



ROYAL SCHOOL OF BUSINESS (RSB)

COURSE STRUCTURE & SYLLABUS

FOR

**EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
(EMBA)**

W.E.F

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ACADEMIC YEAR: 2025-27

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Preamble

UGC- LOCF at Royal School of Business:

Royal School of Business imbibes a Learning Outcome-based Curriculum Framework (LOCF) for its Post Graduate program – Executive Master of Business Administration (EMBA) from the new academic session which will make learning more student centric, interactive and outcome oriented with well-defined aims, objectives and goals. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the program level with an agenda to structure the teaching-learning process in such a way that the students obtain the much needed 21st Century skills like critical thinking, problem solving, analytical reasoning, cognitive skills, self directed learning's among other such skills. In short, the main focus of the Program is to prepare the graduate level students in the best possible way for both, academia and employability.

The new curriculum will offer students with relevant core papers that help build their foundation in the area of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

In order to achieve the program goals following measures would be adopted:

- (i) Regulatory curriculum reform based on a Learning Outcomes-based Curriculum Framework (LOCF);
- (ii) Enriching the quality of teaching and research;
- (iii) Enlightening learning environment through ICT based hands-on approach to students;
- (iv) Involving students in discussions, problem-solving, and out of the box thinking;
- (v) Motivating the learners to understand various concepts of management and apply them in real life situations.

Aims & Objectives of Executive Master of Business Administration (EMBA) Program in Royal School of Business:

The curriculum of Executive MBA is planned to have the following aims & objectives:

- i. The progression of the program and structure will enable students to build on their learning in a systematic manner leading to critical evaluation and application of the concepts to the real world;
- ii. Build fundamentals in core areas of Accounts & Finance Statistics, Economics, Marketing, Human resource, Research methodology & Statistics, Production & Operations, Operation Research, Project Management, Entrepreneurship & Quantitative Techniques in Management and exposure to relevant software;
- iii. Provide a conducive environment inside the campus that holistically engages students through an all- encompassing knowledge impartation.

- iv. The program encourages students to involve in Thesis/ Dissertations projects work for better exposure in relevant field of study.
- v. Formulating business problems and provide innovative solutions to enable the learners to be future ready management leaders who are compassionate and yet efficient.
- vi. Develop ability to use software for data extractions and analysis through statistical and econometric tools and simulation software.
- vii. The program encourages students to undertake capstone project/dissertation to gain practical insight which makes their understanding of courses taught more meaningful.
- viii. Through academic exposure, practical training, skill enhancement activities develop students in to becoming successful leaders/entrepreneurs.

Framework of Executive Master of Business Administration Program

The curriculum is designed to give students an in-depth mastery of academic discipline and applied functional areas necessary to meet the requirements of business enterprises. The curriculum emphasizes an intensive, flexible management education with 54 credits of core courses and 42 credits electives.

Program Structure and Credits

The Programme structure and credits for eMBA are finalized based on the stakeholders needs and general structure of the programmes. Minimum number of class room contact teaching credits for eMBA program should be 96 credits (one credit equals 10 hours) and field work/ internship should be at 06 credits, thus the minimum number of credits for award of MBA course should be 102 credits. Out of 96 credits, 54 credits are to be allotted for core courses and rest of 42 credits for electives.

Contact hours include work relating to Lecture, Tutorial and Project (LTP), where the academic institution can exercise flexibility to decide course wise requirements Core Courses: Core courses of eMBA programs provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further studied in depth through electives. Core courses provide students with more than just practical knowledge, case-based lessons and collaborative learning models, train students to analyse, decide, and lead—rather than merely know— while creating a common student experience that fosters a deep and tenacious community. A wide range of core courses provide groundwork in the basic management disciplines: accounting, marketing, responsible business, finance, information management system, organizational behavior and human resources, statistics, strategy, and supply chain management. The integrated foundation is important for students because it not only allows them to build upon existing skills, but also to explore career options in a range of industries and expand their understanding of various business fields. Table 1 Depicts the list of core courses for eMBA programme.

Graduate Attributes/ Learning outcomes:

1. Business Environment and Domain Knowledge (BEDK):

Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):

Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. Global Exposure and Cross-Cultural Understanding (GECCU):

Demonstrate a global outlook with the ability to identify aspects of the global business and Cross -Cultural Understanding.

4. Social Responsiveness and Ethics (SRE):

Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. Effective Communication (EC):

Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. Leadership and Teamwork (LT):

Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Program Outcomes:

The outcomes and attributes described in qualification descriptors are attained by students through learning acquired on completion of a program of study. The term 'program' refers to the entire scheme of study followed by learners leading to a qualification.

Program Outcome will include subject specific skills, and generic skills including transferable global skills and competencies.

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and critical thinking abilities for data-based decision making
3. Ability to develop Value based Leadership ability
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Ability to identify entrepreneurial opportunities, assess risks, and develop business plans for startups or corporate innovation initiatives
7. Integrate sustainability and corporate social responsibility principles into business strategies and operation

Structure of Executive Master of Business Administration Program Credit Distribution:

Courses	Number of Courses	Credits (Theory +Practical)	Total Credits
Core Papers:	23	4	92
1st and 2nd Semester	12	4	10
3rd and 4th Semester	11	4	
Capstone Project	1	4	
Dissertation	1	6	
TOTAL	48		102

PROGRAMME STRUCTURE – EMBA

Semester 1		
Course Code	Course Title	Credits
EMBA 11	Principles of Management	4
EMBA 12	Data Analysis and Decision Making	4
EMBA 13	Managerial Economics	4
EMBA 14	Financial Accounting	4
EMBA 15	Business Communication	4
EMBA 16	Legal and Business Environment	4
Total		24
Semester 2		
EMBA 21	Financial Management	4
EMBA 22	Production and Operation Management	4
EMBA 23	Marketing Management	4
EMBA 24	Human Resource Management	4
EMBA 25	Business Research Methodology	4
EMBA 26	Management Information System	4
Total		24
Semester 3		
EMBA 31	Strategic Management	4
EMBA 32	Sales Management	4
EMBA 33	Behavioural Finance	4
EMBA 34	Human Resource Development Strategies & Systems	4
EMBA 35	Business Modelling with Excel	4
EMBA 36	Social Entrepreneurship	4
EMBA 37	Capstone project: Simulation of Business Systems	4
Total		28
Semester 4		
EMBA 41	Corporate Social Responsibility & Sustainability	4
EMBA 42	Supply Chain Management	4
EMBA 43	Services Marketing	4
EMBA 44	Financial Modelling and Business Forecasting	4
EMBA 45	Performance Management & Training interventions	4
EMBA 46	Project / Dissertation	6
Total		26
Grand Total		102

SYLLABUS

SEMESTER -I

Principles & Practices of Management

Subject Code: EMBA11	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To impart the concepts of management and organizational behaviour in order to make the students understand and navigate the complexities of the modern-day organizations.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the concepts and theories of management functions and organizational behaviour	BT-I
CO2	Understand managerial functions and organizational behaviour in the context of an organization	BT-II
CO3	Apply the principles of management in the workplace	BT-III
CO4	Analyze the factors that affect organizational behaviour	BT-IV

Modules	Course Content	Periods
I	Introduction to management and Planning: Management-Meaning, Nature, Objectives, process and levels of management, Manager-role, skills, Evolution of Management thought- theories, Planning process – types of planning, Planning premises, Planning Tools and Techniques – Decision making steps and process.	12
II	Directing & controlling Formal and informal organization, organization chart ,organization structure types, Line and staff authority , departmentalization, delegation of authority – centralization and decentralization, communication Types of control - Budgetary and non-budgetary control, Q techniques-zero-base budgeting - Managing Productivity - Cost Control –break even analysis-modern control methods	16
III	Introduction to Organizational Behaviour Introduction to Individual Behaviour: Personality, Perception; Learning; Attitudes, Values and Emotions, Interpersonal Relationship: Transactional Analysis; Johari Window, Motivation at Work.	16

IV	Introduction to group Behaviour: Trait, behavioural and contingency models of leadership, Work teams and Groups- process of group formation: types of groups and teams, Importance of groups, features of groups, Group decision making, Stress and Well -being at work, Organization Structure and Design.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Tripathi, P.C. (2009). Principles of Management. 5th Edition. New Delhi: Tata McGraw Hill Education Private Limited.
- Robbins, S.P. , Judge, T.A. & Vohra, N (2018). Organizational Behaviour. 18th Edition, New Delhi: Pearson Education Inc.

Reference Books

- Koontz, H. & Weihrich, H. (2009). Essentials of Management-An International Perspective. 8th Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd

Data Analysis and Decision Making

Subject Code:EMBA12	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To equip students in using quantitative methods and model building for solving business problems and effective decision making.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define quantitative techniques for informed decision making.	BT-I
C02	Understand the statistical tools and techniques for analysis of the data.	BT-II
C03	Apply optimization models to solve problems	BT-III
C04	Analyze data for strategic decisions	BT-IV

Modules	Course Content	Periods
I	Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics- Measures of Central Tendency-Mean, Median, Mode, Measures of Dispersion-Mean Deviation, Quartile Deviation, Standard Deviation, Variance, Coefficient of variation.	12
II	Probability and Probability Distributions- Concept of probability, probability rules, joint and conditional probability, Bayes' theorem Concept of Random variables, Discrete probability distributions-Binomial and Poisson Distribution, Continuous Probability Distribution-Normal Distribution.	16
III	Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Introduction to Hypothesis Testing, Type I and Type II Errors, Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. Correlation & Regression- fitting of the linear model, using Regression for prediction.	16
IV	Linear Programming Problems (LPP)- Quantitative analysis and decision making, Mathematical Formulation, Applications of LP in Marketing, Finance, Operations management, Graphical method for solving LP problems, Duality. Transportation problem and transshipment problem. Assignment Problem.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Sharma, J.K. (2018). Business Statistics (4th edition), India: Vikas Publishing.
- Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2019). Statistics for Business & Economics (13th ed.). India: Cengage Learning.

Reference Books

- Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2019). An Introduction to Management Science: Quantitative Approaches to Decision Making (14th ed.). India: Cengage Learning.

Managerial Economics

Subject Code:EMBA13	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: This Course explores various topics in managerial economics, including applications, regression analysis, optimization, consumer behaviour, cost relationships, competitive markets, uniform pricing, and recommendations for a chosen company. The focus is on weekly topics and analyzing perfectly competitive markets.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts of managerial economics	BT-I
C02	Understand the relationships between production and costs and different forms of markets	BT-II
C03	Apply economic principles to management decisions.	BT-III
C04	Analyze economic information to solve micro and macro- economic problems.	BT-IV

Modules	Course Content	Periods
I	Nature, Scope, Definitions of Managerial Economics, Kinds of Economic Decisions, Contribution and Application of Managerial Economics to Business. Objectives of a firm, Principal Agent problem. Demand- Demand function, Individual and Market demand, Law of demand and its exceptions, Change in demand, Elasticity of demand-price, income, cross, Advertising elasticity, Methods and degrees of price elasticity, Factors affecting elasticity, Theories of supply: Supply function, Law of supply, Elasticity of supply, Factors affecting supply, Concept of Market Equilibrium, Demand Forecasting.	12
II	Consumer Behaviour: Consumer sovereignty-limitations, Approaches to the study of consumer behaviour- Cardinal approach-the law of equi-marginal utility, Ordinal approach – indifference curve analysis-properties, Consumer Choice, Consumer preferences, Revealed preferences, – consumer surplus – meaning-analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve. Production function -one variable inputs, two variable inputs, different types of production function, stages of production; optimizing behaviour in long run: isoquants, isocost line, optimal combination of resources; Returns to scale; Economies and diseconomies of production, Cost of production: Short-run and long run cost concepts, Modern cost concepts, Relationship between MC and AC, Revenue analysis: TR, AR and MR	16

III	Perfect competition: basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand & cost; monopoly: basic features, short run equilibrium, long run equilibrium, effect of changes in demand & cost; price discrimination; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium; oligopoly: Cournot's model, kinked demand curve model, dominant price leadership model; Game Theory	16
IV	Macro Economics: Economic Reforms- Pre-1991, reform in 1991 and post-1991 economic reforms, Liberalization, Privatization and Globalization, Impact of Globalization, Role Of Government: Monetary and Fiscal Policies In India, Role of Private Sector, Public sectors in India: Role, Problems and measures to improve Planning in India: Objective, Achievements and failure of planning in India, Niti Aayog; National Income-Concepts, Measurement And National Income, Deflator, Trade Cycle-Phases And Characteristics, Inflation- Causes And Measures.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Rubinfeld & Pindyck. (2022). Microeconomics, 9th edition, Pearson Education
- Geetika, G., Piyali, C. & Roy, P. (2013). Managerial Economics, 3rd edition, Mc GrawHill Education, New Delhi

Reference Books

- Dominick Salvatore (2009). Principles of Microeconomics, 5th edition. Oxford University Press

Financial Accounting

Subject Code:EMBA14	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To enable students to understand the basic concepts of financial accounting and equip the students with methods and practices adopted in preparation and presentation of financial statements.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts and principles of financial accounting	BT-I
C02	Explain the process and mechanisms of accounting	BT-II
C03	Apply the double entry system of accounting	BT-III
C04	Analyze the financial statements following ethical reporting standard.	BT-IV

Modules	Course Content	Periods
I	Introduction to Financial Accounting: Meaning & Nature of Financial Accounting, Characteristics and Limitations of Financial Accounting, Qualitative characteristics of Financial Statements, Objectives of Financial Statements, Users and their information needs, Fundamental Accounting Concepts & its Application, Note on Computerized Accounting System. Generally Accepted Accounting Principles: Introduction, Sources of GAAPs, Convergence with IFRSs, IFRS converged Indian Accounting Standards (IND-AS) .	12
II	Accounting Mechanics: The Accounting Process, Journal and Ledger preparation, Cashbook and Bank reconciliation statement, Trial balance & Errors disclosed/ not disclosed by a Trial Balance.	16
III	Final Accounts of Non Corporate Entities: Concept of Capital & Revenue, Depreciation Accounting, Inventory Accounting ,Adjustments for preparation of Final Accounts, Preparation of Final Accounts of Non-Corporate entities.	16
IV	Company Accounts: Basic features of a company form of business organization, Types of Companies, Registration under the Companies Act, Issue of Shares & Debentures, Buy back of Shares. Final Accounts of Limited Liability Companies : Treatment of special items in Company Accounts, Preparation of financial statements of a company limited by shares, Understanding Corporate Financial Statements and Other Financial Reports included in Annual Reports. Ethical Financial Reporting- Window dressing, Creative financial practices and issues related to quality of disclosures in reported earnings.	16

	Total	60
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Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Hanif, M. & Mukherjee, A (Latest Edition) Financial Accounting Vol-I & II., New Delhi: Mc Graw Hill Company.
- Maheshwari, S.N. & Maheshwari, S.K. (Latest Edition). Financial Accountin. 4th Edition. Noida: VikasPublishingHouse

Reference Books

- Jain, S.P. & Narang, K.L (Latest Edition). Fundamentals of Corporate Accounting, . New Delhi: Kalyani Publishers.

Business Communication

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the core principles of business communication to develop effective communication strategies	BT-I
C02	Explain business communication techniques for a professional setting	BT-II
C03	Apply various communication models and situations in business contexts	BT-III
C04	Design communication plans tailored to specific business scenarios,	BT-IV

Modules	Course Content	Periods
I	Establishing a Framework for Business Communication, Conceptual Issues in Communication, Principles of Communication, Process of Communication, Myths and Realities of Communication ,Communication Networks in an Organization, Verbal and Non Verbal Communication..	12
II	Critical Reasoning : Theory and Caselets. The Framing of Arguments to Persuade ,Convince and Negotiate. Principles of Deductive and Inductive Principles in understanding Assumptions. Drawing Conclusions. Case Study Analysis in terms of Business and Current Affairs. Barriers and Aids to Communication, The 7 C's and the 4 S's of Communication, Talk Tactics : Privateand Public Speaking	16
III	Listening Process, Difference between Listening and Hearing. Deterrents to the Listening Process, The Positive Connotations of Good Listening, Case Study Analysis. Non Verbal Communication, Non Verbal Signifiers and Communication, Body Language and Global Business Etiquette, Cross Cultural Communication, Case Study and Dramatic Practical on the above	16
IV	Written Communication, The 7 Cs of Written Communication, The First Draft and the Craft of Editing a write up. Memos, Letters, Emails, Net Etiquette and other Business Correspondence. Presentations: Preparing it and making an effective delivery. Practical Exercises.	16

	Negotiating Skills for Business. Telephone Culture and Video Conferencing. Group Discussion: Basics and Practice, Personal Interview: C.V. Format. Frequently Asked Questions and Mock Interviews.	
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

Kaul.A (2009). Business Communication. 2nd edition. PHI Learning Pvt.Ltd

Reference Books

Legal and Business Environment

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The course aims to enhance students' understanding of legal issues in business, enabling business managers to make decisions in line with local laws, understanding the basic nature of law, dispute resolution, and its connection to various fields.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Outline the various laws on business	BT-I
C02	Explain the fundamental legal principles behind contractual Agreements	BT-II
C03	Identify the rules and regulations impacting managerial functions	BT-III
C04	Examine the legal aspects of business using cases.	BT-IV

Modules	Course Content	Periods
I	Indian Mercantile Law – concept and elements - Law of contract: Nature – classification - Agreement and Contract - Offer and Acceptance - Consideration and Capacity to Contract - Free Consent, Performance & Discharge of Contract - Breach of Contract - Contract of Agency. The Sale- of Goods Act : Contract of sale: Essentials of a Contract of Sale, Sale & Agreement of Sale distinguished, Goods- Meaning and Classification, Effect of Perishing of Goods, Price & Mode of Fixation of Price. Conditions & Warranties: Conditions defined & Kinds of Conditions, Warranties defined & Kinds of Warranties, Doctrine of Caveat Emptor, Transfer of Ownership in Goods, Passing of Risk. Unpaid Seller: Unpaid Seller defined, Rights of unpaid seller.	12
II	Law relating to Partnership: The Law of Partnership: Definition of Partnership & its Essential Characteristics, True test of Partnership, Formation of Partnership. Registration of a firm, Effects of Non- Registration, Rights & Duties of a Partner, Liability of a Partner, Implied Authority of Partner. Distinction between Dissolution of a Partnership & Dissolution of a Firm, Reconstitution and Dissolution of a Firm. Limited Liability Partnership (LLP): Meaning & Nature of LLP, Advantages of LLP, Main Features of LLP, LLP Vs. Partnership, LLP Vs. Company, LLP Agreement, Incorporation of LLP, Accounts & Return, Winding UP & Dissolution.	16

III	The Consumer Protection Act, 2019: Genesis of Consumer Protection Law in India , Objects, Applicability, Basic definitions and Concepts, Rights of Consumers, Consumer Protection Councils, Central Consumer Protection Authority, Concept of Product Liability Redressal Mechanism under CP Law, Nature & Scope of Remedies available to Consumers. Intellectual Property Rights: Regulatory Structure and compliance, The Patent Act, 1970, The Copyright Act, 1957 and The Trade Mark Act, 1999	16
IV	Introduction to company law: Scope of Company's Act, 2013, Machineries set up for company law administration, Meaning, Nature & features of a company, Kinds of Companies, Lifting the corporate veil. Formation of a company: Promotion of a company, Promoters & their Position, Incorporation of a company, Memorandum of Association, Articles of Association Conversion of companies already registered, Doctrine of Ultra-Vires. Prospectus and Allotment of Securities: Public offer Vs. Private Placement, Prospectus & its contents, Statement in lieu of Prospectus, Shelf Prospectus, Red herring prospectus, Golden rule of framing of Prospectus, Misstatement in Prospectus & Remedies for misstatement, Allotment of shares, Irregular Allotment & its effects. Share Capital: Kinds of share capital, Voting rights, Transfer and Transmission of Securities, Issue of Sweat equity shares, Issue of Right & Bonus shares, Power of company to purchase its own securities, Issue of shares at a premium. Membership of a company: Member & Shareholder, Eligibility for membership, Modes of acquiring membership, Termination of membership, Rights & Liabilities of members. Company Administration & Meetings: Board of Directors: Board Constitution & Powers, Board Composition, Board Committee Directors & Types of Directors, Appointment & Reappointment of Directors, , Disqualifications of Directors, Vacation of office, Resignation, Retirement & Removal of Directors , Removal & Resignation of Directors, Rights & Duties of Directors. Board Meetings & General Meetings: Requisites of a valid Meeting, Resolutions, Minutes, Types of General Meetings, Voting & its types. Accounts of Companies: Books of Accounts, Financial Statements, Annual Return, Annual Report.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Kapoor, N.D (2022), Elements of Mercantile Law, New Delhi, Sultan Chand & Sons.
- Gupta, P. (2019). Legal Aspect of Business. Noida: Vikash Publishing House Pvt. Ltd.

Reference Books

- Kumar, R. (2021). Legal Aspects of Business. 5th Edition. New Delhi: Cengage Learning.

SYLLABUS

SEMESTER -II

Financial Management

Subject Code:EMBA21	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

- To provide understanding of financial concepts and to develop the student's ability to analyses the results in making sound financial decisions

SI No.	Course outcome	Bloom's Taxonomy Level
C01	Define the basic concept of financial management	BT-I
C02	Explain the strategic financial decision with respect to investment and capital structure	BT-II
C03	Choose the strategic financial decision by applying the concepts	BT-III
C04	Analyze the financial decisions in the light of challenging business environment	BT-IV

Modules	Course Content	Periods
I	An Introduction: Finance Functions, Role of the Finance Manager, Goals of a Firm, Agency costs, Risk-return tradeoff, Business Ethics and Corporate Governance. Financial Statement & Cash Flow Analysis: Important Financial Statements- Balance Sheet, Income Statement and Cash flow statement, Limitations of Financial Statements, Standardized Financial Statements. Analysis through Comparative Statements Analysis & Trend Analysis. Analyzing financial statements through Ratio Analysis – Definition & Uses of Ratios, cautions in using Ratio Analysis, Types of Ratios, Interlinking the Ratios-(Dupont Analysis), Assessment of Company's performance by EVA, MVA and Balanced Scorecard method. Time Value of Money: Basis of Time Value, Present and Future Value of Lump Sum, Annuity, Annuity Due, Growing annuity and Perpetuity.	12
II	Investment Decision: Capital Budgeting: Understanding Capital Investments, Characteristics of Capital Budgeting Decisions, The Capital Budgeting Process, Project Categories, Estimation and Forecasting of Cash flows; Project Evaluation Techniques, Estimation of Relevant Cash flows and Terminal Values, Capital Budgeting under Risk & Uncertainty : Understanding Risk, Absolute Measures of Project Risk, Quantifying Risk in Capital Budgeting, Scenario analysis, Sensitivity Analysis, Probability Analysis, Certainty Equivalent Approach, The Decision Tree Approach. Cost of capital: Understanding cost of capital, Significance of cost of capital, Opportunity Cost of Capital, Determining cost of components of Capital: cost of equity, cost of debt and cost of preferred stock & Determining Weighted Average Cost of Capital thereof.	16

III	<p>Financing and Dividend Decisions: Understanding Capital Structure, Determinants of Capital structure, Relevance of Capital Structure- NI & Traditional Views, Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure, Cost of Bankruptcy.</p> <p>Leverage: Meaning of Financial Leverage & its Measures, Financial Leverages and the shareholder's Return, Combining Financial and Operating Leverages, Financial Leverage and the Shareholder's Risk, EBIT –EPS Analysis, ROI-ROE analysis.</p> <p>Dividend Policy: Meaning and Kinds of Dividend, Relevance of dividend policy on Firm's Value and Theories on Dividend Policies, Practical Considerations in Dividend policy, Types of Dividend policies followed by Companies.</p>	16
IV	<p>Working Capital Management (WCM) :</p> <p>Rationale for Working Capital, The objectives of WCM, Working Capital Policies, Factors affecting the Composition of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital Liquidity – Profitability Tangle, Estimation of Working Capital Needs.</p> <p>Working Capital Financing: Bank Finance, Public Deposits, Commercial Papers, Factoring, Forfaiting etc.</p> <p>Management of Debtors: Credit Policy – Nature & Goals, Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables.</p> <p>Management of Inventory: Need to hold inventory, Inventory management technique and systems. Valuation of Inventory.</p> <p>Cash Management: Facets of Cash Management, Motives for Holding Cash, Principles of Cash Management, Cash Management Models, Cash Budget and Cash Forecasting, Optimum Cash Balance, Investment of Surplus Fund, Management of Marketable Securities.</p>	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Chandra, P. (2022). Financial Management, Theory & Practice. 11th Edition. New Delhi: Tata Mc GrawHill Publishing Co. Ltd
- Pandey, I.M. (2021). Financial Management. 12th Edition. Noida: Vikas Publishing House Pvt., Ltd.

Reference Books

- Berk J, DeMarzo P. (2023). Corporate Finance”, 6th Edition. New York: Pearson Publications.

Production and Operation Management

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To understand the importance of Operations Management and its related functions in an organization and to enable the students to apply the key concepts, principles and theories of Operations Management in real time conditions.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the key concepts and issues of operations management for both manufacturing and service organizations.	BT-I
C02	Understand the concepts acquired in designing the operations for goods and services.	BT-II
C03	Apply the tools and techniques of production operations management in an organization.	BT-III
C04	Examine the quality standards of the products and processes with the knowledge of quality control tools and techniques.	BT-IV

Modules	Course Content	Periods
I	Introduction to Operations Management Introduction, Operations and Productivity, Productivity Challenge, Labour Productivity, Multifactor Productivity, Productivity in the services sector, New Challenges in Operations Management, Operations Strategy in Global Environment, Forecasting, Applications of Operations in Project Management	12
II	Designing Operations Designing of Goods and Services – Product Design, Issues in product design, Service design, application of decision trees in product design Facility Location analysis – steps, techniques, factors affecting location analysis Facility Layout Analysis – types of layout, factors affecting layout, assembly line Balancing. Job Design and Work Measurement – Job design, Job Expansion, Ergonomics and Work Environment, Methods Analysis	16
III	Managing Operations Maintenance Management and Reliability: Strategic Importance of Maintenance, Implementing Preventive Maintenance, Total Productive Maintenance Just in Time and Lean Operations: JIT, Lean Operations in Production and Services Sector Aggregate Planning: Different types of aggregate planning, level strategy, chase strategy, aggregate planning techniques Material Requirement Planning: MRP structure, MRP in services	16

	Short Term Scheduling: Importance of scheduling, loading of jobs, sequencing jobs, scheduling services	
IV	Quality Management: Nature and Evolution of Quality Management, Total Quality Management concepts, Six Sigma, QFD, Statistical Process Control, Control Charts, Types of Control Charts, Acceptance Sampling, Quality Control Tools	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Heizer, J. (2023), Operations Management, 14th Ed. Pearson Publication
- Mahadevan, B. (2019), Operations Management: Theory and Practice, 3rd Ed. Pearson Publication

Reference Books

- Kaniska. B, Production and Operations Management, Oxford University Press

Marketing Management

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To familiarize with the basic concepts, and techniques of marketing management for analyzing and solving marketing problems in the complex and fast changing business environment

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts of marketing management	BT-I
C02	Explain principles of marketing management.	BT-II
C03	Apply the marketing mix strategies for a product / service	BT-III
C04	Analyze the effectiveness of market strategies for a product/service	BT-IV

Modules	Course Content	Periods
I	Introduction to Marketing Management Defining marketing and the marketing process, creating customer value and engagement, developing marketing strategies and plans, building customer value and relationship. Competitive Strategic Analysis – Macro level external environment, competitive environment, internal environment, SWOT analysis	12
II	Use of Information for Marketing Decisions Managing Marketing Information, consumer market and business market, buying behavior of individual consumer and business buyer. Marketing Strategies–segmentation strategy, target market selection, positioning strategy, CRM	16
III	Develop the Value Offering Marketing Mix – the 4P's (Product, Price, Place and Promotion) Product – product life cycle, developing new products/services, brand management, brand equity, branding decisions, service quality Price – pricing strategies, competition-oriented pricing approaches, break even pricing. Place – Channel management: multiple channels, electronic channels, vertical marketing system, horizontal marketing systems Promotion – promotion mix, developing Integrated Marketing Communication ,Strategy, different forms of communication strategy	16
IV	Broadening the Marketing Horizon Green Marketing, Rural marketing, International marketing, Internet marketing, E-commerce, Marketing strategies for market leaders, challengers, followers and niches	16
	Total	60

**Credit
Distribution**

L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Kotler, P. & Keller, K.L. (2015). Marketing Management. 15th Ed., Pearson Publication
- Kotler, P. (2019). Principles of Marketing 17th Ed., Pearson Publication

Reference Books

- Saxena, R. (2019). Marketing Management. 6th Ed., McGraw Hill Publication

Human Resource Management

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To introduce and familiarize the students with the concepts of human resources management and the different aspects of managing people in the organizations from the stage of acquisition to development, retention, and maintenance.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	List the key issues related to administering the human element in an organization	BT-I
C02	Understand the concepts of human resource planning and management	BT-II
C03	Apply the process of recruiting, selecting and training the employees in an organization	BT-III
C04	Analyze the human resource management system and practices of an organization	BT-IV

Modules	Course Content	Periods
I	Foundations and Principles of Managing People in Organizations, Contemporary issues and challenges in managing human resources; HRM practices in India. Role of an HR Manager. Changing role of HRM: Workforce diversity, Technological change, Restructuring and right sizing, Competency mapping, Employee Empowerment; TQM, E-HR. Impact of HRM practices on organizational performance.	12
II	Human Resource Planning: Requisite for successful HRP, Barriers to HRP, Human resource forecasting; Work load analysis. Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition Job analysis: Meaning, purpose, content of Job analysis, Methods, Job Description: meaning, Job specification, Job design-Job characteristic approach to job design.	16
III	Recruitment, Selection, Training, and Development Factors affecting recruitment; Sources of Recruitment (internal and external); Environmental factors affecting recruitment: Social, Economic, and Legal. Basic selection model; Need for scientific selection psychological tests for selection; Interviewing; Distinguishing selection & recruitment, Placement and Induction; Internal Mobility. Training and Development: An overview, Training methods - on the job and off the job methods, Training wheel.	16

IV	Performance Appraisal and Compensation Management: Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit. Problems in performance appraisal central tendency, halo effect, unclear standards, lenient or strictness, Recency effect, Biasness.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- ② Aswathappa, K. (2013). Human Resource Management-Text and Cases. 7th Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd.
- ② Denisi, Griffin, Sarkar (2016). HR : A South-Asian Perspective : 1st edition, New Delhi: Cengage Learning.

Reference Books

- Dessler, G. & Varkkey, B. (2008). Human Resource Management. 11th Edition. New Delhi: Pearson Education Inc.

Business Research Methodology

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To develop the understanding of the basic framework of research process and the ability to conduct the research independently.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts of business research methodology	BT-I
C02	Understand the different theories, design and methods of business research	BT-II
C03	Apply conceptual models in research	BT-III
C04	Analyze data and suggest measures to resolve problems	BT-IV

Modules	Course Content	Periods
I	Introducing Research: Meaning and overview of business research, Research Method and Research Methodology, Role of Business research, Types of Research, Research Process, Research Problem identification, Types of Research Design, Choosing a Research Design. Ethics in research.	12
II	Data Sources, Measurement and Data Collection Sampling Considerations- Methods, Size determination, Scales of Measurement, Scale Construction, Scale Evaluation – Reliability, Validity and Practicality. Observation: Different types of observation, Criteria of selection of an ideal method in different situations. Qualitative Research Methods, Quantitative Research Methods, Questionnaire-Variables identification, construction and design and Pilot testing	16
III	Data handling and Analysis (with application of Software) Editing, Coding, Decoding and Data entry, Descriptive statistics, hypothesis testing- steps, formulation. Parametric and Non parametric test-Normality test, Chi Square, difference t, Z, ANOVA, test of relationship, Wilcoxon Signed Rank, Maan-Whitney U test, Friedman test	16
IV	Advanced Data Analysis, Interpretation and Reporting: Introduction to Factor Analysis, Discriminant Analysis, Conjoint Analysis, MDS in business research Research Report writing: Content and layout, Quality of Reporting, Referencing and Bibliography.	16

	Total	60
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Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Malhotra, N. K (2019). Marketing Research: An Applied Orientation. 7th Edition, New Delhi: PHI Learning Pvt. Ltd
- Churchill, A. G., Iacobucci, D. & Israel, D (2010). Marketing Research: A South Asian Perspective. India Edition. Delhi: Cengage Learning India Pvt Ltd

Reference Books

- Beri, G.C. (2020). Marketing Research. 6th Edition. New Delhi: Tata McGraw Hill

Management Information System

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

The student shall be able to develop strategic business systems utilizing information technology infrastructure and business intelligence tools to enhance organizational performance and competitiveness.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the information system components	BT-I
C02	Understand the databases and business intelligence tools	BT-II
C03	Apply telecommunication and e-business technologies for databased decision making	BT-III
C04	Analyze MIS for informed decision making	BT-IV

Modules	Course Content	Periods
I	Introduction to Information System Information system introduction, management, organization and technology components, dimensions of information system, information systems in business, components of information systems, strategic business objectives of information systems, fundamentals of strategic advantage, impact of information systems in organization, development of competitive strategies using information systems, using information systems for strategic advantage.	12
II	Information Technology Infrastructure: What is IT infrastructure, stages and drivers of IT infrastructure, components, current trends in the computer hardware and software platforms, challenges of managing IT infrastructure and solutions Foundation Of Business Intelligence: Databases and Information Management, capabilities of DBMS, tools and technologies for accessing information and improving business performance and decision-making telecommunications, Internet and wireless Technology: components of telecommunication network and network technologies, types of networks, internet and e-business, tools and technologies for wireless networking and communication.	16

III	Key E-business Applications: Enterprise Applications: managing at the enterprise level, supply chain management: the business network, CRM: the business focus, ERP: business backbone-Commerce: e-commerce fundamentals, features of e-commerce, digital markets and digital goods, e-commerce models, role of m-commerce in business, m-commerce applications, issues in e-commerce. Managing knowledge and Artificial Intelligence: role of knowledge management in business, AI and machine learning, major types of knowledge management systems, value for the business firms. Decision Making: different types of decisions, use of information systems in decision making, role of business analytics and intelligence in decision making.	16
IV	Developing and Managing Systems: IT planning fundamentals, activities in the system development process, methodologies for modeling and designing systems, methods for building IS, implementing strategic business systems, managing global system, strategies for developing global system, challenges and issues for global information system	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Laudon, K.C & Laudon, J.C (2019). Management Information System: Managing the Digital Firm. 16th Edition. Pearson Publication
- O'Brien, J. & Marakas, G.M. (2013). Introduction to Information System. 16th Edition. McGraw Hill Publication

Reference Books

- Jawadekar, W.S. (2020). Management Information System. 6th Edition. McGraw Hill Publication.

SYLLABUS

SEMESTER-III

Strategic Management

Subject Code:EMBA31	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: To expose students to various perspectives and concepts in the field of Strategic Management and develop skills for applying these concepts to find solutions of business problems

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts of strategic management	BT-I
C02	Understand the strategic formulation process	BT-II
C03	Apply business and corporate strategies in organizations	BT-III
C04	Analyze strategies for effective control	BT-IV

Modules	Course Content	Periods
I	Foundation of Strategic Management: Strategic intent-concept of stretch, leverage and fit, how businesses are defined based on their vision, mission, goals and objectives, Strategic decision making, Schools of thought, Model of strategic management process, Porter's 5 forces framework, Environment scanning, Environmental appraisal.	12
II	Strategy Formulation: Corporate level strategies- Stability, Expansion, Merger, Retrenchment, Restructuring, Business level strategies- Cost leadership, Differentiation, Focus, Functional level strategies, Concept of generic strategies, Triple Bottom Line, Strategic Analysis and Choice.	16
III	Strategy Implementation: Barriers of implementation, Model of implementation, Project and procedural implementation, Structural implementation, Behavioural implementation, Functional and Operational Implementation, 7-S framework.	16
IV	Strategy Evaluation & Control: Barriers of Evaluation, Pre-requisites of implementation of strategic control, Premise control, Strategic surveillance, special alert control, Operational control, Techniques of evaluation & control, Business Portfolio Analysis	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

1. Kazmi, A. (2008). Strategic Management & Business Policy. 3rd Edition. New Delhi: McGraw Hill Education.
2. Pearce, J. & Robinson, R. (2017). Strategic Management: Formulation, Implementation and Control. New York: McGraw Hill Education

Reference Books

1. Thomas L. W. & Hunger, J. D. Strategic Management & Business Policy. 9th Edition, New Delhi: Pearson Education,

Sales Management

Subject Code:EMBA32	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The course of study covers sales management principles, priorities, policy formation, planning, organising, staffing, and controlling field sales force. Sales managers' human dynamics, problems, and possibilities, their function in the corporate environment, and ethical behaviour are examined.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts and principles of sales management	BT-I
C02	Understand the techniques of selling and their applications in the field	BT-II
C03	Apply techniques of selling and salesmanship	BT-III
C04	Analyze the performance of sales executives for improving sales.	BT-IV

Modules	Course Content	Periods
I	Introduction to Sales Management: Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	12
II	Sales Management Strategies and Process: Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling.	16
III	Directing Sales Force Operations: Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and controlling the Sales force	16
IV	Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance Mock Selling Evaluation will be through Mock Selling activities	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- **Havaldar, K. K. & Cavale, V. (2017). Sales & Distribution Management-Text & Cases. 3rd Edition. New Delhi: TATA Mc -Graw Hill Publications Pvt Ltd**
- **Panda, T. & Sahadev, S. (2019), Sales & Distribution Management, New Delhi: Oxford University Press.**

Reference Books

- Spiro, R., Stanton, W., and Rich, G., Management of a Sales Force, Tata McGraw - Hill Education

Behavioral Finance

Subject Code:EMBA33	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: This course makes the students understand the impact of psychological factors on financial markets and financial decision-making at individual level.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the concepts of behavioural finance distinguishing it from standard finance	BT-I
C02	Understand the features of behavioural finance macro and its application	BT-II
C03	Identify the behavioural finance model and its influences in decision- making	BT-III
C04	Analyse the behavioural finance model and its applications	BT-IV

Modules	Course Content	Periods
I	Introduction to Behavioural Finance: Traditional finance paradigm, Neo Classical theories; Building blocks of Behavioural Finance -Utility/Preference function, Neumann-Morgenstern Expected Utility Theory; Risk Attitude, Allais Paradox; Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes; Standard Finance vs Behavioural Finance: Rational Markets & Rational Economic Men.	16
II	Behavioural Finance Macro: CAPM, Market Efficiency & EMH – its limitations; Anomalies, Noise Trading, and Limits to Arbitrage. Consumption and savings behavior (Hyperbolic discounting), Mental accounting and intertemporal choices, Cognitive Biases and Heuristics	12
III	Behavioural Finance Micro: Investors' Behaviour & decision-making; Heuristics and Biases; cognitive biases - ambiguity aversion, anchoring and adjustment, availability, cognitive dissonance, confirmation, conservatism, hindsight, illusion of control, overconfidence, recency, representativeness, self-attribution; emotional biases – endowment, house money effect, optimism, regret, self-control, snakebite effect, status-quo.	16
IV	Behavioural Finance Model : Prospect Theory, decision-making under risk; loss aversion, disposition effect, framing, mental accounting, Nudge Theory	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Understanding Behavioural Finance, Lucy Ackert & Richard Deaves, Amsterdam University of Applied Sciences.
- Behavioural Finance, Prasanna Chandra, McGraw Hill.

Reference Books

- Value Investing and Behavioural Finance, Parag Parikh, Tata McGraw Hill

Human Resource Development Strategies & Systems

Subject Code:EMBA34	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the fundamental principles of Human Resource Development (HRD) and design principles	BT-I
C02	Understand the design & administration of selected HRD systems	BT-II
C03	Apply the OD intervention strategies for managing employees and organizational changes	BT-III
C04	Analyse the concepts of HR Analytics	BT-IV

Modules	Course Content	Periods
I	Organisational change: An overview Introduction ,Importance of change, imperative of change, Types of change ,Models of change, change and its impact, overcoming resistance to change, Organizational culture and change, corporate culture , Organizational culture and dealing with change	12
II	Systematic approach to making change: Effective change management, Ten factors in effective change management ,systematic approach ,Keys to mastering change, Forces of change, External and internal, Levels of change, Designing Organisation for futuristic organisation, Types of organization structure ,Bureaucracy- Centralization and Decentralization, Formal and informal organization.	16
III	Organisational Development: Introduction, Evolution of Organizational Development, Assumptions of Organizational Development, Diagnostic strategies and skills, methods, the change agent ,client-consultant relations in Organizational development, Power ,ethics and politics in OD.	16
IV	OD Interventions: Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organizational learning	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Werner, De Simone. (2016). Human Resource Development (6th edition.). New Delhi, Cengage Learning
- Dhir, Pal(2020) .Human Resource Analytics: Theory and Application Techniques (1st edition), New Delhi, Cengage Learning

Reference Books

- Yadav, Maheshwari (2020). HR Analytics: Connecting Data and Theory (1st edition) ,Wiley publications.

Business Modelling with Excel

Subject Code:EMBA35	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: This course equips with essential spreadsheet skills, data manipulation techniques, and user-friendly AI features within Excel to automate tasks, gain deeper data insights, and create impactful visualizations, making more efficient and future-proof Excel user

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define fundamental concepts of business modelling	BT-I
CO2	Demonstrate knowledge and understanding of the functionalities and navigation of Excel workbooks	BT-II
CO3	Apply Excel tools and techniques to solve practical data analysis problems	BT-III
CO4	Analyse and interpret data using advanced Excel features and functions.	BT-IV

Modules	Course Content	Periods
I	Excel Essentials Workbooks and Worksheets, Ribbon tabs, Using Shortcut Menus, Working with Dialogue Boxes, Task Panes, Exploring Data Types, Modifying Cell Contents, Comparing sheets side by side, Special Types of Cells, Paste Special Dialogue Box, Adding Comments to Cells, Formatting Tools on the Home Tab, Mini Toolbar, Fonts, Colors and Shading, Borders and Lines.	12
II	Functions, Tables, and Conditional Formatting Statistical Functions, Text Functions, Other Functions, Conditional Formatting, Working with Tables, Selecting Parts of a Table, Sorting and Filtering a Table, Converting Table into Range, Data Tables, Goal Seek, and Data Validation. Utilize Advanced Functions like VLOOKUP and XLOOKUP	16
III	Visualization and Dashboards Creating Charts: Pie, Line, Bar, Histogram, Boxplot, Scatter Plot, Data Bars, Waterfall Charts, Area Charts, Dynamic Charts, and Other Charts. Legends and Formatting with Charts, Labeling Charts, 3D Charts, Sparklines, Time Series Plot, Dashboarding, Score Cards, and Designing Interactive Reports with Dynamic Visualizations.	16
IV	Data Analysis and Advanced Excel Techniques Data Analysis Tab, Descriptive Statistics, t-test, ANOVA, Correlation, Covariance, Random Number Generation, Sampling, What-If Analysis Tab, Pivot Table, Pivot Charts, Scenario Manager, AI Integration with Excel, and Customizing AI-Generated Charts.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Jones, S., Smith, R., & Brown, M. (2023). *Excel Mastery: Unlocking the Potential of Excel for Data Analysis* (2nd ed.). Pearson Education.
- White, A., Black, K., & Green, L. (2021). *Excel Analytics: From Basics to Advanced Techniques* (4th ed.). Wiley.

Reference Books

- Julia Steele, Noah Iliinsky, 2010, *Beautiful Visualization*, O'Reilly Media

Social Entrepreneurship

Subject Code:EMBA36	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The students learns to describe the concepts related to social entrepreneurship and demonstrate abilities to work towards social innovation.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the idea and concepts of social entrepreneurship	BT-I
C02	Understand the strategies for the setting up of enterprise	BT-II
C03	Apply the key strategies of valuation, funding and financing	BT-III
C04	Analyze the growth strategies for social enterprises	BT-IV

Modules	Course Content	Periods
I	Entrepreneurial Process and Development of Business Idea: Key to Entrepreneurship Development- A discussion on opportunity identification, Resource organization and Value creation, Evolving concept of Entrepreneurship, Entrepreneurial process and Entrepreneurial Traits. Business Model, Key Elements of a business plan, Business Plan Drivers, Basics of a Business Plan, pitching a Business Plan, Evaluating business feasibility of ideas, Screening opportunities. Choosing the form of organization, Protecting Intellectual property, Assessment of Financing Needs: Financial planning through the venture's Life Cycle, Short term cash planning, Systematic forecasting, estimating sustainable growth rates and additional financing needed to support growth. Implicit and explicit financial costs, determining cost of debt and equity capital, Estimating Weighted average cost of capital.	12
II	Financing Venture: Different Stages of Financing, Sources of Finance - Bootstrapping, Crowd funding, Seed Funding, Angel Investors, Private Equity. Measuring Financial performance through Financial Statements and Ratios. Venture Capital Financing (VCF): Venture Capital & its characteristics, a comparison of Venture Capital Financing & Conventional Financing, Distinction between Venture Capital & Private Equity, Stages of Venture Capital Financing, Structure and Sources of VCF, Business Analysis of Project by VCF, Project Valuation Methods, Exit Routes for VCF, Venture Capital Financing in India, Government Initiatives, Regulatory Framework for VCFs	16
III	Creating and Recognizing Venture Value: Valuing Early-Stage Ventures Ventures' worth, Basic mechanism of valuation, Developing projected financial Statements for DCF valuation, Equity Valuation: Pseudo Dividends, Accounting vs Equity valuation cash flow., Importance of Real options in Valuing new ventures. Venture Capital Valuation methods: Basic Venture Capital Valuation method, Earnings multiplier and discounted dividends, Adjustment for multiple rounds and for incentive ownership, Adjustment for payment to senior security holders.	16

IV	Structuring Financing for the Growing Venture: Professional Venture Capital and Bank Loans, Going Public by Issuing Stock or Debentures. Financing by Other securities like Preferred shares, Convertible Debt, warrants and options Facilitators, consultants, and intermediaries, Commercial and venture bank lending, Government financing programs, Receivables lending and factoring Incentives for Start- Ups in India. Planning Exit strategy: Key strategies for turning around a company, Liquidation, Exit Strategy for Entrepreneurs.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Leach, C. & Melicher, R. (2023). Entrepreneurial Finance. 7th Edition. Ohio, USA: Cengage learning.
- Smith J.K., Smith L.R. and Bliss R.T (2019). "Entrepreneurial Finance: Strategy Valuation and Deal Structure". 2nd Edition. Stanford University Press.

Reference Books

- Rogers S. (2020). Entrepreneurial Finance: Finance And Business Strategies for the Serious Investor. 4th Edition., New York: Tata McGraw Hill

SYLLABUS

SEMESTER-IV

Corporate Social Responsibility & Sustainability

Subject Code:EMBA41	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the theoretical frameworks of CSR and values	BT-I
C02	Understand the ethical problems related to various functions of management	BT-II
C03	Apply the key principles of sustainability in business practice	BT-III
C04	Analyze the efficacy of sustainability initiatives/plans.	BT-IV

Modules	Course Content	Periods
I	Introduction to Corporate Social Responsibility: Corporate Social Responsibility (CSR). Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR.CSR Legislation In India & the world, Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.	12
II	Ethical Foundation in Business: Purpose of business: profit maximization to CSR, Western teleological, deontological and modern theories, Workplace ethics-hiring, employee promotion, discharge, gender and caste discrimination, sexual harassment, Marketing ethics-pricing, packaging, advertising, product promotion, consumer safety, financial ethics- transparent system, financial record keeping, financial disclosures, Organizational ethics-abuse of official position, bribes, gifts, entertainment, whistle blowing.	16
III	Introducing Sustainability: Sustainability in relation to business organization, Issues related to environment, Conserving resources, Carbon footprint, Pollution & carbon emission, Safeguarding communities and bio-diversities. Case studies from various Industry.	16

IV	Global Perspective of Sustainability: MDGs and SDGs, UN's agenda for sustainable development for 2030, Creating sustainable and equitable economy, Creating environmentally sustainable economy, Triple bottom line approach, corporate environment responsibility.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Albuquerque, D. (2010). Business Ethics: Principles & Practices. New Delhi: Oxford University Press.
- Blowfield, M. (2019). Business and Sustainability. New Delhi: Oxford University Press

Reference Books

- Valasquez, M. G. (2012). Business Ethics: Concepts and Cases. 7th Edition. New Delhi: Prentice Hall of India

Supply Chain Management

Subject Code:EMBA42	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The course aims to develop an understanding of supply chain management practices and their inter- relationships with other organizational functions. This course provides students the necessary analytical tools and prepares them for managing the supply chain operations.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the framework and scope of supply chain management	BT-I
C02	Understanding supply chain operating areas and their inter-relationships	BT-II
C03	Apply competitive supply chain strategies for problem solving	BT-III
C04	Analyze the impact of strategies on supply chain	BT-IV

Modules	Course Content	Periods
I	Introduction to Supply Chain Management Understanding the supply chain, historical perspective, objective of a supply chain, decision phases in a supply chain, enablers of supply chain performance, supply chain strategies, achieving strategic fit, expanding strategic scope, challenges of achieving strategic fit.	12
II	Management components of Supply Chain Supply chain drivers and metrics, designing of distribution network, network design in the supply chain, coordination in a supply chain, bullwhip effect, sourcing decisions in supply chains	16
III	Supply Chain Management techniques Demand forecasting, Inventory management techniques, EOQ models, concept of safety stock, buffer stock, aggregate planning, transportation decisions in supply chain	16
IV	Use of IT in Supply Chain Management IT in supply chain management, supply chain IT framework, CRM and supply chain, IT enabled pricing and revenue management in supply chain, IT enabled collaborative planning forecasting and replenishment (CPFR), Role of IT in managing uncertainty in supply chain	16
	Total	60

Credit Distribution

L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Chopra, S., Meindl, P. & Kalra, D.V. (2016). Supply Chain Management; Strategy, Planning & Operation. 6th Edition. New Delhi: Pearson Publication
- Shah, J. (2016). Supply Chain Management-Test & Cases. 2nd Edition. New Delhi: Pearson Publications

Reference Books

- Chase, R. (2018). Operations and Supply Chain Management. 15th Edition, New Delhi: McGraw Hill Education (India) Private Limited

Services Marketing

Subject Code:EMBA43	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: The course aims to equip students with concepts and techniques that help in taking decisions relating to various services marketing . It emphasizes the distinctive aspects of services marketing

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the basic concepts of service marketing	BT-I
C02	Understand the service marketing system	BT-II
C03	Apply the service quality model in improving customer satisfaction	BT-III
C04	Analyze the service marketing elements for improving effectiveness.	BT-IV

Modules	Course Content	Periods
I	Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment; evolution of services, Difference between goods and services, Trends in service sector, Impact of technology on different service sectors, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy	12
II	Marketing Mix: Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability, 7Ps of marketing mix, Pricing for Services: Characteristics of services and pricing, Price terminologies, Understanding the costs of services incurred by customers, pricing strategies, Pricing and marketing strategies	16
III	Service marketing system: servction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization. Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market Innovation, Competitive differentiation; competitive advantage and value chain analysis.	16
IV	Service quality: Concept, technical and functional quality, service quality models and measurement and implementation Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture.	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Lovelock, C., Wirtz, J. & Chatterjee, J. (2017). Service marketing: people technology and strategy (8th ed.). New Delhi: Pearson Education
- ed.). New Delhi: Pearson Education. • Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2023). Services marketing: integrating customer focus across the firm (8th ed.). New Delhi: McGraw Hill.

Reference Books

- Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books

Financial Modelling and Business Forecasting

Subject Code:EMBA44	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: To equip students with the skills to build financial models and apply forecasting techniques for effective business decision-making.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts of financial modelling and business forecasting	BT-I
CO2	Explain various forecasting techniques and financial modelling tools used in real-world decision-making.	BT-II
CO3	Apply forecasting models and financial functions to solve business problems using tools like Excel	BT-III
CO4	Analyze financial data to construct dynamic models and evaluate forecasting results for strategic decisions.	BT-IV

Modules	Course Content	Periods
I	Business Forecasting : Introduction to forecasting, Types: Qualitative vs Quantitative, Basics & Techniques ,Time series components: Trend, Seasonality, Cyclical, Irregular, Moving averages and exponential smoothing methods, Data Driven Decision Making and Essentials of Predictive Analytics.	12
II	Advanced Forecasting Models: Linear and multiple regression forecasting ,ARIMA, SARIMA models and parameter estimation ,Forecasting accuracy measures (MAE, RMSE, MAPE, Theil's U-statistic) ,Decomposition of time series ,Autocorrelation and Partial Autocorrelation analysis ,Cross-validation in forecasting ,Machine Learning techniques: Decision Trees, Random Forest, LSTM ,Practical implementation using R/Python/Excel	16
III	Financial Modelling : Introduction, Types, Excel for financial modelling (lookup functions, scenario analysis, data validation) ,Building dynamic and linked financial statements - Revenue, cost, and working capital projections , Ratio analysis and financial KPIs	16
IV	Advanced Financial Models : DCF valuation, terminal value, and sensitivity analysis ,Capital budgeting with NPV, IRR, Payback Period ,Scenario and Monte Carlo simulation using Excel , Leveraged buyout (LBO) modelling , Project finance models ,Portfolio optimization using Solver and VBA	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Rees, M. (2018). *Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA*. 1st Edition. Hoboken, NJ: Wiley
- Wilson, J. H., Keating, B., & John Galt Solutions. (2018). *Business Forecasting*. 9th Edition. New York: McGraw Hill Education.

Reference Books

- Fairhurst, D. S. (2015). *Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals*. 3rd Edition. Hoboken, NJ: Wiley.

Performance Management & Training interventions

Subject Code:EMBA45	Course Level: 100
Credit Unit: L-T-P-C : 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective: To enable students to understand the principles and practices of performance management and training interventions, and to apply strategic tools for enhancing employee effectiveness and organizational performance.

After the completion of the course, the students will be able to:

Sl No.	Course outcome	Bloom's Taxonomy Level
C01	Define the key concepts and processes involved in performance management and performance appraisal systems.	BT-I
C02	Explain various performance management frameworks and their application in different organizational contexts.	BT-II
C03	Apply performance management tools, techniques, and strategies to evaluate employee performance and development.	BT-III
C04	Analyze the link between performance measurement, organizational goals, and employee development programs	BT-IV

Modules	Course Content	Periods
I	Introduction to Performance management: Introduction, role, scope, strategic importance of PMS, , Approaches to Performance Measurement; Measuring Behaviour and Results; Issues in Performance Management, Performance Management vs. Performance Appraisal Performance Management Cycle.	12
II	Performance Measurement and Monitoring: SMART Goals ,Role of Managers in Performance Planning, Implementing Performance Management Systems; Self-Appraisal, Team Appraisal, and 360-Degree Feedback. Methods and Techniques for Evaluating Performance, Performance Monitoring Tools (Digital Dashboards, Data Analytics),Performance analysis for HR Decision-Making	16
III	Introduction to Training and Development: Nature, scope, and importance of training, Training process,Strategic role of training and development in HRM, Training Needs Assessment- Organizational, task, and person analysis, Learning Theories- Learning principles, motivation, and training transfer.	16
IV	Training program evaluation and career development Interventions: Program design steps and content sequencing ,Traditional training methods (lecture, case study, role play) ,Technology-based training (e-learning, simulations, LMS), Kirkpatrick's levels of evaluation ,ROI in training, Employee development approaches (coaching, mentoring, job rotation) ,Career planning and management	16
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books

- Mathis, R. L., & Jackson, J. H. (2011). *Performance Management: Concepts, Skills, and Exercises*. 3rd Edition. Boston, MA: Cengage Learning.
- McAuley, M. A. (2002). *Strategic Performance Management: A Managerial and Behavioral Approach*. 1st Edition. Hoboken, NJ: Wiley.

Reference Books

- Jackson, P. L. (2012). *Human Resource Management: A Contemporary Approach*. 4th Edition.