Readings

- 1.Business Economics: Microeconomic Analysis by H.L. Ahuja, S.Chand Publisher.
2. Business Economics, M. Adhikari, Excel Books.
- 3.Managerial Economics by Damodaran, Oxford Publisher.

**Semester: 1**

**Course: FINANCIAL ACCOUNTING**

**Course Code: EMBAC1402**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 40**

**Course Objective :** This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organisations.

**Course Outcome:** At the end of the course, the participants of the course would be able to

1. Acquire conceptual knowledge of basics of accounting (from primary accounting to preparation of financial statement).
2. Identify events that need to be recorded in the accounting records.
3. Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP.
4. Equip with the knowledge of accounting process and preparation of final accounts of sole trader as well as corporate.
5. Interpret and communicate the information contained in financial statements

### **Contents:**

#### **Unit 1: Conceptual basis of Accounting**

Foundation of accounting, Development of accounting ,Meaning of Accounting, Accountancy & Book Keeping ; and relationship between Accounting, Accountancy & Book keeping; Accounting Cycle; Users of Accounting Information; Objectives of Accounting ; Types of Accounting information; Advantages & Limitation of Accounting, Double entry system of Book Keeping.

Meaning of Generally Accepted Accounting Principles (GAAP), Accounting Principles, Accounting Conventions and Policies, Accounting standard. Accounting and management control, Branches of Accounting.

#### **Unit 2: Basis Accounting**

The Accounting Process, Identification and Documentation and Recording of Business Transaction, Golden rules of accounting, The journals and subsidiary books, ledger accounts-posting of transactions.

#### **Unit 3: Cash Book**

Cash Book: Cash Book: Meaning and types of Cash book, Single Column, Double Column and Triple Column Cash Book.

#### **Unit 4: Trial Balance**

Trial balance-meaning and importance, adjusted trial balance, Difference in trial balance, Errors in trial balance, Rectification of trial balance.

#### **Unit 5: Depreciation**

Depreciation: Meaning, Depreciation Accounting, Causes for Depreciation and Method of allocating Depreciation.

**Unit 6: Final Account**

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Formats of a company Balance sheet, Need and Meaning of Profit and Loss Account, Concept of Gross profit and Net Profit, Trading account, Adjustments, forms and contents of P/L account, Preparation of Final accounts.

**Unit 6 Accounting standards and emerging concepts in accounting**

Indian accounting standards and IFRS, Human Resource Accounting, Environmental Accounting, Inflation Accounting.

**Suggested Readings**

1. Financial Accounting, P.C.Tulsian, Pearson Education.
2. Financial Accounting, Principles and Practices by Prof. Jawahar Lal and Dr. Seema Srivastava, S.Chand.
3. Financial Accounting for Management, Ambrish Gupta.
4. Modern Accountancy, Amitabh Mukharjee & Mohammed Hanif.

**Semester: 1****Course: QUANTITATIVE METHODS****Course Code: EMBAC1403****Total credits: 4****L-T-P: 4-0-0****Credit Hours: 40**

**Course Objective:** The objective of this paper is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyse and interpret data in a meaningful manner.

**Course Outcome:**

- To demonstrate an understanding of probability and probability distributions.
- To comprehend the decision-making process under uncertainty using statistical tools.
- To appreciate the concepts in sampling and estimation.
- To execute the process of hypothesis testing including one-sample and two-sample tests.
- To appreciate the importance and application of non-parametric tests in hypothesis testing.
- To understand correlation and regression analysis and their importance in decision making.

**Contents:****Unit- I Theory of Probability and Probability Distributions**

Approaches to calculation of probability; Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, Poisson, and normal.

**Unit II-Statistical Decision Theory**

Measures of central tendency and measures of dispersion, Decision-making process; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

**Unit III-Sampling, Estimation**

Types of Sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

**Unit IV-Hypothesis Testing**

Steps of hypothesis testing; One and two-tailed tests; Type I and type II errors.

One Sample Tests: Means and proportions.

Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions

**Unit V-Analysis of Variance and Non-parametric Tests**

F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test; One-sample runs test.

**Unit VI-Correlation and Regression Analysis**

Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

**Suggested Readings**

1. Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R. (2012). Complete Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). Statistics for Business & Economics. Cengage Learning Custom Publishing.
3. Black, K. (2012). Applied Business Statistics. Wiley
4. Levin, R.I. & Rubin, D.S. (1997). Statistics for Management. Prentice-Hall of India.
5. Vohra, N. D. (2012). Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

**Semester: 1**

**Course: ORGANISATIONAL BEHAVIOUR**

**Course Code: EMBAC1404**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 40**

**Course Objectives:**

1. To understand the Organizational concept and models of OB.
2. To understand and learn the effective interpersonal, team building and leadership skills.

3. To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
4. To improve the organizational performance through the effective management of human resources.

**Course Outcomes:**

1. To understand the development of organizational behaviour and its importance in managing people at the workplace.
2. To understand human behaviour as an individual.
3. To learns the foundation of group dynamics and management of different types of conflict at the workplace.
4. To understand overlapping role of manager, boss and leader and to develop required skills.
5. To understand different types of organizational structures, organizational climate and to appreciate the importance of organizational culture and learn to deal with change and stress.

**Contents:**

**Unit 1**

**Introduction**

Organization-Meaning and Types, Organizational Behaviour-Meaning and Significance, Challenges and Opportunities, Research in OB, Models of OB, Dependent and Independent Variables

**Unit 2**

**Determinants of Individual Behaviour**

Personality - Concept, Determinants, Theories and Measures. Emotions – Types and Theories. Perception – Process and Management. Attitudes and values - Sources and Change, Learning – Concept and Theories

**Unit 3**

**Motivation**

Concept, Relevance for Individual and Organization, Theories of Motivation - Early vs Contemporary/ Content vs Process, Application

**Unit 4**

**Groups and Teams**

Group - Types, Stages of Development, Roles and Norms, Group Decision Making. Team – Difference with Group, Types, Team Effectiveness

**Unit 5**

**Leadership and Communication**

Leadership - Concept, Theories, Measures and Contemporary Issues. Communication - Concept, Process, Barriers, Strategies and Skills

**Unit 6**

**Stress and Conflict**

Stress – Nature, Sources, Indicators, Assessment and Management, Stress and Personality. Conflict – Meaning, Views, Management. Negotiation

**Unit 7**

**Power and Politics**

Power – Concept, Bases and Tactics, Contrast with Leadership. Politics – Political Behaviour and its Influencing Factors, Ethicality and Impact

### **Suggested Readings**

1. Organizational Behavior, Stephen P. Robbins, PHI.
2. Organizational Behavior, F. Luthans, TMH.
3. Organizational Behavior, Udai Pareek, Himalaya Publication.
4. Organizational Behavior, Robbins, Judge & Vohra, Pearson.
5. Organizational Behavior and Management, Ivancevich, Konopaske & Matteson, McGraw-Hill.

### **Semester: 1**

**Course: MANAGEMENT FUNDAMENTALS**

**Course Code: EMBAC1405**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 40**

**Course Objectives:** This course introduces the basic topics of management. It provides the students with an understanding of what the key competencies needed to be an effective manager. In addition to covering the basic theoretical concepts, the course also allows the students to have some hands-on practice as an effective manager. It develop the students' ability to work in teams.

**Course Outcome:** By the end of the course, students should be able to

1. Demonstrate critical thinking when presented with managerial problems.
2. Express their views and opinions on managerial issues in an articulate way.
3. Students will be able to identify and explain the importance of the management process.
4. Identify the key skills required for the contemporary management practice.

### **Unit 1**

#### **Introduction**

Definition & Concept of Management, Characteristics of Management, Management vs Administration, Levels of Management, Roles of Manager, Functions of Management.

### **Unit 2**

#### **Theories of Management**

Classical Theories - Scientific Management, Administrative Theory, Bureaucracy. Neo-Classical Theories – Human Relations Movement, Behavioural Approach – Hawthorne Studies, Douglas McGregor, Abraham Maslow, Chester Barnard, Mary Parker. Modern Theories - Quantitative Approach, Management Science Approach, Systems Theory, Decision Theory, Contingency Theory.

### **Unit 3**

#### **Planning**

Definition & Nature of Planning, Characteristics & Importance of Planning, Types of Planning, Process of Planning.

### **Unit 4**

**Organizing**

Concept, Process and Importance of Organizing, Forms of Organizational Structure, Formal and Informal Organization, Line and Staff Functions, Levels in Hierarchy, Span of Control, Authority, Responsibility, Accountability, Delegation of Authority, Departmentalization, Decentralization.

**Unit 5****Directing**

Meaning & Importance of Directing, Sub-functions of Directing – Communication, Motivation, Leadership.

**Unit 6****Controlling**

Definition & Importance of Controlling, Characteristics and Process of Controlling, Planning vs Controlling, Types of Control System, Essentials of Good Control Systems, Techniques of control.

**Suggested Readings**

1. Organization and Management, R.D. Agarwal, TMH.
2. Principles and Practices of Management, L.M. Prasad, Sultan Chand & Sons.
3. Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, McGraw Hill.
4. Principles of Management, Gilbert, McGraw Hill.
5. Principles of Management, Tripathi and Reddy, McGraw Hill.

**SECOND SEMESTER****Semester: 2****Course: RESEARCH METHODOLOGY IN BUSINESS****Course Code: EMBAC2406****Total credits: 4****L-T-P: 3-1-0****Credit Hours: 4****Course Objectives:**

The course aims at exposing the students to the concepts, tools and techniques of research and to train students to execute research in Business.

### **Course Learning Outcomes:**

The successful completion of this course shall enable the student:

1. To get an overview of research, its scope and approaches.
2. To skill the students with different method of conducting scientific research.
3. To determines data sources for research and learn the art of designing a questionnaire.
4. To skill them to conduct surveys and other data collection procedures with proper sampling techniques.
5. To apply software in conducting business research.
6. To acquaint with various data analysis techniques and report writing.

### **Contents:**

**Unit 1- Introduction to Research:** Introduction to Research and Statistics: Role of Research in Business, Value of information, Cost of information, Ethics in Research. Research Process, Decision to undertake research, Introduction to Research Design, Types of research. Problem specification- management problem specification, formulating research problem, developing research proposal.

**Unit 2- Source of Data:** Sources of Data, Sources of Secondary data in India, How to evaluate sources of secondary data. Scales of Measurement, Validity and reliability.

**Unit 3- Determining Data Sources:** Secondary data sources and their usefulness; How to evaluate secondary data. Primary data collection – observation, Qualitative research methods: Focus group, Behaviour Mapping, Consumer Journey and Delphi study.

Quantitative Research Method: Various types of Interviews: Mail Interview, Person to Person Interviews, Telephonic Interviews.

Data collection using electronic interface like the Internet.

### **Unit 4: Questionnaire**

Components of the questionnaire, steps in questionnaire design, Question content, Response format- Open ended question Vs. Multiple choice questions including various types for question formats. Question wordings. Questionnaire preparation with google forms.

### **Unit 5- Sampling**

Population defined, Sampling Frame, Sampling Vs. Census, Steps in selecting a sample. Various types of Sampling Methods –Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling.

Non-Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling. Dangers of using Non-Probabilistic Sampling procedures.

Sample Size determination. Concepts of errors in research – Sampling and Non sampling errors and measures to reduce errors.

### **Unit 6- Data Analysis and Reporting**

Introduction to Data Analysis, Introduction to SPSS package. Data Processing: Editing, Coding, Decoding, and Data Entry. Hypothesis formulation. Hypothesis Testing, type I error, type II error.

Univariate Data Analysis Techniques: t-test (independent sample t- test, one sample



t-test). Bivariate Data Analysis Techniques: Chi Square, Z- test for difference between means, Paired Sample T test (t- tests for difference between means). Introduction to Multivariate Data Analysis Techniques  
 Research Report Writing: The format, Bibliography.

*N.B: Assignment using SPSS will be part of internal assessment.*

### **Suggested Readings**

1. Business Research Methods, D. R. Cooper and P. S. Schindler, TMH.
2. Research Methodology, C. R. Kothari, New Age International (P) Ltd. Publishers.
3. Business Research Methods, S. N. Murthy and U. Bhojanna, Excel Books.

## **Course: HUMAN RESOURCE MANAGEMENT**

**Course Code: EMBAC2407**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 4**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

**Course Outcome:** At the end of this course, the participants of the course would be able to

- To understand HRM and the role of HRM in effective business administration.
- To understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.
- To understand the role of recruitment and selection in relation to the organization's business and HRM objectives.
- To understand job-based compensation scheme and performance management system and appraisals.
- To recognize the emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

### **Contents:**

#### **Unit I- Introduction**

Conceptual foundations; Human aspect of management; Human resource management- concept, scope and importance; Competencies of HR manager- employer branding and competency mapping; Changing role of HRM- workforce diversity, technological change, restructuring and rightsizing, empowerment; TQM; Management of ethics.

#### **Unit II- Human Resource Planning, Job Analysis, and Job Design**

Assessing human resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

#### **Unit III- Recruitment, Selection, Training, and Development**

Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and induction; Job changes- Transfers, Promotions, and Separations; An overview of training and development; Emerging trends in recruitment, selection, and development.

#### **Unit IV- Compensation Management, Performance Appraisal, and Audit**

Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods- MBO, 360 degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

#### **Unit V- Emerging Horizons of HRM**

International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

#### **Suggested Readings**

6. Armstrong, M., & Taylor, S. (2017). Armstrong's Handbook of Human Resource Management Practice. BOOK, Kogan Page.
7. Aswathappa, K. (2013). Human Resource Management: Text and Cases. BOOK, McGraw Hill Education.
8. Gary, D. (2011). Human Resource Management. BOOK, Pearson.
9. Leatherbarrow, C., & Fletcher, J. (2018). Introduction to Human Resource Management: A Guide to HR in Practice. BOOK, Kogan Page.

**Course: BUSINESS LAW**  
**Course Code: EMBAC2408**

**Total credits: 4**

**L-T-P: 3-1-0**

**Credit Hours: 4**

**Course Objective:** To provide basic concepts business law in India and to discuss various ways to settle legal disputes.

**Course Outcome:** At the end of the course, participants of the course would be able to:

1. Explain the concepts in laws with respect to business dealings.
2. Apply the national business laws to current business environment.
3. Analyses the principle of business and strategies adopted by business houses for various business decisions.
4. Integrate concept of business law with day-to-day business dealings.
5. Understand the concept of consumer protection Act and functioning of redressal mechanism for protecting consumers.
6. Comprehensively understand with basic legal formalities for incorporation of a company and different types companies that exist, meetings, constitution and power of board of directors etc.

## Contents:

### Unit 1

**The Indian Contract Act, 1872:** Introduction : Nature of contract, Definitions, Classification of contracts ; Essentials of valid contract: Offer and Acceptance, Considerations, Capacity to contracts, Free consent, Legality of object, Void agreement, Contingent contracts; Performance of contracts; Discharge of contract; Breach of contract; Quasi Contracts; Special contracts: Indemnity and Guarantee: Meaning, Right of indemnity holder; Bailment and Pledge: Classification of bailment, Duties and right of bailor and bailee; Law relating to lien, Finder of goods, Pledge, Difference between bailment and pledge.

### Unit 2

**The Sale of Goods Act. 1930:** Introduction, Formation of contract of sale, Types of goods, Sale and agreement to sell, sell and hire- purchase agreement; Subject- matter of contract of sale, Conditions and Warranties: Meaning; Express and implied conditions and warranties, Caveat emptor; Transfer of ownership; Performance of contracts: Delivery of the goods, Rights and Duties of the buyer.

### Unit 3

**The Companies Act, 2013 :** Companies Act, 2013: Introduction, Definitions, Classifications; Members and Directors of Companies, MoA, AoA; Directors of companies: Introduction, Appointment, Duties, Remuneration and Removal of Director; Meeting of the board: Introduction, Time for holding meeting, quorum, Committees of the board; General Meeting: Introduction, Types: SM, AGM, EGM; Corporate Social Responsibility.

### Unit 4

**Consumer Protection Act, 1986 :** The Consumer Protection Act 1986: Introduction, Definitions; Objectives of CPA; Redressal Agency: District, State and National forum; Councils: Central, State and Districts.

### Unit 5

**Law of Partnership:** Definition of partnership, Formation of partnership, Essential elements of partnership; Advantage and Rights and Duties of partners; Types of partnership: Partnership at will, particular partnership, Partnership for fixed term; Classes of partners: Active partner, sleeping partner, Nominal partner, Partner for profit only, Incoming and outgoing partner; Dissolution of firm and partnership.

### Unit 6 :

#### **The Right to Information Act, 2005**

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions,

### Suggested Readings

1. Mercantile Law by P.P.S.Gogna, S.Chand Publisher.
2. Business Laws, Chandra Bose, PHI.
3. Business Laws; Mathur, Satish B.; Tata McGraw Hill; 2nd Edition, 2010
4. Commercial Law (including Company Law) and Industrial Law; Sen&Mittra;World Press ; 27th Edition, 2018
5. Business Laws; Gulshan, S.S; Excel Books; 5th Edition, 2015.

**Semester: 2**  
**Course: MARKETING MANAGEMENT**  
**Course Code: EMBAC2409**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 4**

**Course Objective:**

1. Understanding the nature and scope of marketing,
2. Develop an understanding of various marketing philosophies, Understanding the marketing mix and marketing environment,
3. Understanding segmentation, targeting and positioning,
4. Understanding consumer behavior and its application in marketing.
5. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion and understanding contemporary issues in marketing.

**Course Outcomes:**

1. To understand the concepts of marketing management.
2. To understand the marketing environment.
3. To critically analyses the marketing environment.
4. To develop marketing strategies for different products and under different market situations.

**Contents:**

**Unit 1**

Introduction to Marketing, Nature, Scope and Importance, Marketing Philosophies, Marketing Vs Selling, Marketing Philosophies, Marketing environment: Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions, Porter Value Chain Analysis Model, Challenges of modern marketing, Customer value and satisfaction, holistic marketing concept

**Unit 2**

Industrial and Consumer Markets, Buyer behaviour- Social, Cultural, Personal and Psychological factors affecting Consumers behaviour, Models of Consumer Behaviour, Market Segmentation-procedure basis for consumer or Industrial Market Segmentation, Market targeting, Niche Marketing, Social Marketing , Customization.

**Unit 3**

Marketing mix (7 P's & 7 C's), basic issues of the marketing mix variables, 4Ps, product and service portfolio, pricing strategies, designing and managing marketing channels, communication and promotion Mix, Concept of Product- Classification of products, Product levels, Product mix, New Product Development, Product life cycle, Stages and strategies for different stages of PLC, Product Positioning, Differentiating the product- Concept and strategies.

**Unit 4**

Concept of Pricing-Factors affecting Price determination, Pricing Policies, Pricing Methods, Channel of Distribution and factors affecting the same, Management of Channels, Selection, Training, Motivation and Evaluation of Channel Members, Retailing, Wholesaling and Teleshopping

### **Unit 5**

Developing the Product and Branding Strategy, Service marketing, Sales management, Rural marketing, marketing strategy implementation and control, Green Marketing.

### **Suggested Readings**

1. Marketing Management, Philip Kotler, Kevin Keller, Abraham Koshy, Mitileshwar Jha, Pearson.
2. Marketing Management: Planning, Implementation and Control, V.S. Ramaswamy and S. Namakumari.
3. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education. *Unit(s) - I, II, and III*

### **Semester: 2**

### **Course: FINANCIAL MANAGEMENT**

### **Course Code: EMBAC2410**

**Total credits: 4**

**L-T-P: 3-1-0**

**Credit Hours: 4**

**Course Objective:** To acquaint the students with essential tools and techniques necessary for making sound financial decisions in a company.

### **Course Outcome:**

- To understand the foundations of financial management, financial decisions, and role of a finance manager.
- To analyse and evaluate capital projects under different situations using appropriate capital budgeting techniques.
- To critically examine various theories and determinants of capital structure, analyse financial plans and determine optimal capital structure.
- To critically examine various theories and policies of dividend and determine optimal pay-out policy.
- To understand the intricacies of working capital management and effectively manage cash and receivables.

### **Contents:**

#### **Unit I-Introduction**

Nature, scope and objective of financial management; Concept of risk and return; Time Value of Money; Finance as a strategic function; Role of a finance manager; Financial decisions and risk return trade-off; Agency problem and agency costs; Recent trends and developments in Indian capital market.

#### **Unit II-Capital Budgeting Decision**

Nature, significance and process of capital budgeting decision; Types of capital projects; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques; Non- discounted techniques-Accounting Rate of Return (ARR), Pay Back Period (PB); Discounted cash flow techniques-Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR) and Profitability Index; Capital budgeting under constraints (capital rationing and inflation); Techniques for incorporating risk and uncertainty in capital budgeting- Risk adjusted discount rate method, Certainty equivalent method, Probability distribution method, Decision tree analysis, Simulation method, Sensitivity analysis and Scenario analysis.

### **Unit III-Cost of Capital and Financing Decision**

Specific Cost of Capital; Weighted Average Cost of Capital (WACC) and Weighted Marginal Cost of Capital; Concept of capital structure; Capital structure theories – Net Income (NI) Theory, Net Operating Income (NOI) Theory, MM Hypothesis without and with taxes, Traditional theory, Trade off theory, Evaluation of financial plans using EBIT-EPS analysis; Financial leverage and optimal capital structure; Factors affecting choice of capital structure in practice.

### **Unit IV-Dividend Decision**

Issues in dividend decision; Theories of dividend - Pure residual theory, Walter's model, Gordon's model, Bird in hand theory, MM Hypothesis and Dividend theory; Types of dividend policies; Determinants of dividend in practice; Lintner's model of corporate dividend behaviour.

### **Unit V-Working Capital Management and Contemporary Issues in Finance**

Concept, need and significance of working capital management; Estimation of working capital requirement; Operating and cash cycle; Determinants of working capital; Cash management and receivables management; Socially responsible investing, ethical investing and other contemporary issues in finance.

### **Suggested Readings**

1. Annual report of SEBI.
2. Brealey, R.A. & Myers S. C. (2017). Principles of Corporate Finance. McGraw Hill.
3. Chandra, P. (2017). Financial Management-Theory and Practice. Tata McGraw Hill.
4. Ehrhardt, M. C. & Brigham E. F. (2003). Corporate Finance. Cengage Learnin
5. Khan, M.Y. & Jain, P.K. (2017). Financial Management: Text, Problems and Cases. Tata McGraw Hill.
6. Pandey, I. M. (2016). Financial Management. Vikas Publishing

## **THIRD SEMESTER**

**Semester: 3**  
**Course: MANAGERIAL SKILL DEVELOPMENT**  
**Course Code: EMBAC3412**

**Total credits: 4**

**L-T-P: 3-1-0**

**Credit Hours: 4**

**Course Objectives:**

1. To study the communication skills
2. To understand the proper tone of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To communicate and develop presentation skills
5. To apply it in practical business situations, written exercises & e-mails and letters:  
Re-writing and reframing of sentences are being delivered..

**Course Learning Outcomes:**

1. Understanding the role of communication in the organizational and Global Context.
2. Understanding the basics of effective written and verbal communication.
3. Understanding the theoretical models of communication and development in communication research.
4. Analyzing one's own communication style in different contexts and mediums.
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

**Contents:**

**Unit 1: Introduction**

Meaning of communication, process of communication, importance and role of communication, forms of communication: verbal, non-verbal, written, visualizations; comparative analysis of the forms, channels of communication

**Unit 2: Barriers and Gateways to Communication**

Meaning of barriers and gateways, problem with barriers, importance of gateways, types of barriers, implications for contemporary business organizations and managers

**Unit 3 : Oral/Verbal communication:**

Principle and structure, Barriers, Art of listening, Feedback, Presentation techniques, Telephonic conversation

**Unit 4: Non-verbal communication:**

Meaning & importance, Role of mannerism and attitude, Body language, Eye contact, Expressions and gestures

**Unit 5: Written communication:**

Principles, Structure & mechanics of writing, Report writing, Circulars, Notices, Memos, Minutes of meeting, Styles of writing letters, Common errors in writing

**Text Books:**

1. Business Communication Today, 10th edition, Courtland L. Bovee, John Thill, Abha Chaterjee, Pearson Education
2. Business Communication, 2009, Anjanee Sethi, Bhavana Adhikari, Tata McGraw Hill
3. The Art of Negotiation: How to Improvise Agreement in a Chaotic World, Michael Wheeler, 2013, Harvard Business School Suggested Readings

**Semester: 3**  
**Course: OPERATION MANAGEMENT**  
**Course Code: EMBAC3415**

**Total credits: 4**

**L-T-P: 3-1-0**

**Credit Hours: 4**

**Course Objective:** The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations.

**Course Outcome:**

- To understand the evolution of the subject and its contribution to society.
- To understand the how production units are planned and what are the factors responsible.
- To understand the arrangement of the machines or service area to add productivity.
- To understand the requirement of resources and materials management.
- To understand the production controls and the quality measures available.

**Contents:**

**Unit I- Introduction**

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy,

**Unit II- Facilities planning:**

product selection and design, service design, process and technology selection, location of manufacturing / service facility - quantitative (Centre of gravity model, median model, dimensional analysis, Brown & Gibson model) and qualitative model

**Unit III- Layout Planning**

Plant layout, process layout, fixed position and group layout, layout design: relationship based and load-distance cost matrix, materials handling concepts, layout of manufacturing/service facility: facility location and facility layout.

**Unit IV- Resources requirement planning**

Capacity planning, concept and application of learning curve; aggregate sales and operations planning

**Unit V- Materials management**

Functions – material planning and budgeting – value analysis - purchase functions and procedure - inventory control – types of inventories – safety stock – inventory control systems – perpetual – periodic – JIT – kanban, managing vendors; vendor analysis, rating and selection – procedure and criterions

**Unit VI- Production planning and control**

Aggregate production planning - chase strategy, level production strategy, mixed strategy, materials requirement planning

**Unit VII- Quality management**

Evolution of quality concept, TQM: statistical process control, process capability improvement, sampling inspection, quality circle, kaizen quality gurus (Juran, Crosby, Deming), statistical process control



### **Suggested Readings**

1. Bozarth, C. C., & Handfield, R. B. (2007). Introduction to operation and supply chain management (2nd ed.). New Delhi: Pearson Education.
2. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
3. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South –Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.

**Subject: STRATEGIC MANAGEMENT****Subject Code: EMBAC3415****Total credits: 4****L-T-P: 3-1-0****Contact Hours: 4**

**Course objective:** To provide basic concepts of Strategic Business Environment proposal preparation, with emphasis on Feasibility Studies and to provide academic exposure to tools and techniques of strategy preparation and implementation.

**Course outcome:** At the end of this course, the participants of the course would be able to

- The outcome of this course would be to expose the students to different aspects of Strategy formulation as well as implementation of the same.
- This course would benefit students to formulate and shape organizational strategies and help in the part of business environment and its effect.
- Develop skills for applying these concepts to the solution of business problems.
- Master the analytical tools of strategic management

**Unit 1****Introduction**

Concept, evolution, characteristics and objectives of strategic management, strategic decision - making, school of thought on strategy formation, Mintzberg's 5P's of strategy

**Unit 2****Strategy Formulation**

Stakeholders in business, concept of stretch, leverage and fit, vision and mission, goals and objectives of business organization, need for balanced scorecard

**Unit 3****Environmental Appraisal**

Concept, importance, strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, Porter's five forces model of competition, McKinsey's 7S framework, GE nine cell model, distinctive competitiveness, Hofer's Matrices

**Unit 4****Corporate Level Strategies**

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with strategies

**Unit 5****Strategic Implementation**

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies

**Unit 6****Strategy Evaluation**

Importance and nature, symptoms of malfunctioning of strategy, organization anarchies, operations and strategic control, measurement of performance, analysing variances, role of organizational systems in evaluation

**Unit 7****Strategic Analysis and Choice**

Process of strategic choice, corporate-level strategic analysis, business-level strategic analysis, subjective factors in strategic choice, contingency strategies, strategic plan

**Unit 8****New Business Models**

Strategies for internet economy, shaping characteristics of e-commerce environment, e-commerce business model and strategies, internet strategies for traditional business, key success factors in e-commerce

### **Suggested Readings**

1. Business policy and strategic management, Azhar Kazmi, Tata McGraw-Hill.
2. Strategic management and business policy, William F. Glueck, Tata McGraw –Hill.
3. Strategic Management, Michael Porter, PHI.
4. Strategic Management – Concept and Cases, Thomson and Strickland, Tata McGraw Hill.
5. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books.

## **FOURTH SEMESTER**

**Semester: 4**

**Course: SUPPLY CHAIN MANAGEMENT**

**Course Code: EMBAC4417**

**Total credits: 4**

**L-T-P: 3-1-0**

**Credit Hours: 4**

### **Course objective:**

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Formulate and implement Warehouse Best Practices and Strategies.
3. Plan Warehouse and Logistics operations for optimum utilization of resources.

### **Course outcome:**

1. Describe distribution and service delivery practices.
2. Reduce inventory holding cost through innovative optimization and feed forward control.
3. Identify market linkages that make firms strategically competitive.
4. Define SCM best practices aimed on seamless logistics.
5. Understand SC strategy to create competitive advantages for clusters & nations.
6. Calculate parameters for effective inventory management and forecasting.

### **Contents:**

#### **Unit 1: Introduction to Supply Chain Management**

Supply Chain Management in business vertical & Supply Chain Integration;  
Process Views, Activities, Vertical versus Horizontal Integration;  
Supply-chain operations reference model;  
Implications of Globalization, Uncertainty and Risk Analysis.

#### **Unit 2: Inventory Management practices & Logistics**

Customer Value & Total Cost of Ownership;  
Inventory Management, Policies, Forecasting, Levers, Echelon Inventory;  
Inventory classification techniques;  
Reverse logistics; Resolving misalignment & Risk Pooling;

Bullwhip Effect; Replenishment lead time; CPFR practices;  
 Logistic Mixes, Global Logistic, Third Party Logistics, Warehousing Decisions;  
 Product Life Cycle and Distribution Challenges, Transportation Decisions.

### **Unit 3: Supplier Relationship Management**

Strategic Alliances, Procurement & Outsourcing Strategies;  
 Coordinated product & supply chain Design;  
 Legal Aspects of Purchasing, Sourcing & Contracts, Purchasing Performance Evaluation,  
 Supplier Price & Cost Analysis, Value Analysis.

### **Unit 4: Controlling practices in SCM**

Resilient supply network & High-impact practices;  
 ICT infrastructure and Macro processes;  
 Performance measures in designing SCM;  
 Financial control practice, Regulatory concerns, Free Trade Zones & WTO;  
 Six sigma & Lean-Management, E-commerce, Technology, GST, Game Theory.

### **Suggested Readings**

1. Logistics and Supply Chain Management, G. Raghuram (I.I.M.A.), Macmillan.
2. A Text Book of Logistics and Supply chain management, D.K. Agarwal., Macmillan.
3. Supply Chain Management, B.S. Sahay, Macmillan.
4. Simchi Levi, D., Kaminski, P., Simchi Levi, E. & Shankar, R. (2015). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw Hill, New Delhi. ISBN 9780070666986
5. Donald J. Bowersox & David J. Closs. (1996). Logistical Management: The Integrated Supply Chain Process. McGraw-Hill. ISBN 9780070068834

## **Semester: 4**

### **Course: INNOVATION AND ENTREPREUNERSHIP DEVELOPMENT**

**Course Code: EMBAC4419**

**Total credits: 4**

**L-T-P: 4-0-0**

**Credit Hours: 4**

**Course Objective:** This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

#### **Course Outcome:**

- To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
- To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
- To write effective business plans for establishing and managing any business venture.
- To know how to raise the funding for the business from different sources for a start-up venture.
- To form a business entity in the light of the legal and regulatory framework in India.

## Contents:

### **Unit I- Introduction**

Concept of entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

### **Unit II- Entrepreneurship Development and Leadership**

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership; Components of entrepreneurial leadership; International Entrepreneurship- opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, impediments to creativity.

### **Unit III- New Venture Planning**

Methods to initiate ventures; Acquisition- advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

### **Unit IV- Financing Venture**

Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

### **Unit V- Special Issues for Entrepreneurs**

Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

### **Suggested Readings**

1. Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson.
2. Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
3. Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.
4. Drucker, P. (2014). Innovation and Entrepreneurship. Taylor & Francis.
5. Shane, S. A. (2003). A General Theory of Entrepreneurship: The Individual-opportunity Nexus.
6. How India Earns, Spends and Saves - Unmasking the Real India by Rajesh Shukla

**Semester: 4**

**Subject: COST ACCOUNTING**

**Subject Code: EMBAC4420**

**Total credits: 4**

**L-T-P: 3-1-0**

**Contact Hours: 40**

**Unit 1**

Nature and scope of cost accounting, cost concept, scope, objective, financial accounting vs. cost accounting, classification of cost, methods of costing, limitation of cost accounting and cost sheet

**Unit 2**

**Material Control**

Introduction, dimension and aspect of material control, purchase control, methods of valuing material issue: methods of valuing material issues, FIFO, LIFO, HIFO, Average cost method and inflated price method.

**Unit 3**

**Techniques of Material Control**

Level setting, economic ordering quantity, scientific inventory management for replenishment, just in time, ABC Analysis, VED analysis, FNSD analysis and perpetual Inventory system.

**Unit 4**

Labour cost: introduction, types of labour, labour cost, labour turnover and cause and effect of labour turnover, labour productivity, motion study, time study, remuneration and incentive: time wage system, piece rate system, Taylor's differential piece rate system, Halsey premium plan and Rowan premium plan

**Unit 5**

**Cost Volume Profit Analysis**

Objective, assumption, elements of C-V-P analysis, contribution, difference between contribution and profit, breakeven point, margin of safety

**Suggested Readings**

1. Cost accounting, S.P. Jain and K.L. Narang.
2. Cost Accounting, M.Y.Khan and P.K.Jain
3. Cost Accounting – Principles and practice, M.N. Arora, Sultan Chand & Sons.

**FIFTH SEMESTER**

**LIST OF ELECTIVES**

FINANCE:

**Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Code: EMBAEX301**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

**Course Outcome:**

- To understand the rules and regulations relating to financial markets.
- To understand different financial instrument and the risk associated with each instrument.
- To understand the portfolio theories and how portfolio allocation should take place.
- To understand construct and construct portfolio and also manage portfolio.

#### **Contents:**

#### **Unit I-Introduction**

Concept of investment, investment vs. speculation, financial markets; approaches to investment decision making and common errors in investment management. Investment alternative and various investment opportunity

#### **Unit II- Securities Market**

Participant -trading and settlement, buying and selling of shares, buying on margin and short sale, stock market quotations and indices, SEBI, corporate debt market

#### **Unit III- Risk and Return**

Return: meaning, type measuring historical and expected return, Risk: type of risk, measuring historical risk and expected risk.

#### **Unit IV- Portfolio Theory**

Diversification and portfolio risk, measurement of movements in security returns, calculation of portfolio risk, efficient frontier, optimal portfolio, riskless lending and borrowing, single index model, capital asset pricing model and arbitrage price theory.

#### **Unit V- Bond Price and Yields**

Bonds characteristics, bond price, yield, risk in bonds, rating of bond and yield curve, the determinants of interest curve.

#### **Unit VI- Equity Valuation**

Fundamental analysis: macro-economic and industry analysis, company analysis like strategy analysis, accounting analysis, financial analysis etc. technical analysis: meaning, charting technique, technical indicators

#### **Unit VII- Portfolio Management**

Specification of investment objective and constraints, selection of asset mix, formulation of portfolio strategy, selection of securities, portfolio execution and portfolio revision

#### **Suggested Readings**

1. Damodaran, A. (2016). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. BOOK, Wiley.
2. Graham, B., & Dodd, D. (2008). Security Analysis: Sixth Edition, Foreword by Warren Buffett. BOOK, McGraw-Hill Education.
3. M. Ranganatham, R. M. (2012). Security Analysis and Portfolio Management: Second Edition. BOOK, PEARSON EDUCATION INDIA.

### **Finance Specialization**

**Course: FINANCIAL MARKETS AND SERVICES**

**Course Code: EMBAEX302**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

**Course Outcome:** At the end of the course, participants of the course would be able to

1. Understand the role and function of the financial system in reference to the macro economy.
2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.

### **Contents:**

#### **Unit 1**

##### **Introduction**

The Financial system: Role, regulation and structure and functions. – Characteristics of Financial services – role of financial services sector in the Economy Reforms in financial system.

#### **Unit 2**

##### **Financial Market and their role**

Broad classification of financial markets, Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics of Financial Markets – Functions of Stock Exchange – Introduction to Forex.

#### **Unit 3**

##### **Mutual funds**

Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India – debt securitisation – demat services – need and operations –role of NSDL & CSDL, SEBI regulation of AMCs, Evaluating mutual fund performance, asset securitisation.

#### **Unit 4**

##### **Merchant banking**

Objective, Scope and Functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types; Hire purchase.

#### **Unit 5**

##### **Factoring**

Concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

#### **Unit 6**

##### **Credit rating**

Features and advantages – credit rating process. Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing - credit rating : CRISIL, ICRA & care.

### **Suggested Readings**



1. Financial Institution and Markets, L.M. Bhole, Tata McGraw Hill.
2. Financial Service, M.Y. Khan, Tata McGraw Hill.
3. Financial Services, R. Shanmugham, Wiley India Pvt. Ltd.

**Finance Specialization**  
**Course: DIRECT TAXES AND GST**  
**Course Code: EMBAEX303**

**Total credits: 3                                  L-T-P: 2-1-0                                  Credit Hours:3**

**Course Objective:** 1. To acquaints the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.2. To introduce practical aspects of tax planning as an important managerial decision-making process.

**Course Outcome:** At the end of the course, participants of the course would be able to

1. Providing an overview of the direct taxation system of India Knowledge of computation of income tax.
2. Providing an idea on various avenues for tax planning and tax management.
3. Creating Awareness on the compliance of tax laws .
4. Enabling to file income tax returns.
5. Taking occupation as tax consultants.

### Contents

#### **Unit 1 : Income Tax Act, 1961 (Basic Concepts and Definition)**

Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management persons, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

#### **Unit 2**

##### **Computation of Income under Various Heads**

**Income under head salary:** Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary

**Income from house property, Income from profits and gains of business or profession, Income from capital gains, Income from other sources,** computation of net taxable income

#### **Unit 3 Permissible deductions under section 80C to 80U**

Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses

#### **Unit 4: Computation of taxable income of a company**

Computation of taxable income of a company with special reference to MAT

#### **Unit 5**

**Goods & Services tax Law i.** GST Laws: An introduction including constitutional aspects **ii.** Levy and collection of CGST & IGST **iii.** Basic concept of time and value of supply **iv.** Input tax credit **v.** Computation of GST Liability **vi.** Registration

### **Suggested Readings**

1. Direct Taxes – Law and Practice, Vinod Singhnia.
2. Direct Taxes, J. P. Jakhotiya.
3. Direct Taxes Law & Practice, Bhagwati Prasad, Wishwa Prakashan.
4. Handbook of Corporate Tax Planning, E. A. Srinivas, Tata McGraw Hill.

### **Finance Specialization.**

**Course: BANKING AND FINANCIAL INSTITUTIONS**

**Course Code: EMBAEX304**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** To make the students understand the various services offered and various risks faced by banks.

**Course Outcome:** At the end of the course, participants of the course would be able to

1. Describe and interpret banking operations.
2. Demonstrate understanding of credit and risk management of banks.

### **Contents**

#### **Unit 1**

##### **Introduction**

Introduction, types, evolution of commercial banks-banking system-structure of commercial bank-RBI role & functions- method of credit control-- banking regulation act –recent trends in Indian banking sector; Banking systems: Unit banking, Group banking, Chain Banking, Relationship Banking, Universal Banking, Regional Banking, Local Area Banking, Retail Banking, Wholesale Banking and Private Banking.

#### **Unit 2**

##### **Functions of Commercial Banks**

Schedule and Non-Schedule Banks, Functions of Commercial Banks: Agency services – general utility services-credit creation- banker–customer relationship-bankers as a trustee & an agent-appropriation of payment- right of lien & set off– garnishee order-law of limitation. Lending to sensitive sectors, Balance sheet of Commercial Banks.

Credit creation: Multiple credit creation and Formula for credit creation.

#### **Unit 3: Central Banking**

Nature of Functions of Central banks, Central Banking and credit control: Meaning of credit control, Methods: quantitative method: Bank rate policy, OMO, Variation in cash reserve ratio, Repo transactions; Qualitative Methods: Fixation of margin requirement, credit rationing, consumer credit regulation, Moral suasion, Direct action and Control through directives.

Role played by them-salient features of status governed by them- monetary policy, objectives and Benefits.

**Unit 4: Customer Service and Ombudsman Scheme in Banking Sector:**

Customer orientation, Basic aspects of Customer service: Deposit Account, Remittance services, Collection services, Loan and Advances, Complaints. KYC Policy: Objective of KYC, Elements of KYC Policy, KYC and customer education; Banking Ombudsman: Scope of Complaints and present scenario.

**Unit 5: Banking Technology:** Delivery Channels of Banking sector, Internet Banking, E-Banking, Electronic banking-core banking –distribution channels- remittance facilities & clearing system-online banking- electronic fund transfer system; Electronic Banking in India: RTGS, NEFT, NSS, SFMS, SWIFT, Cheque Truncation.

**Unit 6 : Evaluating Banking Performance**

ROE Model- CAMEL rating-GAAP probability analysis- balance score card-asset liability management- NPA- BASEL norms

**Unit 7: International Banking**

Types-offshore banking- Bank for International Settlement (BIS)-London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO, VOSTRO, LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – facilities to exporters & importers

**Suggested Readings**

1. Indian Banking, S. Natarajan and Dr. R. Parameswaran, S.Chand.
2. Financial Institutions & Markets, L.M. Bhole.
3. Indian Financial System, M.Y. Khan
4. Management of Indian Financial Institution, R.M. Srivastava, Himalaya Publication.

**Course: DERIVATIVES AND RISK MANAGEMENT**

**Course Code: EMBAEX305**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

**Course Outcome:**

- To understand the rules and regulations in India regarding Derivatives
- To understand how risk management can be achieved using derivatives.
- To understand the derivatives and their pricing.
- To understand hedging strategies.

**Contents:**

**Unit I-Introduction**

Definition, types of derivatives, SEBI guidelines, sources and types of business risk – implications of business risk-risk perception of individuals and institutions-alternatives for managing financial risk –diversification –reinsurance –contingency contracts- derivatives in the Indian context

### **Unit II- Risk Management using derivatives**

Forwards and futures – commodity futures- financial derivatives- stock futures and index futures – interest rate futures – currency futures –designing futures contracts – hedging positions in futures

### **Unit III- Option: Introduction, Basic Properties of Options**

Stock and index options valuation–sensitivity of option prices - binomial option pricing – Black and Scholes option pricing using Black and Scholes formula-trading strategies using options –hedging positions in options - synthetic options and portfolio insurance

### **Unit IV- Interest Rate Derivatives & Euro**

Dollar derivatives, forward rate agreement, duration, convexity

### **Unit V- Hedging**

Using Greeks (Delta-Gamma Hedging), hedging with futures (strategies of hedging, speculation and arbitrage): Index options and futures, VaR, historical simulations, risk management structure and policies in India

### **Suggested Readings**

1. Avellaneda, M., & Laurence, P. (2000). Quantitative models of derivative securities .USA: International standard books.
2. Bhalla, V. K. (2008). Investment management. New Delhi: Sultan Chand.
3. Chance, D. M. & Brooks, R. (2009). Derivatives and risk management (8th ed.). USA: Cengage Learning.
4. Hull, J. C. (2009). Options futures and other derivatives (7th ed.). New Delhi: Prentice Hall of India.
5. Jarrow, R., & Stuart, T. (2000). Derivative securities (2nd ed.). Cincinnati: South-Western.

### **Finance Specialization**

#### **Course: COST AND MANAGEMENT ACCOUNTING**

#### **Course Code: EMBAEX406**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course objective:** The course is designed to accustom the students with various techniques and methods of cost and management accounting in organization to take better decision with limited resources.

**Course Outcome:** At the end of the course, participants of the course would be able to

1. Evaluate the nature of costs in a given business situation and identify the business drivers behind those cost.
2. Evaluate capital budget alternatives and apply managerial accounting concepts to management decision making.

3. Apply key types of financial performance measurement tools to analyse financial statements.

### **Contents**

#### **Unit 1**

##### **Nature and Scope of Management Accounting**

Meaning, difference and relation between various branches of accounting, tools and technique or system for management accounting, limitation, function and duties of management accountant, Strategic Decisions and The Management Accountant, Decision making, Planning and control, Cost-Benefit Approach.

#### **Unit 2**

##### **An Introduction to Cost Terms and Purposes**

Costs And Cost Terminology, Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and Unit Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost, Relationship of Types of Costs.

#### **Unit 3:**

##### **Financial Statement and Ratio Analysis**

Introduction, meaning and concept of financial analysis, type of financial analysis; ratio analysis, classification of ratios, advantage and limitation of accounting ratios

#### **Unit 4**

##### **Cost-Volume Profit Analysis**

Essentials of CVP analysis, CVP assumptions, Breakeven point and target income, CVP analysis for decision making, Sensitivity analysis and Margin of safety, cost planning and CVP, Effects of sales mix on income, Contribution margin Vs Gross margin

#### **Unit 5**

##### **Budgeting and Budgeting control**

Meaning of budget and budgetary control, objectives, merits and limitation, types of budget – fixed, flexible and zero base budget, performance budget

#### **Suggested Readings**

1. Management Accounting, Shashi K. Gupta & R.K.Sharma.
2. Management Accounting and Control Systems, Norman.B Macintosh & Paolo Quattrone, John Wiley and Sons.

### **Course: SPREADSHEET FOR FINANCE**

**Course Code: EMBAEX307**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** This course is designed to give the basic skills required to make financial models. Spreadsheet is one of the most powerful tools used in data analysis. Whether major organizations or small all use spreadsheets models to determine key business decisions. The course will help you learning the basics.

**Course Outcome:**

- To understand the judgments and their relations to emotions.
- To understand how our brain comes to a rational decision.
- Understand different theories of neuroscience.
- To understand the errors resulting from irrationality of mind.
- To know how group behaves and how it impacts financial decision making.

### **Contents:**

#### **Unit I-Introduction to spreadsheet**

Spreadsheets, their basic capabilities, different types of data used in spreadsheets, spreadsheet notations for mathematical operations, common built-in formulas and functions, conditional expressions, relative and absolute references, use built-in formulas and functions in spreadsheets, create your own simple formulas, and identify and correct common errors.

#### **Unit II- From Spreadsheet to Model**

Organize and lay out model elements, as well as the types of objective functions and their use, what-if analysis and scenarios, sensitivity analysis, and other classic models, design a spreadsheet reflecting assumptions, decision variables, and outcomes, create a basic cash flow model, evaluate a small business opportunity, conduct what-if analysis, identify key variables using sensitivity analysis, and linear programming models and deterministic models.

#### **Unit III- Addressing Uncertainty and Probability in Models**

Use spreadsheets to address uncertainty and probability, random variables, probability distributions, power, exponential, and log functions in model formulas, models for calculating probability trees and decision trees, use regression tools to make predictions, as well as multiple regression, measure correlations between variables using spreadsheet statistical functions, understand the results of functions that calculate correlations, use regression tools to make predictions, and improve forecasts with multiple regression

#### **Unit IV- Simulation and Optimization**

Use spreadsheets to implement Monte Carlo simulations as well as linear programs for optimization, examine the purpose of Monte Carlo simulations, how to implement Monte Carlo simulations in spreadsheets, the types of problems you can address with linear programs, model uncertainty and risk in spreadsheets, and use Excel's solver to optimize resources to reach a desired outcome.

#### **Suggested Readings:**

1. Fairhurst, D. S. (2015). Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals. BOOK, Wiley.
2. Jackson, M., & Staunton, M. (2006). Advanced Modelling in Finance using Excel and VBA. BOOK, Wiley.
3. Proctor, K. S. (2009). Building Financial Models with Microsoft Excel: A Guide for Business Professionals. BOOK, Wiley.
4. Swan, J. (2009). Practical Financial Modelling: A Guide to Current Practice. BOOK, Elsevier Science.

**Course: BEHAVIOURAL FINANCE****Course Code: EMBAEX308****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3**

**Course Objective:** This course is designed to give the students the idea of the newly developed field of behavioural finance. Students will learn how despite trying best to rational our brain ends up taking illogical decision which may not be irrational at all to our mind.

**Course Outcome:**

- To understand the judgments and their relations to emotions.
- To understand how our brain comes to a rational decision.
- Understand different theories of neuroscience.
- To understand the errors resulting from irrationality of mind.
- To know how group behaves and how it impacts financial decision making

**Contents:****Unit I-****Investment Decision Cycle**

Judgment under uncertainty, utility/ preference functions: expected utility theory [EUT]

**Unit II****Brief History of Rational Thought**

Pascal-Fermat to Friedman-Savage paradoxes (Allais and Others)

**Unit III****Theories related to Behavioural Finance**

Prospect theory, information screening biases, and information processing: bayesian decision making, heuristics and cognitive biases.

**Unit IV****Forecasting errors due to biases**

Forecasting biases, emotion and neuroscience

**Unit V****Group behavior and finance**

Group behaviour: conformism, herding, fatal attractions, investing styles and behavioural finance.

**Suggested Readings**

1. Behavioural Finance: Insights into Irrational Minds and Markets, James Montier, Wiley.
2. Inefficient Markets: An Introduction to Behavioral Finance, Andrei Shleifer, Oxford University Press.
3. Behavioral Corporate Finance: Decisions that Create Value, Hersh Shefrin, McGraw-Hill/Irwin.

MARKETING:

**Course: PRODUCT AND BRAND MANAGEMENT**

**Course Code: EMBAEX311**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objectives:**

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
4. Formulate and justify brand development decisions.
5. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

**Course Outcomes:** The successful completion of this course shall enable the student:

1. Making the students learn fundamentals of Product and Brand Management
2. Understanding the significance of product strategy as a critical source of business competitiveness.
3. Understanding the theoretical and practical foundations to product management



4. Familiarising students with the concepts of brand building and management to keep brands strong over the years.

### **Contents:**

#### **Unit 1**

**Product Management :** Product development, product focused organization; market focused organization, factors influencing design of the product, changes affecting product management

#### **Unit 2**

**Developing Product Strategy :** Setting objectives & alternatives, product strategy over the life-cycle, customer analysis, competitor analysis, design of manufacture, new product development

#### **Unit 3**

**Market Potential & Sales Forecasting:** Forecasting target market potential and sales, methods of estimating market and sales potential, sales forecasting, planning for involvement in international market

#### **Unit 4**

**Brand & Brand Management :** Commodities Vs brands, the role of brands, the brand equity concept, brand equity models – brand asset valuation, aaker model, BRANDZ, brand resonance, building brand equity, brand identity and brand image

#### **Unit 5**

**Brand Leveraging & Brand Performance :**Establishing brand equity management system, measuring sources of brand equity and consumer mindset, co-branding, celebrity endorsement.

#### **Unit 6**

**Brand Positioning & Brand Building :**Brand knowledge, brand portfolios and market segmentation, steps of brand building, identifying and establishing brand positioning, defining and establishing brand values

#### **Unit 7**

**Designing & Sustaining Branding Strategies :**Brand hierarchy, branding strategy, brand extension and brand transfer, managing brand over time

#### **Unit 8**

**Measuring Brand Equity :**Brand value chain, brand audits, brand tracking, brand valuation, managing brand equity.

#### **Suggested Readings**

1. Product management, Donal R. Lehmann & Russel S. Winer.
2. Strategic Brand Management, Kevin Lane Keller.
3. Branding Concepts & Process, Debashish Pati.
4. Marketing Management, Philip Kotler.

**Course: SALES AND DISTRIBUTION MANAGEMENT**

**Course Code: EMBAEX312**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to provide a customer centric approach to the sales and distribution function. The Indian context is mostly considered.

**Course Outcome:**

- Understand the roles and responsibilities of the Sales Managers.
- Manage and enhance the sales force productivity and performance.
- Plan and implement an effective sales strategy for their organizations.
- Design and implement distribution channel strategy.
- Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

**Contents:**

**Unit I- Introduction to Sales Management**

Definition and meaning, sales vs. marketing, scope of sales management, objectives & functions of sales department, theories of sales - concept, nature, role of sales management in marketing, salesmanship, specific characteristics of a successful salesman, the evolving face of personal selling

**Unit II- Sales Forecasting**

Concept of forecasting, sales forecasting methods, quantitative and qualitative methods

**Unit III- Sales Organization and Developing the Sales Force**

Sales department organization, sales management structure, sales management positions, role and functions of sales manager, inter department relations : characteristics of a successful salesman, recruiting, selection and training of sales force , work assignment to sales personnel : routing and scheduling of sales force , objectives of sales quotas : types of quotas, quota setting and administration : concept, objectives and procedure of setting sales territories

**Unit IV- Managing the Sales force**

Recruiting, selection and training of sales force: procedures and criteria extensively used as selection tools for recruiting and testing sales ability, sales force job analysis and description; Areas of sales training: company specific knowledge, product knowledge industry and market trend knowledge, customers and technology – relationship selling process and customer education, value added selling; Motivating the sales team: motivation programs - sales meetings, sales contests, sales compensating, (monetary compensation, incentive programs as motivators, non-monetary compensation – fine tuning of compensation package, supervising; Evaluating sales force performance and controlling sales activities: sales records and reporting systems, improving sales productivity, ethical and legal issues in sales management.

**Unit V- Distribution Channels**

Physical distribution - definition, importance – participants in physical distribution process - marketing channels – definition and importance - different forms of channels - functions of marketing channels - unconventional channels - channels for consumer goods, industrial goods and services – integrated marketing channels – horizontal, vertical, multi-channel marketing systems - channel selection process and criteria, channel conflicts and resolution - channel effectiveness evaluation - international marketing channels

**Suggested Readings**

1. Dent, J. (2011). Distribution Channels: Understanding and Managing Channels to Market. BOOK, Kogan Page.
2. Singh, r. (2008). Sales and Distribution Management. BOOK, Vikas Publishing House.
3. Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective. BOOK, SAGE Publications.

**Course: ADVERTISING AND SALES PROMOTION**

**Course Code: EMBAEX313**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objectives:**

1. To familiarize the students with the role of advertising in the in context of promoting products and services.
2. To understand the advertising process and key decision areas for effective management of this function and also
3. To develop an understanding about concepts, methods and strategies of sales promotion.

**Course Learning Outcomes:**

1. To examine the reasons for the increasing importance of advertising.
2. To know the various decision areas under each element of the marketing mix and how they influence and interact with advertising and promotional strategies.
3. To understand the process of developing and implementing media strategies.
4. To evaluate alternative methods fro measuring promotional program effectiveness.
5. To help the students learn to participate in a group setting as they have to work in teams in their business careers.

**Contents:**

**Unit 1**

Introduction, various types of advertising, its role in the marketing process; legal, ethical and social aspects of advertising, marketing and the communications mix

**Unit 2**

Communication: introduction, processes of communication; integrated marketing communications, marketing and the communications mix its evolution, reasons for its growth and its role in branding

**Unit 3**

The promotional mix; segmentation, targeting and positioning and their role in promotion, promotional objectives, determination, types and approaches, planning communications DAGMAR approach, problems in setting objectives; advertising budget, establishment and allocation, budgeting approaches

**Unit 4**

Advertisement copy, its components and types; the importance of creativity in advertising, creative strategy and process, implementation and evaluation

**Unit 5**

Media planning, establishing media objectives, media strategies, the message, the target and the media mix, reach vs. frequency, creative aspects, budget considerations, evaluation of broadcast media, print media, support media, internet and interactive media etc.; computers in media planning

### **Unit 6**

Measuring the effectiveness of the promotional program, advertising research, market testing, testing via internet, pre testing, post testing, laboratory tests, field tests, PACT

### **Suggested Readings**

1. Advertising Management, Rajeev Batra, John G. Myers & David A. Aaker, Pearson Education.
2. Advertising: Principles and Practices, W. Wells, J. Burnet & S. Moriarty, Pearson Education.
3. Managing Brand Equity, David Aaker, PHI.

## **Course: DIGITAL MARKETING AND E-COMMERCE**

**Course Code: EMBAEX314**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions

### **Course Outcome:**

- To know the concept of e-business and its various aspects.
- To know about electronic payment system and associated security issues.
- To learn about digital marketing strategy and tools.
- To analyse digital marketing activities and measure its effectiveness.
- To understand role of digital marketing in e-business.

### **Contents:**

#### **Unit I- Introduction to E-Business**

Overview of e-business; Origin and need of e-business; Factors affecting e-business; Major requirements in e-business; Emerging trends and technologies in e-business; E-business models; E-market and its types; E-government services; Management challenges and opportunities; Impact of e-commerce on business.

#### **Unit II- Payment Gateways Management**

Electronic payment system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India.

#### **Unit III- Introduction to Digital Marketing**

Digital marketing plan and strategy; Competitive strategy in the digital era; Digital marketing mix; Digital marketing channels- digital advertising, e-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing.

#### **Unit IV- Marketing Analytics**

Digital marketing media; Budget allocation; ROI for digital marketing; Analytics and Key Performance Indicators (KPI); Attribution models and frameworks; Digital marketing in governance; Emerging technologies for digital marketing; Leading and managing digital marketing teams.

#### **Unit V- Digital Marketing in E-Business**

Role of digital marketing in e-business; Latest developments and strategies in digital marketing; Business model for aggregators; E-business for start-ups.

#### **Suggested Readings**

1. Chaffey, D. (2011). E-Business and E-Commerce Management: Strategy, Implementation and Practice. Pearson Education India
2. Ian Dodson, I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley
3. Kotler, P., Kartajaya, H. & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley
4. Marilyn Greenstein, M. & Feinman, T. (2000). Electronic Commerce: Security Risk Management and Control. McGraw-Hill Inc.
5. Winston, W.L. (2016). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley

### **Course: SERVICES MARKETING**

**Course Code: EMBAEX315**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

#### **Course Objectives:**

1. To demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities;
2. To understand the marketing mix for services;
3. To understand the Marketing planning and control systems.
4. To apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats.

#### **Course Outcomes:**

1. To make the students understand the differences between goods and services, and the importance of services marketing.
2. To prepare the students in order to evaluate different components of the elements of services marketing mix.
3. To equip the students in preparing special service marketing strategies

#### **Contents:**

**Unit 1**

**Introduction to Services Marketing :** Services marketing – characteristics – classification of services – role of services in economy – factors stimulating the transformation of service economy – growth of services in Indian economy – differences between goods and services marketing

**Unit 2**

**Customer Behaviour & Strategic Issues:** Customer decision making – customer expectations and perceptions – components of customer expectations – service encounters – high contact services and low contact services – market segmentation and targeting – positioning and differentiation of services – managing demand and capacity

**Unit 3**

**Services and the Marketing Mix:** Traditional marketing mix applied to services – inadequacy of 4Ps – developing service concepts – service product development – branding of services – pricing of services – and promoting services – managing people for service advantage - difference between mediocrity and success – process in services, service blueprinting – crafting the service environment – servicescape – physical evidence

**Unit 4**

**Managing Relationships and Service Quality :** Relationship marketing and building loyalty – achieving service recovery – service quality and its significance – measuring service quality – service quality gap model SERVQUAL – strategies for improving service quality – monitoring service quality

**Unit 5****Marketing Services**

Specific industries: tourism, travel & transportation services marketing – marketing of financial services: banking, insurance, mutual funds – communication and information services: telecom, courier – media services – professional services marketing: healthcare, consultancy, information technology, advertising – marketing of educational services – charities marketing

**Suggested Readings**

1. The Essence of Services Marketing, Adrian Payne, Prentice Hall of India.
2. Services Marketing, V. A. Zeithaml and M. J. Bitner, McGraw Hill.

**Course: RURAL MARKETING****Course Code: EMBAEX316****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3**

**Course Objective** The objective of the course is to familiarize students to appreciate the difficulties of rural markets and be able to analyse strategic issues facing these markets.

**Course Outcome:**

- Understand the rural markets and potentials.

- Understand the rural environment and the differences from urban markets.
- Understand the consumers of rural India.
- Understand strategies to market products and services in rural India and also learn strategies to communicate

### **Contents:**

#### **Unit I- Introduction to Rural Marketing**

Rural Marketing – Opportunities and Challenges, defining rural markets, understanding rural products, consumers and distribution channels

#### **Unit II- Rural Marketing Environment**

Evolution of rural marketing, rural demographic, physical, economic, political and cultural environment

#### **Unit III- The Rural Consumer**

Consumer buying behavior models, factors affecting consumer behavior, Characteristics of rural consumer, Consumer buying process, Opinion Leadership Process, Diffusion of innovation

#### **Unit IV- Targeting, Segmenting and Positioning in Rural Markets**

Introduction of Segmentation, Degrees of segmentation, Basis of segmentation in rural markets, Targeting and positioning in rural markets

#### **Unit V- Product Strategy for Rural Marketing**

Marketing mix challenges in rural India, Product concepts and classification, rural product categories, New Product development, Product adoption process, Branding in rural India, Pricing

#### **Unit VI- Rural Distribution Strategy and Evaluation**

Channels of distribution, Evolution of rural distribution channels, Behaviour of the channels. Emerging channels and their reach

#### **Unit VII- Rural Distribution Strategy and Evaluation**

Developing effecting communications, Creating advertisement for rural markets, the media model, influence of consumer behavior on communication channels

### **Suggested Readings**

1. The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut Rural Marketing by Sanal Kumar Velayudhan
2. Marketing as Strategy by Nirmalya Kumar
3. We are like that only – Understating the Logic of Consumer India by Rama Bijapurkar
4. How India Earns, Spends and Saves - Unmasking the Real India by Rajesh Shukla

**Course: CONSUMER BEHAVIOUR****Course Code: EMBAEX317****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3****Course Objectives:**

1. To highlight the importance of understanding consumer behavior in Marketing.
2. To study the environmental and individual influences on consumers
3. To understand consumer behavior in Indian context.

**Course Learning Outcomes:**

1. Appreciate the fascinating field of consumer behaviour with the consumer at its center.
2. Get a full grasp of quantitative and qualitative consumer research.
3. Understand the reasons for mass marketing and segmentation of markets.
4. Get a feel of the internal processes like consumer perception, learning and memory attitudes, motivation and emotion, personality, self-concept and lifestyle.
5. Acquire insights into the social and cultural influences on behaviour.
6. Understand how communication combines the individual's inner influences to the social and cultural influences for an adequate decision-making and adoption of products, ideas or services.

**Contents:****Unit 1**

**Introduction :** Scope & relevance, consumer research process: quantitative and qualitative, market segmentation: importance and use, buying decision process, basic model of consumer behaviour

**Unit 2****Consumer Motivation, Perception and Attitudes**

Needs, wants, demands, and motives, motivational research, personal and psychological influences, absolute and differential threshold, attention and perception, perceptual selection, organisation and interpretation, product and service positioning, perceived price, quality and risk, attitude formation, strategies for attitude change

**Unit 3**

**Communication and Consumer Behaviour :** Celebrity influence, word of mouth, opinion leaders, use of unconventional communication methods, influence of social media on consumer purchase behaviour, e-buying behaviour



**Unit 4**

**Personality and Consumer Learning :** Nature of personality and self-concept, Freudian and non - Freudian concept, personality traits and its marketing significance, product personality and brand personification, elements of consumer learning, marketing applications of learning theories

**Unit 5**

**Socio-Cultural Influences :** Socialisation, classes in society, life-style profiles, reference groups, family buying decision, family life cycle, culture and sub-culture, measurement of culture, cultural aspects of emerging markets, cross-cultural consumer behaviour

**Unit 6**

**Decision Making and Innovation :** Decision making: Concept of consumer decision making, models of decision making; Innovation: meaning, process of diffusion and adoption, decision process, innovator profiles; Consumer gifting behaviour

**Unit 7**

**Consumer and Society :** Consumerism, consumer protection, consumer right and consumer, education, legal consideration

**Suggested Readings**

1. Consumer Behavior, Schiffman & Kanuk, Pearson.
2. Consumer Behaviour, L.G. Schiffman & L.L. Kanuk, Prentice Hall of India.
3. Consumer Behaviour, Kazmi & Batra, Excel Books.
4. Consumer Behavior, Engel & Blackwell, Thomson.
5. Consumer Behaviour, D.J. Loudon & A.J. Dellabitta, Tata McGraw Hill.

**Course: SOCIAL MEDIA MARKETING****Course Code: EMBAEX418****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3****Course Objective:**

1. To understand the important concepts related to e-marketing
2. To learn the use of different electronic media for designing marketing activities.
3. To acquaint the students with the latest techniques of e-marketing.

**Course Outcome**

1. Define social media marketing goal setting necessary to achieve successful online campaigns.
2. Describe the history of social media marketing, its rapidly evolving role in public relations, advertising, and marketing, as well as the merging of social media marketing with all facets of business.
3. Explain how to develop effective social media marketing strategies for various types of industries and businesses.
4. Define target markets for specific social media platforms.
5. Use social media platforms (e.g., blogs, microblogs, social networks, bookmarking, social news, Q&A sites, photo & video sharing, and podcasting) to influence consumer and promote a company, brand, product, service or person.

**Contents:**

**Unit I-****Introduction**

The Role of Social Media Marketing, Goals and Strategies, Identifying Target Audiences, Rules of Engagement for SMM

**Unit II-****Sites, Apps and Contents**

Social Media Platforms and Social Network Sites, Microblogging, Content Creation and Sharing: Blogging, Streaming Video, Podcasts, and Webinars

**Unit II-****Introduction to Social Media Marketing**

Video Marketing, Marketing with Photos Sharing Sites, Discussion, and News, Social Bookmarking, and Q&A Sites, Content Marketing: Publishing Articles, White Papers, and eBooks, Mobile Marketing on Social Networks

**Unit IV****Social Media Marketing Analytics**

Social Media Monitoring, Tools for Managing the Social Media Marketing Effort, Social Media Marketing Plan

**Suggested Readings**

1. Bettinger, J. (2018). Word-of-Mouth Marketing on Social Media. Influence on Buying Decisions, Evolution and Recommendations for Companies. BOOK, Studylab.
2. Dahl, S. (2018). Social Media Marketing: Theories and Applications. BOOK, SAGE Publications.
3. Heinze, A., Rashid, T., Fletcher, G., & Cruz, A. (2016). Digital and Social Media Marketing: A Results-Driven Approach. BOOK, Taylor & Francis.
4. Tuten, T. L., & Solomon, M. R. (2017). Social Media Marketing. BOOK, SAGE Publications.

## HUMAN RESOURCE

### **Course: HUMAN RESOURCE DEVELOPMENT**

**Course Code: EMBAEX321**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of managing people in the organizations. This paper will help to understand different growth strategies and model to development and retention.

**Course Outcome:** At the end of the course, the participants of the course would be able to

1. To understand HRD and the role of HRD in effective business administration. Develop an understanding of theoretical knowledge and its application for identifying training and developmental needs of the individuals and organization from strategic point of view.
2. To understand the role that HRD has to play in manpower planning, job analysis and forecast the human resource requirements. Laying down plans to address these needs effectively for the benefit of the organization as well as the individuals.
3. To understand the effectiveness of Coaching, counselling, management development etc. Develop capability to design HRD plans for organizations.

### **Unit 1**

#### **Introduction**

Definition and evolution of HRD, relationship between HRD and HRM, developmental perspective of HRD, HRD at macro and micro levels, qualities and competencies required in

a HRD professional, importance of HRD in the present context, functions of HRD, organizational structure of HRD department, challenges for HRD, model of HRD

## **Unit 2**

### **Training**

Meaning and scope of training and development, education and learning; Objectives and principles of training; Stages of training; Training needs assessment: types of need, levels of needs assessment, prioritization of needs; Designing a training program: make vs buy decisions, steps in designing a training program

## **Unit 3**

### **Coaching**

Concept and need, role of supervisor and HRD professional, coaching and performance appraisal, coaching analysis, approaches to coaching, coaching skills, effectiveness of coaching

## **Unit 4**

### **Counselling**

Concept and need, counselling program, responsibility for counselling, features of effective counselling programs, counselling session, employee assistance programs, stress management interventions, employee wellness and health promotion

## **Unit 5**

### **Management development**

Techniques of management development, evaluation of management development programs, mentoring: concept and implementation

## **Unit 6**

### **Career Planning and Development**

Concept of career, career development, career planning and career management, new employment relationship, stages of career: various approaches, career management model, responsibility of career management, current issues in career development

## **Unit 7**

### **Learning Organization**

Organizational learning, importance of experiential learning, learning organization, Senge's model, knowledge management, achieving organizational effectiveness and excellence.

### **Suggested Readings**

1. Human Resource Development, Werner and DeSimone, Cengage Learning.
2. Employees Training and Development, Raymond Noe, McGraw Hill Publication.
3. Training for Organizations, O' Connor, Browner & Delaney, Thompson Learning Press.

## **Course: INDUSTRIAL RELATIONS**

**Course Code: EMBAEX322**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through different laws related to industrial relations.

### **Course Outcome:**

- To understand the different aspects of employee relations in today's organization.
- To understand the role of trade union in human resource management.

- To understand the role of collective bargaining and its role at different negotiation process.
- To understand how workers participation in management helps an organization in growth prospective.
- To create IR systems for different business ventures to promote team work and productivity.

## **Unit 1**

### **Introduction**

Concept and importance of industrial relations, impact of industrial revolution, approaches to industrial relations, Dunlop's system theory, parties to industrial relations, objectives of industrial relations, factors affecting industrial relations, reasons of poor industrial relations, effects of poor IR, aspects of industrial relations- cooperation and conflict

## **Unit 2**

### **Trade Unions**

Concept & features, evolution, functions and types, white-collar trade unions, employers' associations, union security, methods of achieving trade union objectives, trade union movement in India, central trade unions in India, problems of trade unions in India

## **Unit 3**

### **Collective Bargaining**

Definition and features, classification and principles, objectives and importance, steps in collective bargaining process, factors affecting collective bargaining, conditions for effective collective bargaining

## **Unit 4**

### **Industrial Disputes**

Concept and nature, classification, causes, resolution, prevention, typology of strikes, legality and justification of strikes, condition for good industrial relations

## **Unit 5**

### **Discipline**

Concept and aspects, features and objectives, theories, principles of natural justice, possible reasons for misconduct, disciplinary action procedure, penalties and punishment, rewards of discipline

## **Unit 6**

### **Workers' Participation in Management**

Meaning and need, evolution of concept, objectives and forms, schemes of participation in India, demerits of the schemes, bipartite and tripartite bodies

## **Unit 7**

### **Concepts Related to Industrial Relations**

Code of conduct, code of discipline, National Commission on Labour, New Economic Policy, technological change and industrial relations, recent trends and future direction

### **Suggested Readings**

1. Dynamics of Industrial Relations, Mamoria, Mamoria and Gankar, Himalaya Publishing House.
2. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
3. Essentials of Human Resource Management and Industrial Relations, P. Subba Rao, Himalaya Publishing House.

**Course: LEADERSHIP**  
**Course Code: EMBAEX323**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objectives:**

Gain greater understanding of a leader's responsibilities, Create and maintain an efficient, effective, and motivated team. This course will also help students on, maximize team performance by understanding human behaviour and focusing on the needs of the individual and the team. Improve ability to communicate with the team and Strengthen techniques for managing the performance of the team.

**Course Outcome:**

- Students will develop critical thinking skills.
- Able to know behavioural theories related to leadership.
- Students will be able to develop factors responsible for leadership.

**Unit 1**

**Introduction**

Concept of leadership, difference between leadership and management, factors affecting leadership effectiveness, creating a leadership culture, utility of studying leadership, classification of leadership theories

**Unit 2**

**Leadership Traits and Skills**

Nature of traits and skills, leadership traits and effectiveness, leadership skills and effectiveness, leadership competencies, implication for managers, shortcomings of trait approach

**Unit 3**

**Behavioural Theories of Leadership**

Ohio state studies, University of Michigan studies, Managerial grid, Scandinavian studies, specific task and relations behaviours, evaluation of behavioural approach

**Unit 4**

**Contingency Theories of Leadership**

LPC model, situational leadership theory, path-goal theory, cognitive resource theory, normative decision model, evaluation of contingency approach

**Unit 5**

**Process Theories of Leadership**

Leader-member exchange theory, attributions and followership, integrating leader and follower roles

**Unit 6**

**Charismatic, Transformational and Transactional Leadership**

Early theories, attribution theory, self-concept theory, psychodynamic processes, social contagion theory, multifactor leadership questionnaire, transformational, transactional and passive leadership, evaluation of the theories

**Unit 7**

**Other Theories of Leadership**

Drucker's leadership practices, seven transformations of leadership, level 5 leadership, crucibles of leadership, authentic leadership, ethical leadership, spiritual leadership, servant leadership, Kouzes and Posner's five leadership practices

### **Unit 8**

#### **Recent Trends in Leadership**

Cross-cultural leadership, strategic leadership, change leader, leadership in teams, leadership training and development

#### **Suggested Readings**

1. Leadership in Organizations, Gary Yukl, PHI.
2. HBR's 10 Must Reads: On Leadership, Harvard Business Review Press.

### **Course: COMPENSATION MANAGEMENT**

**Course Code: EMBAEX324**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

#### **Course Objectives: Course Objective:**

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through wage structure to payment of bonus.

#### **Course Outcome:**

At the end of the course, the participants of the course would be able to

1. To examine the importance of compensation in growing global economy.
2. To understand the components of a compensation system.
3. To assess the process of determination of compensation.
4. To design a strategic pay model for various jobs of an organisation.

### **Unit 1**

#### **Introduction**

Concept of compensation and reward, system of compensation and reward, 3 P compensation concept, concept of CTC

### **Unit 2**

#### **Theoretical Background**

Wage theories, theories of motivation, relationship of rewards and behaviour

### **Unit 3**

#### **Macro-level Compensation**

Differences between nations, wage and salary administration at national level, wage policy and concepts, wage influencing variables in Indian context, legal framework, wage fixation at national level

### **Unit 4**

#### **Micro-level Compensation**

Compensation strategy at company level, developing a total compensation strategy, determinants of individual financial compensation, compensation surveys, compensation policy, job evaluation

**Unit 5****Compensation Structure**

Salary structures, financial and non-financial components, methods of payment, basic, allowances, reimbursements, seniority-based pay

**Unit 6****Employee Equity in Compensation**

Performance-related pay, individual plans, team plans, company-wide gainsharing and profit sharing plans, short-term vs long-term plans, wage incentive plans, types of incentive systems, skill-based pay, competency-based pay

**Unit 7****Benefits and Services**

Fringe benefits, employee benefits and services, voluntary and statutory welfare benefits, social security benefits, administration of benefits and services, cafeteria approach

**Unit 8****Executive compensation**

Current trend, logic behind executive pay, components of executive compensation, issues and criticisms

**Suggested Readings**

1. Compensation and Reward Management, B.D. Singh, Excel Books.
2. Compensation Management: Rewarding Performance, Richard I. Henderson, PHI.
3. Rethinking Rewards and Incentive Management, C.S. Venkatratnam, Excel Books.

**Course: ORGANIZATIONAL CHANGE AND DEVELOPMENT****Course Code: EMBAEX325****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of change in the organizations. How change in the organizations can develop the whole work culture is one of the motive of this paper.

**Course Outcome:**

- To understand entering and contracting in an organizations.
- To understand the role of change agent as a catalyst in organizational development.
- To understand the role of diagnosis in an organization.
- Develop clarity of the concept as well as different components of Organization Effectiveness as well as that of change.
- Develop skill to diagnosis problems and management of change that would include action planning, implementation and evaluation.

**Unit 1****Introduction**

Definition of organizational change and development, evolution and relevance of organizational development, models of change: Lewin's model, Buchanan & McCalman's model, Beckhard & Harris' model, action research model, general model of planned change, classification of change models



**Unit 2****Entering and Contracting**

Identification of organizational issues: internal and external trigger, determination of relevant clients, selection of change agent, establishment of mutual expectations, allocation of time and resources, setting of ground rules, possible issues in entering and contracting

**Unit 3****Diagnosing for Change**

Need for diagnosis, levels of diagnosis: organizational level, group level and individual level, diagnostic models: organizational and componential, boundary less organization

**Unit 4****Planning and Implementing**

Gap analysis, creating a change vision, action planning, organizing the team, fostering readiness and overcoming resistance to change, communication strategies and skills

**Unit 5****OD Interventions**

Human process interventions: interpersonal, group and organizational process approaches; Techno-structural interventions: restructuring organizations, employee involvement, work design; HRM interventions: performance management, talent development, managing workforce diversity and wellness; Strategic change interventions: transactional change, transformational change, mid-range change, punctuated-equilibrium model of change

**Unit 6****Evaluating and Institutionalizing**

Implementation and evaluation feedback, measurement, research design, institutionalization framework

**Unit 7****Current Scenario and Future Trends**

Impact of national culture and economic development on OD, OD in the public sector, trends within and in the context of OD

**Suggested Readings**

1. Organizational Change: An Action-oriented Toolkit, Cawsey, Deszca and Ingols, SAGE Publications.
2. Organizational Development and Change, Cummings & Vorley, Cengage Learning.
3. Essentials of Organizational Development, Anjali Ghanekar, Everest Publishing House.
4. Organizational Change-Themes & Issues, Jim Griesves, Oxford.

**Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT****Course Code: EMBAEX326****Total credits: 3****L-T-P: 2-1-0****Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of Global Human Resources in organizations. How globalization plays role in the organizations development.

**Course Outcome**

At the end of the course, the participants of the course would be able to

- To outline the main aspect of globalisation and its implication for international human resource management. (PO10)
- To develop a global mind-set for managing international human resource management activity (PO10)
- To assess the nuance of international human resource management activity. (PO 4)
- To synthesize a global mind set to cope with cultural diversity and its challenges (PO 4, PO10)

## **Unit 1**

### **Introduction**

Globalization and its aftermath, role of various environmental dynamics in international business, issues in international business, HRM in international context, domestic vs international HRM, strategic view and context of IHRM, IHRM activities, model of IHRM

## **Unit 2**

### **Staffing in International Context**

Approaches to international staffing, roles and comparative analysis of expatriates, inpatriates and third-country nationals, dilemma over inpatriates vs expatriates, ROI of international assignments, factors determining performance, selection criteria and possible issues, case of dual career couples

## **Unit 3**

### **Training and Development in International Context**

Need for expatriate training, essential components of pre-departure training programs, effectiveness of pre-departure training programs, international assignment and personnel development, recent trends

## **Unit 4**

### **Compensation Management in International Context**

Objectives of international compensation, key components of international compensation program, approaches to international compensation, challenges and choices

## **Unit 5**

### **Performance Management in International Context**

Performance appraisal and management of international employees, barriers to effective performance management, performance management system in MNCs

## **Unit 6**

### **Industrial Relations in International Context**

Issues and concerns with international IR, response of trade unions to multinational corporations, impact of regional integration on IR, country specific IR practices, recent developments

## **Unit 7**

### **IHRM in Host-Country Context**

Standardization vs localization, merits, demerits and factors of standardization and localization, case of offshoring countries, thinking globally and acting locally

## **Suggested Readings**

1. International Human Resource Management, Nilanjan Sengupta, Excel Books.
2. International Human Resource Management, Dowling, Festing and Engle, Thomson Learning.

**Course: LABOUR LAWS**  
**Course Code: EMBAEX327**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of laws related to labour management. How to work in an organization with the help of labour laws is the major motive of this paper.

**Course Outcome:**

- The outcome enhances understanding the interaction of legal analysis with human behaviour. Students learn to think from a legal point of view.
- The learners will understand the development and the judicial setup of Labour Laws and also learn the enquiry procedural and industrial discipline.

**Unit 1**

**Introduction**

Need for labour legislations, factors influencing labour legislations, nature of labour legislations, principles of modern labour legislations, Indian constitution and labour legislations, classification of labour legislations

**Unit 2**

**Regulative legislations**

Trade Unions Act, 1926; Acts related to recognition of trade unions; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946

**Unit 3**

**Protective Legislations**

Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Motor Transport Workers Act, 1961

**Unit 4**

**Wage Legislations**

Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976

**Unit 5**

**Social Security Legislations**

Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees PF and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972

**Unit 6**

**Miscellaneous Legislations**

Contract Labour (regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986; Apprentices Act, 1961

**Unit 7**

**Emerging Trends**

New trends in judicial pronouncement, latest judgements of Supreme Court and High Courts, simplification and codification of labour laws, restructuring labour policy

**Unit 8**

**ILO**

Origins, conventions and recommendations, issues with adoption and ratification of international labour standards, influence on Indian labour legislations, from international labour legislations to corporate codes

### **Suggested Readings**

1. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
2. Bare Acts, Manupatra.

## **Course: PERFORMANCE MANAGEMENT**

**Course Code: EMBAEX428**

**Total credits: 3**

**L-T-P: 2-1-0**

**Credit Hours: 3**

**Course Objective:** The objective of the course is to familiarize the students about the different aspects of Performance and feedback management. Importance of performance in an organization and its growth strategies will be focus through this paper.

### **Course Outcome:**

- To understand Performance Management and Performance Appraisal
- To understand the role of Goal Setting and Feedback in an organization
- To understand the role and importance of TQM, Six Sigma etc. in an organization.

### **Unit 1**

#### **Introduction**

Concept of performance, performance appraisal & performance management, difference between performance appraisal and performance management, philosophy behind performance management, evolution of performance management, scope and significance of performance management, Armstrong's model of performance management

### **Unit 2**

#### **Goal setting and Feedback**

Principles of goal-setting, types of goals, SMART objectives, nature and use of feedback, guidelines on providing feedback, feedback expert systems, 360-degree feedback: concept, methodology, merits and demerits

### **Unit 3**

#### **Performance appraisal**

Objectives of performance appraisal, steps in the appraisal process, responsibility of appraisal, self-assessment, methods of performance appraisal, issues with performance appraisal, ethics and performance appraisal, competency-based performance assessment, appraisal interview, effectiveness of performance appraisal system

### **Unit 4**

#### **Managing Performance**

Performance management documentation, web-enabled performance management, analysis of appraisal result, problem of under-performance, dealing with under-performers, coaching and counselling, stress management interventions, training and mentoring, role of HR

**Unit 5****Rewarding Performance**

Significance of pay for performance, linking performance with compensation, forms and types of performance-based pay, failure of pay for performance, current scenario

**Unit 6****Organizational implication**

Managing organizational performance, organizational capability, business performance management systems, performance management, human capital management and talent management, developing a high-performance culture, team oriented organizations, managing team performance, performance management and learning, strategies for improving workplace productivity and performance, relationship between workplace variables and performance, legal & ethical issues

**Unit 7****Concepts related to Performance Management**

Benchmarking, TQM, six sigma, pygmalion effect, performance management surveys, potential appraisal

**Suggested Readings**

1. Armstrong's Handbook of Performance Management, Michael Armstrong, Kogan Page India.
2. Performance Management, Armstrong and Baron, Jaico Publishing House.
3. Performance Management System: A Holistic Approach, B.D.Singh, Excel books.
4. Performance Management: It's About Performing – Not Just Appraising, Prem Chadha, Macmillan India Ltd.