

EXECUTIVE MASTERS OF BUSINESS
ADMINISTRATION (Executive MBA)

SEMESTER -I

Course Code	Course Title	Credits
Core Courses		
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
Value Added Course		
MBEXV 106	Fundamentals of Research and Report Writing	3
MOOC Course		4
TOTAL		29

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

SEMESTER -2:

Course Code	Course Title	Credits
Core Course		
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
Value Added Course		
MBEXV 206	Optimisation Techniques for Decision Making	3
MOOC Course		4
TOTAL		29

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

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

Course Code: MBEXC101

Course Title: Management Principles &
Organizational Behaviour

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

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.

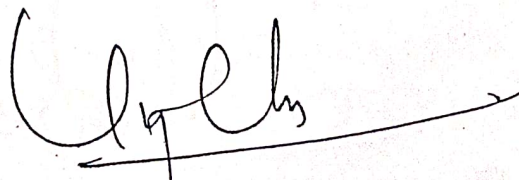
COURSE CONTENT

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.

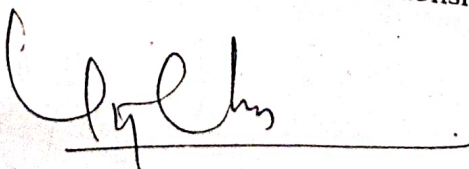
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

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

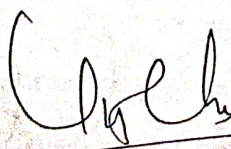
Demand management and market forces; Forecasting for handling demand; Application of demand and supply elasticity; Valuing physical outputs and inputs; Pricing in a competitive market.

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.



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

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

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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

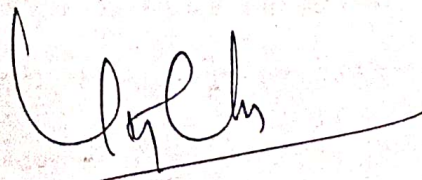
Introduction: Marketing concept and its evolution; Marketing mix; Strategic marketing planning, Market Analysis and Marketing environment. Concept of market Segmentation, Targeting and Positioning

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)

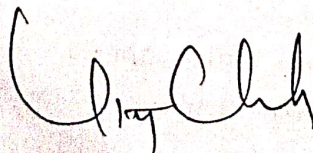
Evaluation Criteria

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Term End Exam

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UNIVERSITY OF JAMMU

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

Academic Section

Email: academicsectionju14@gmail.com

NOTIFICATION

(24/Nov./Adp./23)

In partial modification of this office Notification No. F.Acd/II/23/17460-7468 dated 31.07.2023, 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 modification in the Syllabi and Courses of Studies of the subject of Executive Masters of Business Administration (Executive MBA) of Semester I and II (as given in the annexure) for the examinations to be held in the years as per the details given below:

Subject	Semester	Course code/Title	For the examinations to be held in the year
Executive MBA	Semester-I	MBEXC104 (Financial and Management Accounting)	Dec. 2023, 2024 and 2024
		MBEXC106 (Fundamentals of Research and Report Writing)	Dec. 2023, 2024 and 2024
	Semester-II	MBEXC206 (Optimisation Techniques for Decision Making)	May 2024, 2025 and 2026

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

No. F. Acd/II/24/13057-070

Dated: 07/01/2025

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

Ang. Blacu
25/11/2024
DEAN ACADEMIC AFFAIRS
22/11/24
22/11/24
24/11/24
22/11/24

**Minor Revision in
Syllabus of
SEMESTER -I & II
EMBA**

Semester I
(Examination to be held in 2023, 2024 and 2025)

Course Code: MBEXC104

Credits: 5

Contact Hours: 10 hours per credit

Course Title: Financial and Management Accounting

Maximum Marks: 100

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 in-depth knowledge on the allocation of sourcing and management of financial resources.
3. To develop knowledge on the role of financial managers in the competitive business world.
4. To acquaint the students with the process involved in making short-term working capital decisions as well as long-term capital budgeting decisions.
5. To enhance the learner's ability in dealing with raising of finance and investment decision

UNIT I:

Evolution of accounting, Different users of accounting information, Role of accounting in contemporary business world, Accounting concepts and conventions, Recording transactions double-entry bookkeeping, Financial statements, Depreciation method

UNIT II:

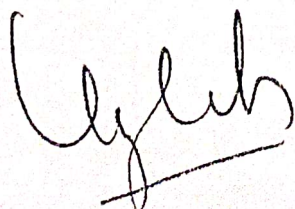
Cost accounting concept, Cost classification - cost sheet, Cost-Volume-Profit (CVP) analysis, Standard costing.

UNIT III:

Management accounting concept, Function of management accountants, Ratio analysis, Cash flow and Fund flow analysis.

UNIT IV & V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The project can be a 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.



Semester I
(Examination to be held in 2023, 2024 and 2025)

Course Code: MBEXC104

Credits: 5

Contact Hours: 10 hours per credit

Course Title: Financial and Management Accounting

Maximum Marks: 100

Internal Assessment: 50

End Term Examination: 50

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.
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.

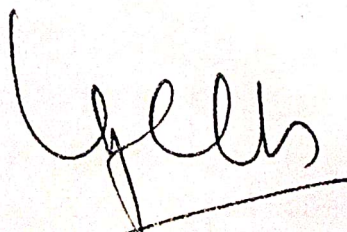
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

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

Course Code: MBEXC106

**Course Title: Fundamentals of
Research and Report Writing**

Credits – 3 (10 hours per credit)

Maximum Marks – 50

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; Problem Formulation and Statement of Research Objectives, Research Process & Research Designs, Sampling Methods – Probabilistic & Non - Probabilistic Sampling

UNIT II:

Survey Method- Questionnaire and Questionnaire Design, Measurement & Scaling. Descriptive and Inferential. Research Documentation/Report Writing: Types of Research Report, Structure of Research Report, Different steps of report writing; Use of Tables and Figures; Oral Presentation.

UNIT III:

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.

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

Course Code: MBEXC106

Credits – 3 (10 hours per credit)

**Course Title: Fundamentals of
Research and Report Writing**

Maximum Marks – 50

Internal Assessment– 25

End Term Examination– 25

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

1. Analysing Customer Demographics
2. Exploring Correlation between Stock Prices and Economics
3. Comparative Analysis of Sales Data
4. Data Profiling of Customer Purchasing Behaviour

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

