



UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A' GRADE' UNIVERSITY)
Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

Academic Section

Email: academicsectionju14@gmail.com

NOTIFICATION

(23/July/Adp./69)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the Syllabi and Courses of Studies of the subject of **Executive Masters of Business Administration (Executive MBA)** of Semester Ist, and IInd (as given in the annexure) for the examinations to be held in the years as per the details given below:

Subject	Semester	For the examinations to be held in the year
Executive MBA	Semester-I Semester-II	Dec. 2023, 2024 and 2025 May 2024, 2025 and 2026

The Syllabi of the courses is also available on the University website:
www.jammuuniversity.ac.in.

Sd/-

DEAN ACADEMIC AFFAIRS

No. F. Acd/II/23/ 7460-7468

Dated: 31-07-2023

Copy for information and necessary action to:

1. Dean Faculty of Business Studies
2. HOD/Convener, Board of Studies **Business Management**
3. All members of the Board of Studies
4. C.A. to the Controller of Examinations
5. Director, Computer Centre, University of Jammu
6. Deputy Registrar/Asst. Registrar (Conf. /Exams. Prof)
- ✓ 7. Incharge University Website for necessary action please

Sumilachand
31/7/23
Deputy Registrar (Academic)
SS 28/7/23
Pal 28/7/23
H 28/7/23

The Business School
University of Jammu

Course Structure & Syllabus
of
EXECUTIVE MASTERS OF
BUSINESS ADMINISTRATION

(Executive MBA)

Semester I & II

(For the session 2023, 2024 and 2025)

EXECUTIVE MASTERS OF BUSINESS
ADMINISTRATION (Executive MBA)

SEMESTER -I

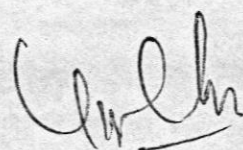
Course Code	Course Title	Credits
<i>Core Courses</i>		
MBEXC 101	Management Principles & Organizational Behaviour	5
MBEXC 102	Economics for Managers	5
MBEXC 103	Marketing for Executives	5
MBEXC 104	Financial and Management Accounting	5
MBEXV 105	Viva- Voce	2
<i>Value Added Course</i>		
MBEXV 106	Fundamentals of Research and Report Writing	3
<i>MOOC Course</i>		4
TOTAL		29

** EXIT OPTION 1: Executive Diploma in Management will be awarded after first semester*

SEMESTER -2

Course Code	Course Title	Credits
<i>Core Course</i>		
MBEXC 201	Corporate Finance	5
MBEXC 202	Managing Human Resource and Employee Relations	5
MBEXC 203	Consumer Behaviour	5
MBEXC 204	Production and Operations Management	5
MBEXV 205	Viva- Voce	2
<i>Value Added Course</i>		
MBEXV 206	Optimisation Techniques for Decision Making	3
<i>MOOC Course</i>		4
TOTAL		29

** EXIT OPTION 2: Executive PG Diploma in Management will be awarded after second semester*



SEMESTER -I

Semester-I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC101

Credits – 5

Contact Hours- 10 hours per credit

**Course Title: Management Principles &
Organizational Behaviour**

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

Course Overview

This course emphasizes on principles of management, with focus on managerial functions and behavioural aspects as well as their practical applications in the organisation. Proper understanding of management principles is very necessary and helpful for managers as these principles act as guidelines for managerial activities. The management principles insist on planned activities and systematic organisation and execution of resources. The course also aims at developing a basic understanding of individual and group behavior in organizations. The significance of the course is that managers understand the organizational impact of individual and group behaviours, become effective in motivating their subordinates, become able to create and maintain better relationships between management and employees and predict and control employee behavior. The course is based on the foundation of theory with incorporation of a strong practical emphasis.

Course Learning Outcomes: On successful completion of the course, the students will be able to:

1. Understand the principles and functions of management in current business context.
2. Apply the contemporary models of management to deal with current management challenges.
3. Analyze the fundamental areas of individual behaviour.
4. Demonstrate the skills required for leading and motivating people to achieve organizational objectives.
5. Formulate and solve real life problems using the concepts and models of organizational behaviour.

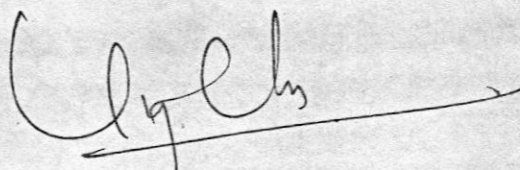
COURSE CONTENT

UNIT I

Evolution of management and its professionalization in India, management and society, global and comparative management, strategic planning and policy making, TOWS matrix, portfolio matrix, fundamental functions of managers etc., any other contemporary area.

UNIT II

Interdisciplinary approach in understating human behaviour, organizational behaviour responses to global and cultural diversity, evolution of organizational behaviour, perception, attribution theory, attitudes, personality etc., any other contemporary area.



Semester-I

(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC101

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Management Principles &

Organizational Behaviour

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

UNIT III

This unit emphasises on the thrust areas in organizational behaviour like emotions and emotional intelligence, learning, motivation, decision making, conflict and negotiation, stress management, organizational development, organizational culture, team building etc., any other contemporary area.

UNIT IV and UNIT V

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

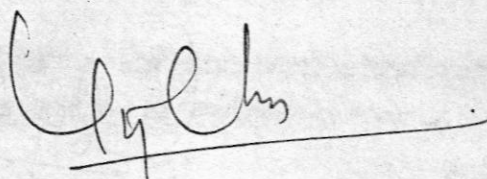
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Devising Strategic Plans to improve organisational performance
2. Analysis of Contemporary Leadership Models
3. Evaluating Motivational Techniques to enhance employee commitment
4. Study of Emotional Intelligence in select organisation

Suggested Readings

1. Koontz, Harold, Cyril O'Donnell, and Heinz Weichrich: Essentials of Management, Tata McGraw Hills, New Delhi.
2. Robbins, Stephen P, and Mary Coulter: Management, PHI, New Delhi.
3. Vashishth, Neeru: Student's Guide to Management, TAXMANN, New Delhi.
4. Luthans, Fred: Organizational Behaviour, McGraw-Hills, New York.
5. Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
6. Pareek, U.: Organizational Processes, Oxford and IBH, New Delhi.
7. Robbins, S. P.: Organizational Behavior, Prentice Hall of India.
8. DeCenzo, D. A., Robbins, S.: Personnel and Human Resource Management, Prentice Hall of India, New Delhi.
9. Keith Davis, Newstrom, John W.: Organizational Behavior, Tata McGraw Hill, New Delhi.
10. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.



Semester-I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC101

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Management Principles &
Organizational Behaviour

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

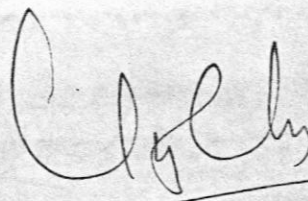
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).



Semester-I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC102
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Economics for Managers
Maximum Marks- 100
Internal Assessment– 50
End Term Examination– 50

Course Overview

The theoretical background of the subject is microeconomics, but managerial economics is much more focused on applications of the economic principles in practice and competition in doing business. This course will use a systematic framework from economics to analyze the decision making in doing business and to explain that how the economic principles and its applications are related. Based on the critical concepts in microeconomics, the course will focus on competitive strategies. Towards different industries and different markets, this course will analyze that how to select a better strategy in pricing, product differentiation, and output competition, etc, and to explain the critical factors to reach better performance in business decision making.

Course Learning Outcomes: At the end of the course, participants will be able to;

1. Apply knowledge of the mechanics of supply and demand to explain working of markets.
2. Integrate knowledge of changes in demand and supply to explain market behavior.
3. Demonstrate a good knowledge of the relations between production and costs.
4. Proficiently apply knowledge of key market characteristics to analyze consequences of different market structure

COURSE CONTENT

UNIT I

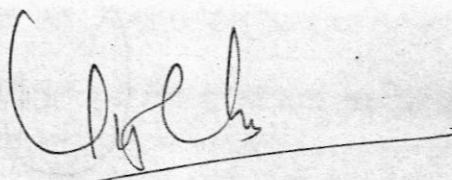
Demand management and market forces; Forecasting for handling demand; Application of demand and supply elasticity; Valuing physical outputs and inputs; Pricing in a competitive market.

UNIT II

Equilibrium of a firm, market structures and competition- perfect competition, monopoly, monopolistic competition, oligopoly (kinked demand curve model), price discrimination.

UNIT III

Economics of Digital platforms such as Amazon, Zomato, Uber, Netflix and Facebook, emphasizing their applications in public policy and businesses.



Course Code: MBEXC102
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Economics for Managers
Maximum Marks- 100
Internal Assessment– 50
End Term Examination– 50

UNIT IV and UNIT V

With the help of these Units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Assess market characteristics and firm level behaviors
2. Analyze macroeconomic and microeconomic variables at the firm and country levels.;
3. Explore asymmetries and externalities as forms of market failure and as best practices for equilibrium outcomes within market structures.
4. Create a business plan

Additional Readings:

The Economist; The Mint Magazine; Business News Today; The Economic Times; The Hindu; The Financial Express

Suggested Readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press.
2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition). Pearson. Lipsey and
3. Chrystal (2008). Economics. (11th Edition). Oxford University Press.
4. McCann, Brian T.; Froeb, Luke M. (2013). Managerial Economics: A problem solving approach(3rd Edition), Cengage Learning.
5. Baye, Michael R. (2014). Managerial economics and business strategy (8th Edition), McGraw-Hill Irwin.

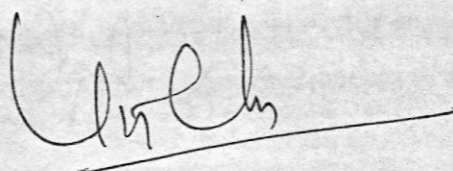
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).



Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC103

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Marketing for Executives

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

Course Overview

The course will help participants understand the major concepts and tools of marketing, the environment and how savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

Course Learning Outcomes: On successful completion of the course, the students will be able to;

1. Develop an ability to assess the impact of the environment on marketing function.
2. Formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Analyzing marketing channels and the concept of product distribution.
5. Evaluate techniques of sales promotion, significance of marketing research.

COURSE CONTENT

UNIT I: Introduction to Marketing and Brand

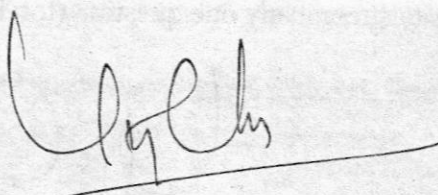
Introduction: Marketing concept and its evolution; Marketing mix; Strategic marketing planning, Market Analysis and Marketing environment. Concept of market Segmentation, Targeting and Positioning

Role of Brands in Marketing; Brand Building, Measuring and Managing Brand Equity;

UNIT II: Product Line and Channel Management

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Product life cycle – strategic implications; New product development Pricing Decisions

Marketing Channels; Channel Design Decisions; Managing Channel Relationships; Role of Retailing; Market Logistics; E-Commerce and Online Retail; Exploiting Global Markets; Socially Responsible Marketing.



Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC103
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Marketing for Executives
Maximum Marks – 100
Internal Assessment– 50
End Term Examination– 50

UNIT III: Marketing Communication Framework

Role of Integrated Marketing Communication; Developing Effective Marketing 2, Public Relations, Events and Experiences; Managing Personal Communication - Personal Selling, Direct and interactive Marketing, Word of Mouth.

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing;

UNIT IV and UNIT V:

With the help of these UNITS, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

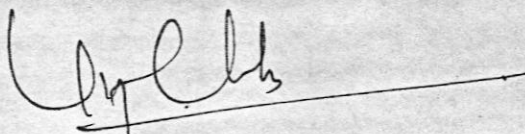
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Developing Marketing Plan of any brand
2. Brand Equity Evaluation
3. B2B Marketing & Sales strategies for any company
4. Study on marketing mix & competitive analysis

Suggested Readings

1. CW Lamb, J F Hair, Dheeraj Sharma, C McDaniel. (2012). Marketing- A South Asian Perspective. Cengage Learning, India.
2. Dawn Iacobucci, Avinash Kapoor. (2011). Marketing Management – A South Asian Perspective. Cengage Learning
3. Etzel M.J., Walker B.J. and Stanton William J. Marketing concept & Cases special Indian Edition (13th Edition). Tata Mc Graw Hill.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing.: Tata Mc Graw,Hill New Delhi
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha. (2014) Marketing Management- A South Asian Perspective (14th Edition). Pearson, India.



Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC103

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Marketing for Executives

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

6. Rajan Saxena. Marketing Management, Tata McGraw Hill.
7. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective Indian context (4th edition.). New Delhi: Macmillan.
8. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC104

**Course Title: Financial and Management
Accounting**

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Course Overview:

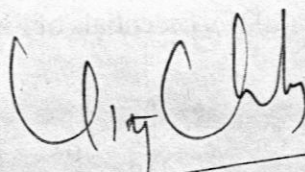
The course covers basic concepts and practices in finance. This course will acquaint the learners with the fundamentals of financial management and its applicability to corporate financial planning and decision-making. The students will be able to comprehend the fundamentals of financial planning and the instruments available in the financial markets. This curriculum adds value to undergraduate professional education in the field of finance.

Course Learning Objectives:

1. To introduce the learners to Financial Management and its application in practice.
2. To provide an in-depth knowledge on the allocation of, sourcing, and management of financial resources.
3. To develop knowledge on the role of financial manager in the competitive business world.
4. To acquaint the students with the process involved in making short-term working capital decision as well as long-term capital budgeting decisions.
5. To develop an ability to apply accounting softwares in business.
6. To enhance the learner's ability in dealing with raising of finance and investment decisions.

UNIT I:

In this unit, students will develop a deeper understanding of the role played by accounting in contemporary business world, and how accounts are prepared and monitored to provide valuable information to the stakeholders. The learners will understand the role and evolution of accounting, double-entry bookkeeping, accounting concepts and conventions, recording transactions, financial statements, depreciation methods, accounting for sole proprietors and companies. The students will have a comprehensive and detailed understanding of financial reporting, as well as skill set that will allow them to interpret the financial information and make informed strategic business decisions. The regulatory framework for the preparation and presentation of financial statements will be better understood by students. The unit will also cover ratio analysis, cash flow and fund flow analysis.



Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC104

Course Title: Financial and Management
Accounting

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

UNIT II:

All facets of management are impacted by the job of accountants. In the framework of planning and directing an organisation, accountants offer information that is pertinent to both management and external stakeholders. The principles and methods employed by management accountants, who give managers the right financial information and aid in their decision-making, are introduced in this unit. The students will learn about management accounting, the function of management accountants, cost determination, Cost-Volume-Profit (CVP) analysis, measuring relevant costs and revenues, cost allocation, stock valuation, pricing, target costing, customer profitability analysis, budgets, responsibility accounting, value-based management, performance management, and management control.

UNIT III:

This unit is designed to give a hands-on-experience to learners on accounting software like Tally, BUSY, and Book Keeper under the expertise of a trainer.

UNIT IV & V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Comparison of Financial Performance with the use of financial tools
2. Comparative Financial Statement analysis
3. Appraising Costing Techniques of Manufacturing Firms
4. Cost-Volume Profit Analysis

Suggested Readings

1. Samjay Dhamija (2018). Financial Accounting for Managers. Pearson India Education Services Pvt. Ltd.
2. Asish K. Bhattacharyya (2021). Essentials of Financial Accounting. Prentice Hall India Pvt., Limited.

Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXC104

Course Title:

Financial and Management
Accounting

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per
credit

Internal Assessment– 50
End Term Examination– 50

3. Ambrish Gupta (2021) Financial Accounting for Management: An Analytical Perspective. Pearson Education India.
4. Charles T. Horngren, Gary L. Sundem, John A. Elliott and Donna Philbrick (2010). Introduction to Financial Accounting. Pearson.
5. R. Narayanaswamy (2017). Financial Accounting: A Managerial Perspective. PHI Learning.
6. M. Y. Khan and P. K. Jain (2017). Management Accounting: Text, Problems and Cases. McGraw Hill Education.
7. Paresh Shah (2015). Management Accounting. Oxford University Press.
8. Shashi K. Gupta and R. K. Sharma (2017). Management Accounting Principles Practice. Kalyani Publisher.

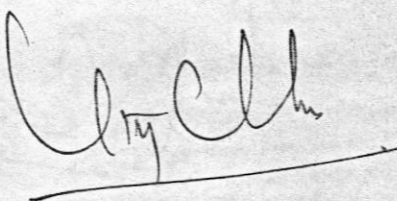
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

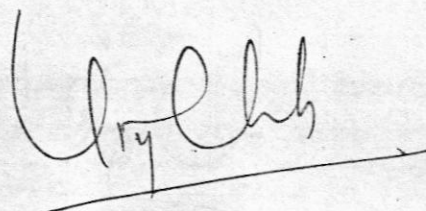


Semester -I
(Examinations to be held in December 2023, 2024 and 2025)

Course Code: MBEXV 105
Credits – 2

Course Title Viva-Voce
Maximum Marks – 50

MBEXV 105 : The Code represents viva-voce examination of MBA Executive semester –I. The viva-voce shall be held for 50 marks (2 credits) & two external examiners (one Academic & one Corporate and one internal examiner. The Viva shall examine the candidates for their understanding of management concepts covering the entire first semester syllabus.



Semester - I

(Examinations to be held in December 2023, 2024 and 2025)

(Value Added Course)

Course Code: MBEXV 106

Course Title: Fundamentals of Research and
Report Writing

Credits – 3

Maximum Marks – 50

Contact Hours- 10 hours per credit

Internal Assessment– 25

End Term Examination– 25

Course Overview

This course is designed to emphasize the foundational methods and techniques of research in executive management context. Executives will be exposed to the main components of the research process i.e., research problem, research question, research objectives, research hypotheses, data collection, ethical issues in research, report writing, and presentation. The main objective of this course is to enable executives to understand the research process and conduct research project in an area of their choice.

Course Learning Outcomes:

On completion of this course, executives will be able to:

1. Analyse research problems and use statistical tools and techniques to analyze data.
2. Formulate representative sampling methods to investigate the research problem for better decision making
3. Demonstrate knowledge in different types of research methods and techniques
4. Propose a research design to address a problem
5. Design a research questionnaire to collect data to address a problem
6. Discuss the findings of the research study

COURSE CONTENT

UNIT I:

Fundamentals of Research: Role of Research in Business and Industry; Current Status of business research in India. Problem Formulation and Statement of Research Objectives, Research Process & Research Designs,

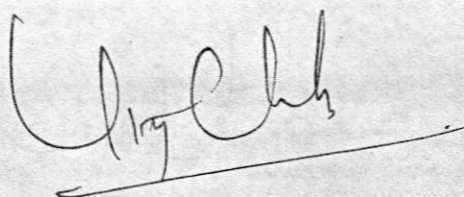
UNIT II:

Sampling Methods – Probabilistic & Non - Probabilistic Sampling, Sample Design & Procedures- Sample size estimation, etc; Survey Method- Questionnaire and Questionnaire Design, Check List, Interview Schedule; Measurement & Scaling.

UNIT III:

Descriptive and Inferential Statistics using SPSS

Research Documentation/Report Writing: Meaning of Report; Different Types of Research Report, Structure of Research Report, Different steps of report writing; Use of Tables and Figures; Oral Presentation.



Semester - I

(Examinations to be held in December 2023, 2024 and 2025)

(Value Added Course)

Course Code: MBEXV 106

Course Title: Fundamentals of Research and
Report Writing

Credits – 3

Maximum Marks – 50

Contact Hours- 10 hours per credit

Internal Assessment– 25

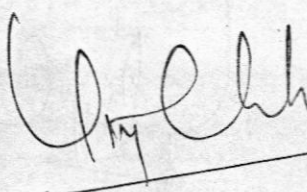
End Term Examination– 25

Suggested Readings

1. Malhotra Naresh K; Marketing Research- An Applied Orientation, Pearson Education Asia
2. Sekaran, U. and Bougie, R., Research Methods for Business: A Skill-Building Approach, Wiley Publication
3. Naval Bajpai; Business Research Methods; Pearson Education; New Delhi
4. Cooper Donald R. and Schindler Parnela.; Business Research Methods; McGraw Hill International Editions
5. Sekaran, U. and Bougie, R. (2019). *Research Methods for Business: A Skill Building Approach*, 8/e; New Delhi: Wiley India
6. Mark Saunders, Philip Lewis and Adriant Thornhill (2017). *Research Methods for Business Students*, 8/e; Pearson Education

Evaluation Criteria

There shall be internal evaluation of all the VAC Courses on a total of 50 marks. The internal evaluation components will consist of Presentations, case study analysis, assignments, MST, snap test etc. spread over 25 marks and a final written exam of 25 marks



SEMESTER - II

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC201

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Corporate Finance

Internal Assessment– 50

End Term Examination– 50

Maximum Marks – 100

Course Overview:

The purpose of this course is to enable the audience to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. The course starts with a discussion on the valuation and proceeds to long term investment decisions. The capital structure and sources of finance are discussed next with a detailed analysis of the concept of leverage. The detailed analysis of the dividend decision of a firm and all related issues will be taken up in the subsequent classes. The course will be complete with a preliminary discussion on working capital management.

Course Learning Outcomes: By the end of this course, a student would learn:

1. Identify financial challenges faced by a business enterprise,
2. Apply Tools and techniques for making financial decisions,
3. Analyze Financial management practices in corporate sector.
4. Integrate the concept and apply the financial concepts to do the capital budgeting.

COURSE CONTENT

UNIT I: Introduction to Financial Management

Concept of Financial management, Finance functions, Goals of finance function - Profit vs. Wealth Maximization; Risk-Return tradeoff; Time Value of Money
Capital Structure vs. financial structure - Capitalization, Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories

UNIT II: Capital Structure Decision

Capital Budgeting- significance, principles, capital budgeting proposals, methods of appraising Proposals. Sources of Funds: Short term sources, Long term sources, Factors influencing capital structure, Cost of Capital- Methods of computing cost of capital, Leverages-Types and Measurement

UNIT III: Dividend Decisions and Working Capital Management

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy- Major theories, Working Capital Management: Meaning, Components, gross vs. net working capital, determinants, Financing of working capital.

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC201
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Corporate Finance
Internal Assessment– 50
End Term Examination– 50
Maximum Marks-100

UNIT IV and UNIT V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Investment Analysis of ABC Company
2. A detailed analysis of Costing models of ABC company
3. An extensive report on Working Capital Management
4. A study on cash management of a company

Suggested Readings

- | | |
|--------------------------------------|--|
| 1. IM Pandey | Financial Management |
| 2. M.Y. Khan, P K Jain | Financial Management - Text and Problems |
| 3. Prasana Chandra | Financial Management Theory and Practice |
| 4. Shashi K.Gupta, R.K. Sharma | Financial Management |
| 5. Rajiv Srivastava, Anil Mishra | Financial Management |
| 6. James C Van Home, Sanjay Dhamija, | Financial Management and Policy |
| 7. Chandra & Iyer | Financial Management |

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC202

Course Title: Managing Human Resource and Employee Relations

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Course Overview:

Human resource management (HRM) is the strategic approach to nurture and empower employees and ensure a positive workplace environment. When done correctly, HRM allows companies to grow their businesses and retain top talent. However, when done poorly, HRM can lead to decreased employee productivity and turnover. Its functions vary across different businesses and industries, but typically include recruitment, compensation and benefits, training and development, and employee relations. This course introduces the participants towards the principles and practices of human resource management. The course aims at understanding, analyzing and applying fundamental and best practices of human resource management to manage and lead people effectively in order to gain competitive advantage.

Course Learning Outcomes: On successful completion of the course, the candidates will be able to:

1. Understand the changing environment of the HRM, contemporary tools and techniques and the role of the HR managers.
2. Apply appropriate scientific methods and techniques for recruitment and selection in various organisations.
3. Develop effective performance appraisal schemes and training programmes for organisational development and employee's professional growth.
4. Understand the implications of employee relations and effective grievance handling.
5. Formulate and solve real life problems using the concepts and techniques of HRM.

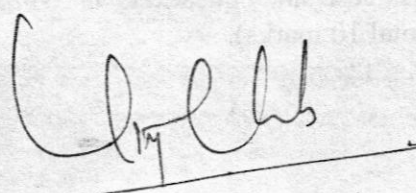
COURSE CONTENT

UNIT I

Human Resource Philosophy, Changing environment of HRM, Strategic human resource management, Trends in HRM, Organisation of HR department, any other contemporary area.

UNIT II

Human Resource Planning and forecasting, Recruitment & Selection, Job Analysis, Writing job specification, work samples & simulation, Interview - common interviewing mistakes, designing & conducting the effective interview, building employee commitment, training & development, executive development, performance appraisal, career planning and development, any other contemporary area.



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC202

Course Title: Managing Human Resource and Employee Relations

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

UNIT III

Compensation, current trends in compensation, incentive system, welfare measures, industrial relations, trade union, collective bargaining, discipline administration, grievances handling, managing dismissals and separation, employee health, future of HRM, any other contemporary area.

UNIT IV and UNIT V:

With the help of these UNITS, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

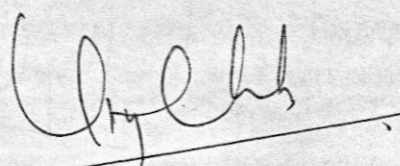
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. An appraisal of Recruitment and Selection
2. Collective Bargaining and its impact on organisational performance
3. Analysis of Executive Development Programs w.r.t Talent Retention and development
4. Analysis of best practices of HRM in select organisations

Suggested Readings

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice Hall of India P. Ltd., Pearson.
2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R. Venkatapathy & Assissi Mencheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005. Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides Preferable Method of Teaching: Lectures and Case Study.
6. P.R.N. Sinha & Indu Bala Sinha, Industrial Relations, Trade Unions and Labour Legislation.



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC202

Course Title: Managing Human Resource and Employee Relations

Credits – 5

Contact Hours- 10 hours per credit

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

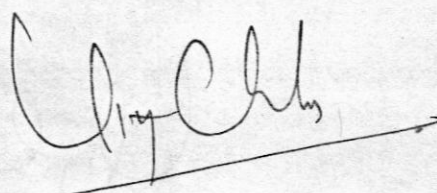
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC203
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Consumer Behaviour
Maximum Marks – 100
Internal Assessment– 50
End Term Examination– 50

Course Overview

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

Course Learning Outcomes: On successful completion of the course, the candidates will be able to:

1. Develop an understanding of factors that influence consumer buying behavior
2. Appreciate mental processes that precede the act of purchase
3. Learn models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights
5. Understand the influence of socio-cultural factors on consumer behavior

COURSE CONTENT

UNIT I

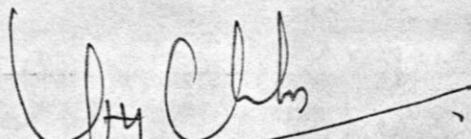
Consumer Behaviour Fundamentals, Application of consumer behaviour: manager and consumer perspectives, Theories, models and its implications for consumer buying behavior

UNIT II

Individual Determinants of Consumer Behaviour, Perception Consumer Motivation, Personality, Self-Concept, Learning, Attitude formation and Change

UNIT III

External Influences in Consumer Decision Making; Culture, Social Class and Group Dynamics, Opinion Leadership, Adoption and Diffusion, Cognitive Dissonance



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC203
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Consumer Behaviour
Maximum Marks – 100
Internal Assessment– 50
End Term Examination– 50

UNIT IV and UNIT V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Role of emotions in Consumer Decision Making
2. Compulsive consumption in response to a product category
3. Attitude of Consumers towards online shopping
4. Buying Motivation to use foreign brands

Suggested Readings

1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN:9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637
4. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
5. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
6. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC204

**Course Title: Production and Operations
Management**

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Course Overview:

The Course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Learning Outcome: On completion of this course, participants will be able to:

1. To analyse the basics of production management and the related concepts.
2. To apply the various types of production processes, the essentialities of a product such as its selection, various procedures.
3. To facilitate the various activities related to scheduling and measuring of production and how control can be obtained on both product and quality.
4. To develop various models that deal with the inventory, control, safety and security management in the production process.

COURSE CONTENT

UNIT I: Introduction to Production Systems and Related Concepts

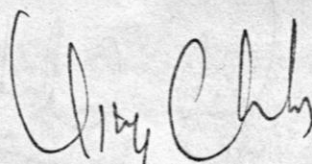
Concept of Production/Operations Management, Production and Operations Management Relationship with other Systems in the Organisation, Types of Production Systems, Plant Location: Choice and Selection of Plant Location, Plant Design, Plant Layout: Product Layout and Process Layout, Criteria for a Good Layout.

UNIT II: Production Planning, Scheduling and Control

Aggregate Capacity Planning - Approaches to Aggregate planning, Scheduling, Loading & Sequencing, Work Study: Method Study, Motion Study, Work measurement, Performance rating, Work Sampling, Time Study.

UNIT III: Material and Inventory Management

An Overview of Material Management, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control, Materials Management in Other Areas of Management Functions. Concept and Importance of Inventory Management, Inventory Models, Inventory control techniques.



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC204

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Production and Operations
Management

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

UNIT IV and UNIT V:

With the help of these UNITs, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

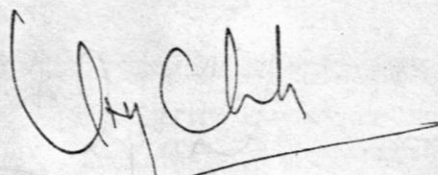
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Inventory Control techniques in Business Organisations
2. Analysis of Supply Chain Management of any virtual company
3. Analysis of Facility layout and location of a select organisation
4. Recent trends in Production and Material Management

Suggested Readings

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India.
2. Buffa, E.S., 'Modern Production Management', New York, John Wiley.
3. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill.
4. Chary, S.N., "Production and Operations Management". Tata McGraw Hill
5. Chunawalla & Patel 'Production and Operations Management', Himalaya Publication.
6. Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
7. E. S. Buffa & R. K. Sarin: Modern Production/Operations Management, John Wiley.
8. Muhlemann, J. Oakland & K. Lockyer 'Production and Operations Management', McMillan.
9. N. G. Nair 'Production and Operations Management', Tata McGraw Hill
10. Panneerselvam 'Production and Operations Management', Publisher Prentice Hall India Learning Private Limited
11. R. B. Chase & N. J. Aquilano: Production and Operations Management: Irwin.



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC204

Course Title: Production and Operations
Management

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

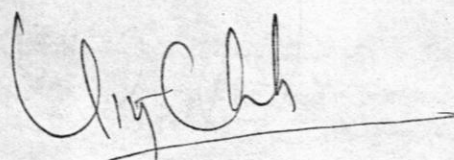
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Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXV 205
Credits – 2

Course Title Viva-Voce
Maximum Marks – 50

MBEXV 205 : The Code represents viva-voce examination of MBA Executive semester –II. The viva-voce shall be held for 50 marks (2 credits) & two external examiners (one Academic & one Corporate and one internal examiner. The Viva shall examine the candidates for their understanding of management concepts covering the entire second semester syllabus.



Semester -II

(Examinations to be held in May 2024, 2025 and 2026)

(Value Added Course)

Course Code: MBEXV 206

Course Title: Optimisation Techniques for
Decision Making

Credits – 3

Maximum Marks – 50

Contact Hours- 10 hours per credit

Internal Assessment– 25

End Term Examination– 25

Course Overview:

Data collection, presentation and analysis are important for objective decision making. Organizations today value the significance of data. Managers should possess the skills to extract actionable information from data and apply them. This introductory course will equip participants with such skills. The course has two components. In the first, basic statistical tools would be introduced. With the second component, participants would learn how to build decision models. Use of spreadsheet and package software will be extensive. On successful completion, participants would feel encouraged to use quantitative analysis in their work.

Course Learning Outcomes: On completion of this course, participants will be able to:

1. Know different sources of data
2. Ability to summarize and present data to a diverse audience
3. Understand and use Descriptive Statistics
4. Ability to use spreadsheet software for data analysis and statistical model building
5. Learn management science tools critical for decision making
6. Identify opportunities for application of management science tools
7. Ability to build and solve linear programming models using spreadsheet software.
8. Develop critical thinking and problem-solving skills.

COURSE CONTENT

UNIT I:

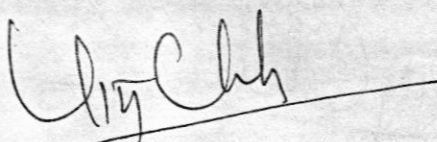
Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics, Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of the linear model, using Regression for prediction.

UNIT II:

Introduction to Linear Programming (LP): Quantitative analysis and decision making, Formulation of LP models, Meaning of solution and solving LP problems, Applications of LP in Marketing, Finance, Operations management, Decision making under Certainty, Risk and Uncertainty.

UNIT III:

Working on optimizing Transportation and Assignment Cost under different conditions using Transportation problem and trans-shipment problem. Assignment problem.



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Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXV 206

Credits – 3

Contact Hours- 10 hours per credit

(Value Added Course)

Course Title: Optimisation Techniques for
Decision Making

Maximum Marks – 50

Internal Assessment– 25

End Term Examination– 25

Suggested Readings

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An Introduction to Management Science: Quantitative Approaches to Decision Making (13th ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
7. Stine, R.E., & Foster, D. (2013). Statistics for Business: Decision Making and Analysis (2nd ed.). India: Pearson Education.

Evaluation Criteria

There shall be internal evaluation of all the VAC Courses on a total of 50 marks. The internal evaluation components will consist of Presentations, case study analysis, assignments, MST, snap test etc. spread over 25 marks and a final written exam of 25 marks.

