

SHARDA UNIVERSITY

Sharda School of Business Studies

Batch: 2024-2026

Program / Branch: Executive-MBA

TERM: I

Session: 2024-2025

S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Remarks
				L	T	P		
THEORY COURSES								
1.	26152	MBE119	Organizational Behaviour	3	0	0	3	NEW
2.	26153	MBE120	Economic Analysis for Business Decisions	3	0	0	3	NEW
3.	26154	MBE121	Marketing for Business Managers	3	0	0	3	NEW
4.	26155	MBE122	Quantitative Techniques for Business Decisions	3	0	0	3	NEW
5.	26156	MBE123	Accounting for Managers	3	0	0	3	NEW
6.	26157	MBE124	Corporate Communication	3	0	0	3	NEW
Practical/Viva-Voce/Jury								
7.	26158	MBE125	Mini Project – I	0	0	12	6	NEW
TOTAL CREDITS							24	

Signature of Branch Coordinator/HOD

Signature of Dean

Executive MBA

Semester I

School: SSBS		Batch: 2023-2025
Program: Executive MBA		Current Academic Year: 2023-24
Branch: -		Semester: I
1	Course Code	MBE119
2	Course Title	Organizational Behavior
3	Credits	3
4	Contact Hours L-T-P)	3-0-0
	Course Status	Core/Compulsory
5	Course Description	The course aims to offer an understanding of how individual behavior impacts and is impacted by organizational behaviour. It defines ways in which the relationship between the two is being understood and can be improved. The course further aims to develop an understanding of workplace issues such as workforce motivation, leadership, team building and also, how to manage the organizational dynamics.
6	Course Objective	<ol style="list-style-type: none"> 1. To develop an understanding of the importance of human element in organization 2. To provide an understanding of a conceptual framework for OB and understand human work behavior in the organizational setting. 3. To understand the theories related to learning and motivation and their application in work setting 4. To develop an understanding of the group and organizational dynamics
7	Course Outcomes	<p>After successful completion of course, the student would be able to:</p> <p>CO1: Explain the conceptual framework of OB and identify the key human behavior elements that influence it.</p> <p>CO2: Identify different learning patterns, motivation strategies impacting human behavior at workplace.</p> <p>CO3: Interpret group dynamics and develop communication and interpersonal skills to manage the workplace challenges.</p> <p>CO4: Examine theories of effective leadership applicable to modern workplace enhancing productivity and performance of employees.</p> <p>CO5: Examine the sources of organizational power and politics and their impact on organizational health.</p> <p>CO6: Analyze role of Emotional Intelligence and its impact on organizational effectiveness.</p>
8	Outline Syllabus	
	Unit 1	Introduction to OB and Individual Differences
	A	Organizational Behaviour- Concept, challenges of OB
	B	Personality: Concept, Determinants, Theories of shaping personality- Psychoanalytic, Big Five Model, MBTI
	C	Perception Concept, Process of perception, Perceptual errors, Job Satisfaction
	Unit 2	Learning and Motivation
	A	Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement
	B	Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory

	C	Theories of Motivation: Herzberg's Two factor theory, Equity theory		
	Unit 3	Group Dynamics & Communication		
	A	Group & Teams: Concept & Types-, Group VS Team, Stages of group development, types of teams		
	B	Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group Status		
	C	Communication: JOHARI Window & Transactional Analysis		
	Unit 4	Leadership		
	A	Leadership: Concept, Competencies of leader, Leader VS Manager		
	B	Behavioural Theories of leadership: Likert leadership styles, Managerial Grid		
	C	Level 5 Leadership, Transactional Vs Transformational Leadership, Servant Leadership, Authentic leadership		
	Unit 5	Organizational Health		
	A	Organizational Power and Politics: Concept, Sources of Power, Political Implications of Power		
	B	Hofstede cultural dimensional model (case based)		
	C	Emotional intelligence and Mindfulness		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Stephen P. Robbins, Sanghi " Organizational Behaviour " Concepts, Controversies, and Applications", New Delhi, Prentice Hall, New Edition		
	Other References	<ol style="list-style-type: none"> 1. Luthans "Organizational Behavior" Mc Graw Hill 2. Kinicki & Kreitner "Organisational behavior" McGraw-Hill. 3. Udai Pareek: "Understanding OB" Oxford 4. Case studies, Journal readings, videos 		

School: SBS		Batch: 2023-2025
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: I
1	Course Code	MBE120
2	Course Title	Economic Analysis for Business Decisions.
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Core/Compulsory
5	Course Description	The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications. A fair bit of understanding of economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. This course is concerned about the application of economic methods in the managerial decision-making process. It includes microeconomic approaches along with macroeconomic variables and country specific economic policy issues. Plentiful Case Studies, Examples and Numerical Problems are key elements of pedagogical features of this course. The recommended text book is well equipped with problem solving approaches in each of chapter-ends.
6	Course Objective	<ol style="list-style-type: none"> 1. To provide a conceptual framework of how a business firm operates and makes decisions on output, input, pricing and strategizing 2. To orient them towards economic theories which are critical in managerial decision-making. 3. To expose the learners into operation of economic concepts in real time decision making and market activities around them. 4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment.</p> <p>CO2: Analyze constraints and scope of consumer demand and producer's supply potential with the help of economic methods.</p> <p>CO3: Evaluate the impact of business decisions in economic terms and assess their viability, efficacy and sustainability.</p> <p>CO4: Demonstrate a clear grasp on role of government policy, firm level competition and external sector in explaining economic growth.</p> <p>CO5: Assess managerial decisions in local and global scenarios with economic perspective.</p> <p>CO6: Remember decision-making approaches and techniques</p>
8	Outline syllabus	
	Unit 1	Nature, Scope and Methods of Managerial Economics (Chapter 1) Theory of Firm (Chapter 2)
	A	Definitions and Relationships with other Disciplines (Sections 1.1 & 1.2) Elements of Managerial Economics (Section 1.3)
	B	Theory of the Firm (Chapter 2) Nature of the Firm Transaction Cost Theory, Motivation Theory, Property Rights Theory (Section 2.2)
	C	Basic Profit Maximizing Model (Section: 2.3) Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization (Section 2.7)

	Unit 2	Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions		
	A	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply		
	B	Consumer Behaviour -Utility: - Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility		
	C	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity		
	Unit 3	Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8&10)		
	A	Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies		
	B	Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost		
	C	Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions		
	Unit 4	The Economics of Information, Market Failure and Application of Game Theory		
	A	The Problem of Adverse Selection and Moral Hazard		
	B	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,		
	C	Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets		
	Unit 5	Macroeconomic Concepts and Policies in Business Decisions		
	A	Macroeconomic Environment, National Income Accounting, Definition and application of Key Macroeconomic Terms; (GDP, Balance of Payment, Inflation, Unemployment, Repo/Reverse Repo Rates, Fiscal Deficit and IIP- Index of Industrial Production)		
	B	Keynesian Aggregate Demand, Autonomous Investment, Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions		
	C	Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy		
	Mode of examination	Theory		
	Weightage	CA	MTE	ETE
	Distribution	25%	25%	50%

	Textbook/s	<p>Managerial Economics: A Problem Solving Approach – Author- Nick Wilkinson, Cambridge University Press. (Available Online) http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf</p> <p>Principles of Economics – Author- N. Mankiw, Cengage Publishing. (Available in School Library)</p> <p>Indian Economy- Sanjeev Verma, Unique Publisher 2nd Edition</p>
	Other References	<p>Managerial Economics: Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava (Available in School Library)</p> <p>Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library)</p> <p>Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library)</p> <p>Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017)</p> <p>Indian Economy:- Mishra and Puri, Himalya Publishing House,(Available in School Library)</p>

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: I
1	Course Code	MBE121
2	Course Title	Marketing for Business Managers
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	This course is aimed at imparting to the students a broad-based understanding of the principles and practices of the marketing function in business organizations
6	Course Objectives	<ol style="list-style-type: none"> 1. To impart to the students an in-depth understanding of the building blocks of marketing 2. To make the students develop a marketing Course for effective business decision-making 3. To help the students understand the challenges of modern-day marketing
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Identify the basic problem areas in given marketing situation.</p> <p>CO2: Describe and explain the different bases of market segmentation and the different approaches to positioning of products.</p> <p>CO3: Illustrate the different components of the marketing mix for a given product.</p> <p>CO4: Explain in detail the marketing plan for the proposed product launch.</p> <p>CO5: Predict the future trends in a given marketing situation.</p> <p>CO6: Remember the challenges of modern-day marketing</p>
8	Outline Syllabus	
	Unit 1	Overview of marketing concepts
	A	Concepts of marketing; value chain
	B	Marketing research; selling Vs marketing; marketing environment
	C	Applications of marketing; consumer behaviour; services marketing; international marketing; rural marketing
	Unit 2	Market segmentation
	A	Market segmentation – geographic, demographic, psychographic, Behavioural
	B	Targeting; niche marketing; B2B, B2C
	C	Positioning; repositioning
	Unit 3	Introduction to marketing-mix
	A	Introduction to marketing-mix – product, price, place, Promotion
	B	New product development; product life cycle; packaging and labeling; brand management; types of pricing
	C	Promotion - advertising, publicity and public relations, sales promotion, personal selling, direct marketing; physical distribution; channels of distribution; types of marketing intermediaries
	Unit 4	Marketing plan

	A	Developing a marketing plan		
	B	Components of a marketing plan		
	C	Implementation and control challenges in marketing		
	Unit 5	Contemporary concepts of Marketing		
	A	E-business; e-commerce; digital marketing		
	B	Introduction to green marketing		
	C	Ethical issues in marketing		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	Marketing Management – A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha (Pearson)		
	Other References	Marketing Management – Global Perspective, Indian Context by V. S. Ramaswamy and S. Namakumari (Om Books) Marketing Management' by Rajan Saxena (McGraw-Hill)		

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: I
1	Course Code	MBE122
2	Course Title	Quantitative Techniques for Business Decisions
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	The course provides with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making
6	Course Objective	<ol style="list-style-type: none"> 1. To provide with the basic concepts and methods of statistical analysis for processes and products 2. To enhance the extent to which statistical thinking is embedded in management thinking for decision making. 3. To provide understanding of the tools such as MS- Excel, Minitab and SPSS
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems</p> <p>CO2: Demonstrate proficiency in analyzing data using statistical methods in their course which is required as a stepping stone to study other management modules</p> <p>CO3: Show proficiency in basic statistical skills embedded in the course for effective decision making</p> <p>CO4: Analyse data for business organization</p> <p>CO5: Align the business needs with corporate goals and strategies by using subject learning</p> <p>CO6: Remember management thinking for decision making</p>
8	Outline syllabus	
	Unit 1	Introduction to Statistics and Data Collection & Presentation
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics
	B	Collection of Data, Data and Information
	C	Frequency Distribution, Bar Diagrams ,Histograms, Ogives, Pie Charts,
	Unit 2	Measures of Central Tendency
	A	Introduction, Requisite of a good measures of a central tendency
	B	Averages, Combined Mean, Weighted Arithmetic Calculating Mean and Harmonic Mean

	C	Geometric Mean for grouped and grouped data, Median, Mode, Empirical relation between mean, median and mode. Quantiles, Constructing Polygons and Ogives and using them to find median, Quantiles and mode		
	Unit 3	Measures of Dispersion		
	A	Range and Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation,		
	B	Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation		
	C	Measures of Skewness, Measures of Kurtosis, Five number summary		
	Unit 4	Correlation and Regression		
	A	Correlation Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation		
	B	Regression: Regression analysis, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression.		
	C	Class Exercise: USING Excel to run statistics tools.		
	Unit 5	Probability & Probability Distributions		
	A	Probability: Basic set theory, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem		
	B	Probability Distributions: Random variable, Discrete RV and Continuous RV		
	C	Probability Distributions:- Binomial, Poisson and Normal Probability distributions		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	1. Business Statistics-S.P Gupta & M.P Gupta,2014 Edition.		
	Other	2. 1. Levin & Rubin, Statistics For Business		

	References	<p>(Prentice Hall of India, N. Delhi)</p> <p>2. Paul Newbold, Statistics for Business and Economics (Pearson Education)</p> <p>3. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay)</p> <p>4. R.S Bhardwaj, Business Statistics (Excel, N.Delhi)</p> <p>5. J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, N.Delhi)</p>
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School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: I
1	Course Code	MBE123
2	Course Title	Accounting For Managers
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	The course "Accounting for Managerial Decisions" focuses on the utilization of accounting information for effective decision-making within organizations. Students will develop a comprehensive understanding of managerial accounting concepts, principles, and techniques
6	Course Objective	<ol style="list-style-type: none"> To provide students with a understanding of how accounting information can be used for effective managerial decision-making in organizations. To equip students with skills to analyze financial data, evaluate costs and revenues, and apply accounting techniques in decision-making.
7	Course Outcomes	<p>After successful completion of course the student would be able to:</p> <p>CO1: Analyze and interpret financial data CO2: Assess costs and revenues. CO3: Apply accounting techniques in decision-making CO4: Perform cost-volume-profit analysis CO5: Utilize budgeting for planning and control CO6: Apply decision-making tools</p>
8	Outline syllabus	
	Unit 1	Introduction to Financial Accounting
	A	Nature of Accounting, Branches of Accounting, Types of ownership- Capital Structure, GAAP Concepts and Conventions, Accounting Cycle,
	B	Recording of transactions: journalizing, ledger posting, preparation of Trial Balance.
	C	Preparation of Companies Financial Statements: as per Revised Schedule III Income Statement Balance Sheet Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Statement of changes in equity.
	Unit 2	Analysis of Financial Statements
	A	Comparative Financial Statement: Trend Analysis,
	B	Inter Firm Comparison Common Size, Ratio Analysis
	C	Cash flow Statement as Per AS-3.
	Unit 3	Introduction to Cost & Management Accounting
	A	Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis
	B	Valuation of Inventory, Variance Analysis – Material and Labour
	C	Budgeting-Fixed & Flexible
	Unit 4	Depreciation
	A	Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting
	B	Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost

	C	Depreciation accounting as per accounting standard; Depreciation accounting; Provisions and reserves		
	Unit 5	Latest Development Trends & Practices		
	A	Introduction to financial Software for analysis: Excel and Prowess		
	B	Human Resource Accounting		
	C	Inflation Accounting IFRS Framework.		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<p>Jain & Naranag, "Advanced Accounts", Jain Book Agency, 18th Edition, Reprint (2014)</p> <p>Jaisawal, K.S., Financial Accounting, (Both in Hindi & English Version), Vaibhav Laxmi Prakashan. (2010)</p> <p>Gupta, R. L. & Radhaswamy, M., Financial Accounting: Sultan Chand and sons.</p> <p>Shukla, M.C., Grewal T.S. & Gupta, S.C., Advanced Accounts: S. Chand &Co</p>		
	Other References	Maheshwari S.N. & Maheshwari S. K, "A text book of Accounting for Management", Vikas Publication, 10th Edition (2013)		

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: 1
1	Course Code	MBE124
2	Course Title	Corporate Communication
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	To prepare students for effective communication at the workplace by focusing on their relationship building and Liaoning skills.
6	Course Objective	<ol style="list-style-type: none"> 1. To communicate in business situations 2. To communicate accurately and effectively (PRIDE). An overview of Stakeholder Management. 3. To write professional e-mails, memos, develop resumes and video resumes effectively.
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Communicate effectively in business environment.</p> <p>CO2: Interpret verbal and non-verbal messages</p> <p>CO3: Make effective presentations in business situations</p> <p>CO4: Negotiate business deals effectively.</p> <p>CO5: Design various types of internal & external correspondence</p> <p>CO6: Speak effectively in any public forum.</p>
8	Outline syllabus	
	Unit 1	Business Communication
	A	Purpose, Process & Classification of Communication
	B	Barriers of Communication with activities
	C	7Cs of Communication and ABCD of Writing for Communication
	Unit 2	Organizational Communication
	A	Importance & Functions of Communication in Management, Conflict management, Negotiation skills and resolving communication crisis. (Thomas-Kilmann Conflict Mode Management)
	B	Communication Concerns (Relationship Management) of the Managers
	C	Communication Structures in Organization, Behavioral, Interview, discussion and practice
	Unit 3	Non-Verbal Communication
	A	Role of Non-Verbal Communication
	B	Classification of Non-Verbal Communication
	C	Guidelines for developing Non-Verbal Communication
	Unit 4	Presentation Skills

A	Planning the Presentation and creating the original content		
B	Preparing the presentation and getting the drafts approved.		
C	Delivering the presentation with panache		
Unit 5	Business Correspondence		
A	Business Letters, Letter of Application; Video resume practice and Resume writing		
B	E-mail and cold calling		
C	Memo, Circular, Notice		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%%	50%
Text book/s*	Business Communication for the Internet enabled Generation: Raymond Lesikar and Marie Flatley. McGraw- Hill Publications.		
Other References	Effective Business Communication: Asha Kaul. PHI Learning.		

School: SSBS		Batch: 2023-25		
Program: Executive MBA		Current Academic Year: 2023-24		
Branch:		Semester I		
1	Course Code	MBE125		
2	Course Title	Mini Project-I (Case based Spread Sheet Modelling Approach)		
3	Credits	6		
4	Contact Hrs. (L-T-P)	0-6-6		
	Course Status	Practical		
5	Course Description	This course enables working executives to develop critical skills and competencies required for executive leadership roles, such as strategic thinking, problem-solving, Effective communication, collaboration, and continuous learning.		
6	Course Objective	<ol style="list-style-type: none"> 1. To enhance the problem-solving, critical thinking, research, collaboration, and communication skills of working executives while applying their knowledge to real-world business challenges. 2. To prepare them for the complex and dynamic nature of executive leadership roles. 		
7	Course Outcomes	<p>After successful completion of course the student would be able to:</p> <p>CO1: Understand the complex business problems and identify relevant factors. CO2: Apply the theoretical knowledge gain into the practical perspective. CO3: Evaluate of different strategic options and assess their implications. CO4: Make informed decisions based on a thorough analysis of relevant data and market dynamics. CO5: Apply appropriate analytical tools and frameworks to develop effective solutions. CO6: Solve the problem and writing the final internship report.</p>		
8	Guidelines	<p>Every working executive has to work on a mini project. They have to submit the details of their mini project to their respective faculty guides and based on the project, all students need to prepare and submit the project report. Please consider the following points for the preparation of project report: Topic for Project Report</p> <ul style="list-style-type: none"> • The selected topic should be problem oriented as well as product, market and industry specific. • It must have the potential to make a significant research work of products or services in relation to the identified problem. • It should pertain to original and individual work performance. Exactly same work will not be accepted from working executives. All the same reports will be cancelled and will result in zero marking. 		
9	Mode of Evaluation	Project Report	Viva-Voce	
		50%	50%	

10	Weightage Distribution	Internal	External	
		50%	50%	

SHARDA UNIVERSITY

Sharda School of Business Studies

Batch: 2023-2025

Program / Branch: Executive -MBA

TERM: II

Session: 2023-2024

S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Remarks
				L	T	P		
THEORY COURSES								
1.	26159	MBE126	Production and Operations Management	3	0	0	3	NEW
2.	26160	MBE127	Research Methods and Techniques	3	0	0	3	NEW
3.	26161	MBE128	Human Resource Management	3	0	0	3	NEW
4.	26162	MBE129	National Health Programs	3	0	0	3	NEW
5.	26163	MBE130	Financial Management	3	0	0	3	NEW
6.	26164	MBE131	Legal Aspects of Business	3	0	0	3	NEW
PRACTICAL/VIVA-VOCE/JURY								
7.	26165	MBE132	Design Thinking with Mini Project	3	0	6	6	
TOTAL CREDITS							24	

Signature of Branch Coordinator/HOD

Signature of Dean

Executive MBA

Semester II

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE126
2	Course Title	Production and Operations Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description.	In this course, you will learn how to apply the various concepts of POM and interpret technical issues which are theoretical as well as practical in real life.
6	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> • Provide students with the understanding of role and importance of operations as core of business. • Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager. • Develop skills to use of different tools for solving operations management problems.
7	Course Outcomes	<p>After successful completion of course Students would be able to:</p> <p>CO1: Identify and define type of process as per the requirement of particular product and also importance of Production</p> <p>CO2: Explain and differentiate various issues and challenges faced by operations manager.</p> <p>CO3: Solve data related numerical problems in operations.</p> <p>CO4: Analyze critical dimensions of production.</p> <p>CO5: Evaluate alternatives and take decision about operational problems.</p> <p>CO6: Implement the core knowledge of the subject.</p>
8	Outline Syllabus Topics	
	Unit 1	Introduction to Production and Operation Management
	A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.
	B	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service layout design, Service blueprinting.
	C	Types of production Systems – Intermittent and Continuous production systems, Project type manufacturing, Cellular Manufacturing, Flexible Manufacturing System (FMS), Robotics.
	Unit 2	Facility Location and Layout
	A	Facility location – factors to be considered, Site location decisions - Point Rating Method.
	B	Facility Layout – facility layout for different types of production systems.
	C	Capacity Planning and Aggregate Planning; Master production scheduling (MPS).
	Unit 3	Materials Management

	A	Purchase Management - Concept, Objectives, Functions
	B	Inventory Management – EOQ, EBQ, ABC Analysis.
	C	Material Requirement Planning (MRP).
	Unit 4	Project Management
	A	Introduction to the concepts of project management.
	B	Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)
	C	Introduction to Microsoft Project software for project planning, management, and control.
	Unit 5	Quality Management & Quality Control Techniques
	A	Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.
	B	Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.
	C	Quality Circles and its applications.
Mode of Examination: Theory		
Weightage Distribution	CA 25%	MTE 25%
		ETE 50%
Text book	Operations Management by William J Stevenson, Tata McGraw Hill Education, 9th edition.	
Other references	<ol style="list-style-type: none"> 1. Operations Management, Theory & Practice, by B. Mahadevan, Pearson Education, 2nd edition 2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012, 2015 	

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
Course Code		MBE127
1	Course Title	Research Methods and Techniques
2	Credits	3
3	Contact Hours (L-T-P)	3-0-0
4	Course Status	Core/compulsory
5	Course Description	This course is aimed at imparting students an understanding of business research methods, such that they are able to conduct business research function in business organizations. Also, to have a thorough understanding of the various Research methods and its role in effective utilization of resources to compete in every changing Global Business scenario.
6	Course Objectives	<ol style="list-style-type: none"> 1. To provide the students with an adequate understanding of how business research methods can be used as a decision-making tool by the managers in organizations. 2. To produce Managers with expertise in the area of Business Research methods and its scope of applications to improve the Organization productivity and market share in Global marketing environment.
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Understand various research tools and techniques used for business research.</p> <p>CO2: Define the concepts of Business Research methods and its importance in the modern-day Organizations</p> <p>CO3: Demonstrate an understanding of application of Research tools in business operations in order to effectively utilize their resources.</p> <p>CO4: Enhance their ability to analyse the implications of Business Research techniques.</p> <p>CO5: Evaluate Research report analysis and decision making with appropriate Statistical tools</p> <p>CO6: Implement these tools in business organization.</p>
8		Outline syllabus
	Unit 1	Introduction to research
	A	Research: Meaning, Nature Scope of Research.
	B	Types of Business Research, Ethical issues in business research
	C	Criteria of good research, Types of research.
	Unit 2	Fundamentals of Business research and Process
	A	Business Research: An overview Research process Steps involved in preparing business research plan/proposal
	B	Problem formulations
	C	Management problem v/s. research problem
	Unit 3	Business Research Design
	A	Business Research Design: Exploratory, Descriptive, & Causal research.

B	Exploratory research: Meaning, suitability, collection, hypothesis formulation Descriptive research: Meaning, types of descriptive studies, data collection methods.		
C	Causal research: Meaning, various types of experimental designs, types of errors affecting research design		
Unit 4	Data Collection Methods		
A	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.		
B	Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling		
C	Data collection Types – Observations, Survey, Interview, Questionnaire design, Qualitative Techniques of data collection.		
Unit 5	Data Presentation, Analysis & Interpretation, Writing Report		
A	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.		
B	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square. Data analysis-II: Correlation and Regression techniques		
C	Data Analysis III: Introduction of Multivariate Data Analysis: Factor Analysis, Multiple Regression, Discriminant analysis, Cluster analysis		
	Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s	Business Research Methods by Naval Bajpai by Pearson		
Other References	Research methodology by, Kothari Marketing Research by Parsuraman, Grewal & Krishnan by Biztantra		

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE128
2	Course Title	Human Resource Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as Recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined.
6	Course Objective	<ol style="list-style-type: none"> 1. To develop a clear conceptual understanding of HRM 2. To Sensitize the students regarding the importance of HRM 3. To Facilitate students to understand the functionalities of HRM
7	Course Outcomes	<p>After successful completion of course, the student would be able to:</p> <p>CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.</p> <p>CO2: Administer and contribute to the design and evaluation of the performance management program.</p> <p>CO3: Develop, implement, and evaluate employee orientation, training, and development programs.</p> <p>CO4: Facilitate and communicate the human resources component of the organization's business plan</p> <p>CO5: Develop a basic understanding of the Industrial relations in regards to Disciplinary action and Grievance handling mechanisms</p> <p>CO6: Remember different aspects of Human Resource Management</p>
8	Syllabus Outline	
	Unit 1	Introduction -HRM Concepts
	A	Concept and Scope
	B	Significance, Functions and objectives;
	C	Contemporary issues and trends in HRM
	Unit 2	Human Resource Planning,
	A	Concept of HRP, Importance of HRP, Process of HRP
	B	Job Analysis, Job Evaluation- Concept, Methods& Difference
	C	Recruitment: Process, Sources& Methods Selection: Process, Interviews, Types of Interviews, Employment Test
	Unit 3	Placement, Induction, Training & Development
	A	Placement- Concept & Benefits Induction/Orientation: Concept, Process
	B	Training: Need, TNA – Process, Types of training-On thejob & off the job;

	C	Management Development – Concept & Methods (Case Analysis, In- Basket, Management Games, T- Training, Coaching & Mentoring)		
	Unit 4	Performance Management & Compensation		
	A	Performance Appraisal: Concept, Process, Methods (Assessment center, Ranking, Rating, 360 degree), Errors		
	B	Compensation: Objectives, factors & Components of pay Structure		
	C	Concept of Wages (Minimum, Fair & Living) Incentives- Individual & Group, Employee (Fringe) Benefits		
	Unit 5	Industrial Relations& Managing Separations		
	A	Industrial Relations-Concept& Importance, Grievance Handling Procedure		
	B	Separations- Voluntary, Involuntary		
	C	Discipline-Concept and Process		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Rao V. S. P., Human Resource Management- text and cases, Excel Books		
	Other References	<ul style="list-style-type: none"> Aswathapa K., Human Resource Management- Text and Cases, The McGraw Hill Cascio: Managing Human Resources, Tata McGraw Hill Decenzo: Fundamentals of HRM , Wiley 		

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE129
2	Course Title	National Health Programs
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	National Health Programs are to enhance the knowledge base of students in the field of healthcare planning & delivery. It talks about prevention of diseases and promotion of good health through cross sectorial action, access to technologies, developing human resources, building the knowledge base required for better health. It will also let students to monitor and assure quality in program implementation.
6	Course Objective	<ol style="list-style-type: none"> 1. To identify health problems of the community in the context of the sociocultural milieu 2. To Initiate, implement and supervise National Health Programs 3. To set objectives, prepare action plan, implement programs and monitor, supervise and evaluate them.
7	Course Outcomes	<p>After successful completion of course the students would be able to:</p> <p>CO1: Define health programs in the Indian context.</p> <p>CO2: Understand program planning and development skills to address public health challenges.</p> <p>CO3: Demonstrate adequate knowledge & skills to wide range of public health program</p> <p>CO4: Compile & analyse national healthcare program to improve health indicators.</p> <p>CO5: Evaluate the national health program</p> <p>CO6: Plan and design projects for emerging diseases.</p>
8	Outline Syllabus	
	Unit 1	Health Planning in India
	A	Health committees in India
	B	Public Health in the post independent era
	C	National Health Programs in India, Communication in conducting health program
	Unit 2	Health Program, Policy & Planning
	A	Basics of Health Policy
	B	Health Policy framework
	C	Introduction to different national health policies
	Unit 3	Design & Evaluation of Public Health Programs
	A	Introduction to Program evaluation
	B	Framework for Program Evaluation in Public Health
	C	Impact Evaluation of Public Health Programs

	Unit 4	Program me Related to Communicable Disease		
	A	National vector borne disease control program (NVBDP)		
	B	Revised National Tuberculosis Control Program, National Leprosy Eradication Program		
	C	Integrated Disease Surveillance Program		
	Unit 5	Program Related to Non-Communicable Disease		
	A	National Program for Prevention and control of cancer, Diabetes, CVD and stroke (NPCDCs)		
	B	National Tobacco Control Program, National Oral Health Program		
	C	National Program for Prevention and control of Deafness (NPPCD), National Program for Prevention and control of Blindness		
	Mode of Examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Parks Text Book of Preventive & Social Medicine, K. Park		
	Other References	NA		

School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE130
2	Course Title	Financial Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Core/compulsory
5	Course Description	Financial Management is an integral part of overall Financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial Management guides the companies about their future course of action and the direction that any particular company should move on.
6	Course Objective	<ol style="list-style-type: none"> 1. To provide understanding of the applications of financial accounting in various managerial issues and decisions. 2. To provide the link between the business and the other entities in the financial environment. 3. To develop the understanding of Financial Management in managerial planning and decision making; 4. To help assessment of Debt Capacity and Capital Structure Policies in Practice 5. To develop understating of the regulation of Bank Finance & Recommendations of the Latest Committee.
7	Course Outcomes	<p>After successful completion of course the student would be able to:</p> <p>CO1: Define the key concepts of Financial Management.</p> <p>CO2: Explain the principles of Financial Management in corporate word</p> <p>CO3: Applications of Working Capital Management and Cost Management.</p> <p>CO4: Analyze of Capital structure of the Company.</p> <p>CO5: Factors affecting dividend policy, stock dividends</p> <p>CO6: Remember group work and time management skills.</p>
8	Syllabus Outline	
	Unit 1	Concepts of Financial Management
	A	Evaluation of Finance, Objectives of the Firm-Profit Max, And Wealth Max. Cost of Capital: Definition and Concepts, Measurement, the weighted average cost of Capital; Leverage:
		Operating and Financial, Combined Leverage.

	B	Functions of Financial Management, Organization of the Finance Function.		
	C	. Cost of Capital: Definition and Concepts, Measurement, the weighted average cost of Capital; Leverage: Operating and Financial, Combined Leverage.		
	Unit 2	Capital Budgeting		
	A	Capital Budgeting, Meaning, Importance, Rational of Capital Budget, Capital Rationing.		
	B	Nature of Investment Decision, The Administrative framework, methods of appraisal,		
	C	Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties		
	Unit 3	Working Capital Management		
	A	Working Capital Management, Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs,		
	B	Cash management; The Cash Budget, Techniques of cash management and marketable securities; Management of receivables;		
	C	Objectives, Factors affecting policies for managing accounts receivables; Inventory Management; Objectives, Inventory Management techniques.		
	Unit 4	Financing Decisions		
	A	Capital Structure Theories, taxation and capital structure; Planning the capital structure, Factors affecting capital structure, E.B.I.T.-E.P.S. analysis		
	B	ROI-ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice. Dividend Decision: Theories of Dividends-traditional position, Gordon Model, Walter model, M.M. Model, Radical Model,		
	C	Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.		
	Unit 5	Sources of Working Capital Funds		
	A	Sources of Working Capital Funds: Accruals, trade, credit, commercial banks advances, public deposits, Inter corporate deposits.		
	B	Short term loans from financial institution, right debentures for working capital, commercial papers and factoring.		
	C	Regulation of Bank Finance:-Recommendations of Latest Committee.		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Financial Management & Policy: Horne, J. C. V. Pearson		

Other References	<p>Advanced Financial Management: Kohok, M. A., Everest Publis Cases & Problems On Financial Management: Rao, A. P., Everest Publishing House Cases In Financial Management: Pandey, I/ Bhat, R. TMH Financial Management: Inamdar, S. M. Everest Financial Management: Kishore, R. M. Taxman Allied Service Financial Management: Kuchhal, S. C. Chaitanya Financial Management: Kulkarni, M. A. Career Financial Management: Pandey, I. M. Vikas</p> <ul style="list-style-type: none"> ➤ Websites <ul style="list-style-type: none"> ➤ Online Courses: Financial Management, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/) ➤ For Financial management standards please refer to the following link http://www.icai.org/post.html?post_id=474 ➤ For International Financial Reporting Standards(IFRS)refer to the following linkhttp://www.ifrs.com/overview_landing.html www.accountingformanagement.com
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School: SSBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE131
2	Course Title	Legal Aspects of Business
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core/compulsory
5	Course Description	The course introduces the student to the Legal Framework within which the businesses are required to operate. The course covers various laws relating to Business Organizations, Business Transactions, Employee-Employee Relationship etc.
6	Course Objective	The purpose of this course is to: <ol style="list-style-type: none"> 1. Introduce the legal framework that affects business relationships, organizations and their operations. 2. Improve the ability to recognize and manage the legal risks arising in business situations 3. Encourage critical thinking in order to examine all sides of a business situation 4. Develop capacity for analysis, research and problem-solving skills within the context of the Legal framework.
7	Course Outcomes	After successful completion of course the student would be able to: CO1: Identify the appropriate type of business organization suited to one's business needs and legal compliances required for the same. CO2: Predict potential problems in day-to-day business activities and know when to consult with a legal expert. CO3: Respond to regulatory requirements and consumer issues in a given business situation. CO4: Reflect on the legal issues affecting the employer-employee relationship in an organization. CO5: Explain the need for awareness of Intellectual Property Rights, Information technology Law and methods of Alternate Dispute Resolution for the smooth conduct of business. CO6: Plan and take business decisions in changing business environment keeping the legal framework in mind.
8	Outline syllabus	
	Unit 1	Business Organizations
	A	Limited Liability Partnership Act 2008
	B	Companies Act 2013 - Salient Features of Companies, Formation of Companies, Memorandum and Articles of Association, Directors, Meetings, Annual Report, Business Responsibility Report, Corporate Social Responsibility - Provisions, Winding up
	C	Role of good Corporate Governance, Role of SEBI as a market Regulator
	Unit 2	Business Transactions
	A	Indian Contract Act 1872; Essentials of a Valid Contract, Discharge of Contract, Breach of Contract, Remedies, E contract, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency
	B	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of

		Buyers and Sellers, A brief overview of International Sale Contracts		
	C	Competition Act 2002 - Salient features		
	Unit 3	Conduct of Business		
	A	The Consumer Protection Act 2019: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies		
	B	Regulatory bodies – ASCI, TRAI, RERA, IRDA, CDSCO, FSSAI, PDRA		
	C	Business and Criminal Liability		
	Unit 4	Employer-Employee Relationship		
	A	Overview of Labour Codes in India		
	B	Non-disclosure agreements, Domestic Enquiry		
	C	Prevention of Sexual Harassment at Workplace, Rights of Persons with Disabilities Act, 2016,		
	Unit 5	Emerging Areas (Brief Overview)		
	A	Intellectual Property Rights – Copyright, Trademarks, Patent, Geographical Indications, Industrial Designs, Trade Secret		
	B	Information Technology Act 2000, Legal Issues related to e-business, Corporate Digital Responsibility		
	C	Alternate Dispute Resolution		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Legal Aspects of Business, Text, Jurisprudence and cases, Daniel Albuquerque, Oxford University Press,		
	Other References	<ul style="list-style-type: none"> • Kuchhal, M.C., Mercantile Law, 7th ed., 2009, Vikas Publishing House • Gulshan, S.S., Business Law, 3rd ed., 2006, Excel Books • Tulsian, P.C., Business Law, 2nd ed., 2001, Tata McGraw-Hill 		

School: SBS		Batch: 2023-25
Program: Executive MBA		Current Academic Year: 2023-24
Branch:		Semester: II
1	Course Code	MBE132
2	Course Title	Design Thinking with Mini Project
3	Credits	6
4	Contact Hours (L-T-P)	3-0-6
	Course Type	Core with project
5	Course Description	Innovation is essential for the development of successful new ventures and critical to the survival of existing organizations, especially in competitive industries. This module is designed to introduce participants to the use of creativity to help them develop more innovative business solutions. The course also emphasizes the significance of adopting a design thinking and of applying design thinking principles and process for success in business, especially in the context of service organizations.
6	Course Objective	<ol style="list-style-type: none"> 1. To harness the creative potential of students and enable them to understand the basic fundamentals of innovative idea generation and its evaluation for business proposition. 2. To prepare students to provide innovative solutions utilizing techniques such as design thinking to counter problems in their entrepreneurial journey.
7	Course Outcomes	<p>After successful completion of course the student would be able to:</p> <p>CO1: Identify elements of creativity and innovation that are useful to an entrepreneur</p> <p>CO2: Utilize various means of creative idea generation</p> <p>CO3: Translate broadly defined opportunities into actionable innovation possibilities</p> <p>CO4: Evaluate a business model in terms of its innovation potential</p> <p>CO5: Utilize design thinking as a tool to develop feasible business ideas/solutions, including service organizations.</p> <p>CO6: Apply design thinking principles and process for success in business</p>
8	Syllabus Outline	
	Unit 1	Entrepreneurship, Creativity & Innovation
	A	Concept of creativity and innovation and how creativity leads to innovation
	B	Creativity Process Creative Problem Solving through opportunity scouting and idea generation
	C	Exploring creative and divergent thinking strategies Enhancing individual and organizational creativity potential
	Unit 2	Design Thinking
	A	Introduction to Design Thinking Design Thinking as a tool to foster innovation
	B	Stages in Design Thinking (Empathize, Define, Ideate, Prototype, and Test)

	C	Developing the Design Thinking		
	Unit 3	Design Thinking for Service Organizations		
	A	Applicability of Design thinking to service organizations		
	B	Principles of service design thinking		
	C	Leveraging Design Thinking to drive new ideas and deliver meaningful solutions		
	Unit 4 & 5	Mini Project based on the learnings from above units		
Mode of Evaluation	CA	Project Report	Viva-Voce	
	25%	50%	25%	
Weightage Distribution	Internal		External	
	50%		50%	
Text book/s*	Innovation Management and New Product Development, 4e 2009, Trott			
Other References	Design Thinking by Tim Brown (Harvard Business Review) Managing Innovation Integrating Technological, Market and Organizational Change, 4 th Edition, Joe Tidd and John Bessant https://www.interaction-design.org/ https://enterpriseproject.com/article/2019/1/5-design-thinking-ted-talks			