

Executive Master of Business Administration (EMBA)

(Course Curriculum and Fee Structure)

1. Prologue:

The Executive Master of Business Administration (EMBA) Programme is an intensive two-year programme for experienced and working professionals. The programme is created specifically for professionals at the supervisory level in a job role with at least two years of work experience in any industry. The EMBA Programme will provide the executives with a solid foundation in key management concepts, analytical decision-making abilities and followed by a comprehensive Project/ Dissertation.

The unique features of the programme comprise of:

- i. Innovative Management Pedagogy
- ii. Seminar series and sharing of experience
- iii. A Comprehensive Project/ Dissertation

2. Importance of EMBA:

In today's volatile and robust business environment, organizations face an increasing need for skilled mid-level and senior managers with competent managerial skills. While deep analytical and decision-making skills are a prerequisite for such managers, their achievement is also dependent on the capability to perceive and analyze various issues to make effective and efficient decisions.

Against the above backdrop, the Department of Management, Nagaland University, Kohima Campus, Meriema-797004, Nagaland intended to introduce EMBA Programme to create valued Managers in organizations in particular and society in general.

3. About the Department:

The Department of Management under the School of Management Studies (SMS) was inaugurated on the 29th of October, 2007, at the Dimapur interim campus. The Department is now functioning from its permanent Kohima Campus of the University since July 2016, offering two years full-time Master of Business Administration (MBA) programme and Ph. D. Degree Programme in Management. The Department is run by five faculty members: one Professor, one Associate Professor, and three Assistant Professors. The Department believes in the holistic development and growth of the students in terms of their academic, personality, entrepreneurial ability, and employability. The pass-out students of the Department are working in various organizations of reputation in the country and abroad.

4. Admission and Eligibility:

The candidates seeking admission to the programme should fulfill the following eligibility criteria.

- i) Must have completed a 3-year Bachelor's Degree Programme with 50% (45% for SC/ST) in any discipline recognized by the Association of Indian Universities/UGC/AICTE.

ii) Should have completed at least 2 years of continuous service in any Government or private sectors/organisations.

iii) The admission to the EMBA programme will be based on a departmental written test followed by personal interview. MAT/CMAT/CAT Scores also will be considered.

Note: The join the EMBA Programme, the selected applicant needs to produce a **No Objection Certificate** from the employer.

5. Application form/Prospectus

Online application Form/Prospectus will be made available through the University Website.

6. Intake Capacity:

The intake capacity will be 30 seats.

7. Evaluation Pattern:

a) Semester system will be followed for the EMBA Programme. A total of four semester is proposed for the EMBA Programme.

b) Each paper except project work will carry 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for the end-term examinations. The internal assessment will be based on the assignments, presentations, seminars, class tests etc. End-term examinations (written exams) will be done at the end of each semester.

c) The Comprehensive Project/Dissertation will carry 200 marks and the work is to be carried during the last semester. A Project report need to be submitted for evaluation and for the subsequent viva-voce examinations.

d) Pass marks for each paper will be 45%.

8. Duration of the Course:

The EMBA programme shall be for two years. A student may be allowed to repeat the examinations of a course (back paper/s) along with the regular examinations of the concerned semester by paying a prescribed fee. However, a maximum period should not exceed five years for the completion of the course.

9. Award of the Degree & Grading:

The Degree of the Executive Master of Business Administration (EMBA) shall be awarded to the successful students on the basis of the combined results of all the semester examinations on a 10-point scale as follows:

Grading of Marks for each course is as follows:

Range of Marks in %	Letter Grade	Points for Calculation of SGPA/ CGPA
95-100	O (Outstanding)	10
85 - 94	A+ (Excellent)	9
75– 84	A (Very Good)	8
65-74	B+ (Good)	7
55-64	B (Above Average)	6
50-54	C (Average)	5
45-49	P (Pass)	4
0 – 44	F (Fail)	0
Absent	Ab (Absent)	0

Grading of CGPA

CGPA	Letter Grade	Description of Performance
≥9.50	O (Outstanding)	Passed
8.50-9.49	A+ (Excellent)	
7.50-8.49	A (Very Good)	
6.50-7.49	B+ (Good)	
5.50-6.49	B (Above Average)	
5.00-5.49	C (Average)	
4.50-4.99	P (Pass)	
≤4.49	F (Fail)	Failed

Calculation of SGPA and CGPA

Calculation of SGPA (Semester Grade Point Average)

$$SGPA = \frac{\sum C_i G_i}{\sum C_i}$$

C_i = Credit for each course

G_i = Grade Point for each course

Securing CGPA of 6.50 and above: First Class/1st Division

Securing CGPA of 4.50 to 6.49: Second Class/2nd Division

Conversion of CGPA/ SGPA into an equivalent percentage:

$$(CGPA/ SGPA) \times 10 = \text{Equivalent percentage (Grading is done on a 10-point scale)}$$

10. Course Contents:

The EMBA will provide the students with a solid foundation in key management concepts and ideas. The academic year will be divided into two semesters comprising one semester for six months (including classes, examination and vacation).

The course structure of the EMBA Programme are as follows:

SEMESTER-I (Six Courses)

Paper Code	Name of the Paper	Credits	Marks
EMBA-101	Management Principles and Organisational Behaviour	4	100
EMBA-102	Business Environment and Indian Economy	4	100
EMBA-103	Managerial Economics	4	100
EMBA-104	Accounting for Executives	4	100
EMBA-105	Statistical and Operations Research Techniques	4	100
EMBA-106	Computer Applications and MIS	4	100
Total Credits/Marks		24	600

SEMESTER-II (Six Courses)

Paper Code	Name of the Paper	Credits	Marks
EMBA-201	Business Legislation	4	100
EMBA-202	Production and Operations Management	4	100
EMBA-203	Financial Management	4	100
EMBA-204	Marketing Management	4	100
EMBA-205	Human Resource Management	4	100
EMBA-206	Research Methodology	4	100
Total Credits/Marks		24	600

SEMESTER-III (Six Courses)

Paper Code	Name of the Paper	Credits	Marks
EMBA-301	Business Ethics & Corporate Governance	4	100
EMBA-302	Strategic Management	4	100
Specialization	The students are required to opt for two specializations groups out of the three specializations, in Semester-III. Each specialization group has two papers carrying 100 marks each.	4	100
Specialization		4	100
Specialization		4	100
Specialization		4	100
Total Credits/Marks		24	600

SEMESTER-IV (Six Courses + Project Work)

Paper Code	Name of the Paper	Credits	Marks
EMBA-401	Entrepreneurship Development	4	100
EMBA-402	International Business	4	100
EMBA-403	Project Work	6	200
Specialization	The students are required to opt for two specializations groups out of the three specializations, in Semester-IV. Each specialization group has two papers carrying 100 marks each.	4	100
Specialization		4	100
Specialization		4	100
Specialization		4	100
	Total Credits/Marks	30	800
	Grand Total Credits/Marks	102	2600

SPECIALISAION AREAS

SPECIALISATION 1: FINANCIAL MANAGEMENT

Paper Code	Name of the Paper	Credits	Marks
EMBA-111	International Financial Management (Sem.-III)	4	100
EMBA-112	Financial Markets and Services (Sem.-III)	4	100
EMBA-113	Security Analysis & Portfolio Management (Sem.-IV)	4	100
EMBA-114	Behavioural Finance (Sem.-IV)	4	100

SPECIALISATION 2: MARKETING MANAGEMENT

Paper Code	Name of the Paper	Credits	Marks
EMBA-121	Advertising and Sales Management (Sem.-III)	4	100
EMBA-122	Internet Marketing (Sem.-III)	4	100
EMBA-123	Retail Management (Sem.-IV)	4	100
EMBA-124	Marketing of Services (Sem.-IV)	4	100

SPECIALISATION 3: HUMAN RESOURCE MANAGEMENT

Paper Code	Name of the Paper	Credits	Marks
EMBA-131	Labour Law and Industrial Relations (Sem.-III)	4	100
EMBA-132	Human Resource Development (Sem.-III)	4	100
EMBA-133	Strategic Human Resource Management (Sem.-IV)	4	100
EMBA-134	Organisational Change and Interventions (Sem.-IV)	4	100

Note: There should be case based study for all the core and specialisation papers.

COURSE CONTENTS

SEMESTER-I

EMBA-101: MANAGEMENT PRINCIPLES & ORGANISATIONAL BEHAVIOUR

Objective: The basic objective of this course is to familiarize the students with basic management concepts, behavioural processes in the organization and the ways in which behaviour and performance of individual organization members influence the performance and effectiveness of the organization as a whole.

COURSE CONTENTS:

Unit-I: Understanding Management: Nature and Scope of Management; Functions of Management, Role and Skills of a Manager; approaches to management concept.

Unit II: Forms of Organization and Control: Types of Organization, structure, span of management, delegation of authority and centralization and decentralization, controlling system and its importance.

Unit III: Motivation and Leadership: Concept of Motivation; Motivation Theories; Leaderships, its Qualities and Styles. Theories of Leadership, Case Studies.

Unit IV: Nature and Scope of Organizational behaviour: Meaning and concept of OB; Contribution of different behavioural sciences; understanding personality, attitudes, values and perception.

Unit V: Groups and Group Behaviour in Organization: Group and types of groups, Group Behaviour, Group Decision-Making, Group conflicts and types of conflicts; sources of conflict; managing conflict. Group formation and development.

Suggested Readings:

1. Allen, L.A: *Management and Organisation*, New York, McGraw Hill Book Publishers.
2. Drucker, Peter.F: *The Practice of Management*, Allied Publishers, N.Delhi.
3. Fred Luthans: *Organisational Behaviour*, Tata McGraw Hill.
4. Robbins S. P: *Organisational Behaviour*, Prentice Hall of India, N.Delhi.
5. Prasad, L.M. *Principles and Practice of Management*, Sultan Chand & Sons, N.Delhi.

EMBA-102: BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Objective: The basic objective of this course is to acquaint the students with the business environment. The course will help understand the business and the various environmental aspects affecting the operations of the business enterprise. This course will further introduce Indian Economy to the students.

COURSE CONTENTS:

UNIT I: Introduction to Business Environment: Concept and significance of business environment; Industrial Policy and licensing policy; Role of public and private sector; Basic features

of Indian planning. Significance of Environment Analysis for strategic business decisions; Elements of Business Environment

UNIT II: PESTLE Framework: The PESTLE Frame-work; Relevant Variables & Crucial Variables in PESTLE Analysis; Application of PESTLE framework for identification of Opportunities and Threats and the most viable option; Sources of information and data for PESTLE Analysis – sources within the nation & global sources – WEB sources -International Rating Agencies – Case Studies for illustrating the PESTLE Framework.

UNIT III: Macro Economics fundamentals: Economic Environment in India; the Macro Fundamentals; Trends and Sectoral Composition of Growth; Trends, Composition and Direction of India's Foreign Trade; Globalisation and Trade Openness; Regulatory Framework; Liberalisation; Current Monetary & Fiscal Policies; Latest Economic Survey & Union Budget; Savings & Investment Trends.

UNIT IV: Industries in India: Principal Industries – A brief study of present position, recent developments, problems and future prospects of iron and steel, cotton textile, cement, sugar, jute and fertilizer industries of India; Govt. policy. Small Scale and Cottage Industries – their role, problems and prospects in India

UNIT V: Global Business Environment: Globalisation of Indian Businesses; Indian MNCs; Decision to go global – Why, when, where & How? Application of PEST Framework in the global context; Global economic growth scenario - Dealing with Volatility, Shocks, Cultural Diversity, Political Risks & Technological obsolescence; International Outsourcing & BPO; Rating of Countries in terms Ease of Doing Business, Development Status, HDI, Governance, Corruption & Political Risk; Select Country Studies.

Suggested Readings:

1. Agarwal, A.N.: Indian Economy, New Age International, New Delhi.
2. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi.
3. Dutta & Sundaram : Indian Economy, S. Chand, New Delhi.
4. Khan, Farooq A.: Business & Society, S. Chand, Delhi.
5. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.
6. Govt. of India: Economic Survey (relevant issues).
7. Reserve Bank of India: Report on Currency and Finance(relevant issues).
8. World Bank: World Development Report (relevant/ latest issues)
9. IMF: World Economic Outlook(relevant/ latest issues)
10. World Trade Organisation: International Trade Statistics (relevant/ latest issues)
11. UNCTAD: World Investment Reports (relevant/ latest issues)
12. UNDP: Human Development Report (relevant/ latest issues)

EMBA-103: MANAGERIAL ECONOMICS

Objective:

To familiarize the students with the importance of economic approaches in managerial decision-making.

To analyze the macroeconomic policies and the role of world organizations.

COURSE CONTENTS:

Unit-I: Introduction to Managerial Economics: Definitions: Economics, Managerial economics - Nature, Scope and Importance of Managerial Economics – Meaning, Determinants, Types and Law of

demand, Exceptions - Elasticity of Demand, Types of Elasticity of demand: Price, Income, Cross and Advertisement - Demand Forecasting: Methods – Supply: Determinants, Elasticity.

Unit-II: Production and Cost Analysis: Production: Factors, Function, Laws of variable proportion, returns to scale, Isoquant curves - Cost of production: Determinants and types, Short-run and long-run cost of production analysis, Breakeven Analysis, Contribution Analysis, Learning Curve, Economies and diseconomies of scale - Externality types. Basics of Econometrics.

Unit-III: Market Structure and Pricing: Market structure- Competition, monopoly, oligopoly, non-price competition, Pricing theories, Pricing and output under different market situations, Price discrimination, multiple product pricing, basic pricing, pricing objectives, product life cycle pricing. Theory of Firm- profit maximisation, sales maximisation, Nature and measure of profit, profit policy, theories of profit.

Unit-IV: Macro Economics: National Income Concepts, Indian Economic Growth and Development, Salient features of the underdeveloped economy, Economic factors, Non-economic factors, Poverty and inequality, Macro-economic Overview, Inflation analysis, Fiscal policy, Monetary policy and banking structure, Financial sector Performance, Impending reforms.

Unit-V: Macroeconomic Policies and World Organizations: Foreign Trade, Balance of Payments, Agriculture & Land reform policy, Policies towards Agriculture, Green revolution, Green revolution and its impact on economy and environment, Agriculture pricing policy, Procurement pricing and Minimum support pricing, Subsidies and food securities, Industrial policy, World Bank, IMF.

Suggested Readings:

1. Petersen & Lewis: Managerial Economics (Prentice Hall of India)
2. Maheshwari: Managerial Economics (Prentice Hall of India)
3. Chopra, D.P: Managerial Economics (Tata McGraw Hill)
4. Bacemol W.J.: Economic Theory and Operation Analysis (Prentice Hall of India)
5. Rangarajan and Dholakia: Macro Economics (Tata McGraw Hill)
6. Chetan Ghate, Kenneth M. Kletzer, “Monetary policy in India: A modern macro-economic perspective “, springer, 25-Nov-2016.
7. Nilanjan Banik, “The Indian Economy: A macro-economic Perspective”, SAGE publishing India, 2015.
8. Dominick Salvatore, Managerial Economics Principles and Worldwide Application by Dominick Salvatore, Oxford, 2020.

EMBA-104: ACCOUNTING FOR EXECUTIVES

Objective: The objective of this course is to develop an insight of postulates, principles and techniques of accounting and enable the students to use financial and accounting information for planning, decision-making and control.

COURSE CONTENTS:

Unit I: Financial Accounting: Accounting concept, double entry system, GAAP, journal, ledgers, trial balance, cash and accrual concept, final statements, cash book and BRS, IFRS.

Unit II: Management Accounting: Concept, scope, functions and importance, difference between financial accounting and management accounting;

Unit III: Cost Accounting & Ratio Analysis: Introduction to basic cost concepts; cost classification,

cost centre, cost unit, preparation of cost sheet; ratio analysis.

Unit IV: Decision Accounting: Standard costing and variance analysis, marginal and absorption costing, C.V.P. analysis.

Unit V: Changes in Financial Statements & Budgeting: Cash flow statement, fund flow statement, budgeting and budgetary control; zero based budgeting and performance budgeting; Financial Reporting Standards.

Suggested Readings:

1. Periasamy, P. *A text Book on Financial, Cost and Management Accounting*, Himalaya
2. Khan M & Jain P.K: *Management Accounting*, Tata McGraw Hill.
3. Shashi R.Gupta & R.K.Sharma: *Management Accounting*: Kalyani Publishers,N.Delhi
4. Sakshi Vasudeva: *Accounting for Business Managers*: HPH
5. Shashi K.Gupta & R.K.Sharma: *Management Accounting*, Kalyani.
6. Hingorari N.L & Ramanathan A.R: *Accounting for Management*, Sultan Chand, N.Delhi.

EMBA-105: STATISTICAL AND OPERATIONS RESEARCH TECHNIQUES

Objective: The objective of this course is to help the students understand various quantitative techniques which will serve as effective aid in solving complex business problems and help taking managerial decisions. This course will also familiarize the students with the basic Statistical tool which are useful in decision making.

COURSE CONTENTS

Unit I: Measures of Central Tendency: Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion: Standard Deviation and Variance.

Unit II: Introduction to Probability: Fundamentals of Probability, Probability Distributions.

Unit III: Correlation and Regression: Correlation and Regression Analysis. Applications of Regression in Business Research. SPSS Applications on Regression.

Unit V: Inferential Statistics: Concept of Sampling Distributions; Test of Significance and its Designing, Tests of Variables and Proportions, Chi-square test, Hypothesis testing- Single and Two Population, Z test, t test, ANOVA

Unit V: Operations Research: Introduction to Operations Research, Linear Programming, Transportation problems

Suggested Readings:

1. Gupta, S P: *Quantitative Techniques for Decision Making*, Prentice Hall of India.
2. Cooke, W.P.: *Quantitative Methods for Management Decision*, Tata McGraw Hill.
3. Asthana: *Statistics for Social Sciences* (with SPSS), Prentice Hal of India.
4. Levin, R.: *Statistics for Management*, Prentice Hall of India.
5. Godfrey, A.: *Quantitative Methods for Management*, Edward Arnold.
6. J.K. Sharma: *Business Statistics*, Pearson
7. Taha H. A.: *Operations Research an Introduction*. Pearson Education, New Delhi

8. Rajagopal: Operations Research. Prentice Hall of India Pvt. Lts., New Delhi
9. Pai: Operations Research. OXFORD UNIVERSITY PRESS, New Delhi
10. Sharma J.K: Operations Research. PHI, New Delhi .

EMBA-106: COMPUTER APPLICATIONS AND MIS

Objective:

Information Systems (IS) enable new approaches to improve the efficiency and efficacy of business models. This course will equip the students with an understanding of the role, advantages and components of an Information System. The objective of the course is to help students integrate their learning from functional areas, the decision-making process in an organization and the role of Information Systems to have a vintage point in this competitive world.

COURSE CONTENTS:

Unit-I: Basic concepts of information processing and Internet: Data & Information, Important data types, Value of Information, Quality of Information, Data Compression, Encoding vs. compression, Information Technology Applications: Basic concept of internet, World Wide Web, web browser, Hyper Text Mark Up language, Internet address, Electronic Mail, Internet Service Provider, Search Engines, Requirements for Internet Access. Cyber Law (IT) Act.

Unit-II: Information Systems: Introduction to Information Systems, Resources and components of Information Systems, Architecture, development and Maintenance of Information Systems, Role and Advantages of Transaction Processing Systems, Management Information Systems, Expert Systems and Artificial Intelligence, Decision Support Systems and Executive Information Systems.

Unit-III: Management Information Systems: Design and Development process of Management Information Systems, MIS for Sales and Marketing, MIS for Human Resources, MIS for Accounting and Finance; MIS for Production & Operations.

Unit-IV: Data Mining: Data Mining Process; Data mining Functionalities; Data mining Tools and Techniques; Application of Data Mining in Business and Economics, Introduction to DBMS – RDBMS.

Unit-V: Office tools & Financial Accounting Software: MS-Word – Introduction, creating, opening, saving and editing documents, Formatting of texts and paragraphs, creating bullets, number lists, header and footers, creating tables, finding and replacing texts. Excel – Introduction, entering data in a cell, data types, formulas, cell difference, sorting, excel databases, macros. PowerPoint – Introduction, creating, presentation slides, design templates, table slides, organisation chart, using different view of a slide, formatting a slide design. Basic application of Tally, Tools and Techniques of Business Intelligence.

Suggested Readings:

1. Effy OZ, Management Information Systems, Thomson Leading/Vikas Publications

2. James A. O'Brien, Management Information Systems, Tata McGraw-Hill
3. D.S. Yadav: Foundation of Information Technology, New Age International Publisher
4. Ritendra Goel, D.N. Kakkar: Computer Application in Management, New Age International Publisher Limited.
5. Scot, George M: Principles of MIS, McGraw Hill.
6. Kanter: Management Information System, PHI.
7. Hussain & Hussain: Information processing systems for Management
8. W.S Jawadekar, Management Information System, Tata Mc Graw Hill Publication.
9. David Kroenke, Management Information System, Tata Mc Graw Hill Publication.
10. D.P. Goyal, MIS: Management Perspective, Macmillan Business Books.

SEMESTER-II

EMBA- 201: BUSINESS LEGISLATION

Objective: The objective of this course is to make the students aware of the various business laws which have an impact on the smooth running of any business organizations.

COURSE CONTENTS:

Unit 1: Indian Contract Act, 1872: Meaning, Essentials of a valid contract, performance of contracts, discharge of contracts, contracts of indemnity & guarantee, contracts of bailment, and contracts of agency.

Unit II: Negotiable Instruments, 1881: Meaning of Negotiable Instruments, types of negotiable instruments, Parties to Negotiable Instruments, presentation of negotiable instrument, Negotiations, Discharge of parties.

Unit III: Competition Act, 2002 and Environmental Protection Act, 1986: Introduction; History and development of competition law; Prohibition of agreements, Prohibition of abuse of dominant position, Regulations of combinations, Laws related to environmental; environmental protection legislation in India.

Unit IV: Indian Companies Act, 2013: Definition, Meaning, Characteristics of a Company, kinds of company, Memorandum & articles of association, prospectus, membership, Directors, meetings, winding up; CSR; Amendments of Indian Companies Act.

Unit V: Sale of Goods Act, 1930: Meaning of contract of Sale, essentials of contract of sale, difference between sale and agreement to sale, Condition and Warranties, Transfer of ownership, performance of a contract of sale.

Suggested Readings:

1. Pathak: *Legal Aspects of Business*, Tata McGraw- Hill Publishing Company Limited, New Delhi.
2. M.M. Sulphery & Az-har Basheer: *Laws for Business*, PHI Learning Pvt. Ltd. New Delhi.
3. Maheswari, SN & Maheswari SK: *A Manual of Business Law*, HPH. Mumbai
4. N.D. Kapoor: *Elements of Mercantile Law*; Sultan Chand

EMBA-202: PRODUCTION AND OPERATIONS MANAGEMENT

Objective: The basic objective of this course is to acquaint the students with decision making in: planning, scheduling, productivity improvement in operation through layout engineering and quality management etc.

COURSE CONTENTS:

UNIT I: Introduction to Production and Operation Management: Concepts, Historical background; Nature and scope of Production and Operation Management; Duties and responsibility of Operation Manager; Work Study; Method Study; Work measurement.

UNIT II: Product/ Service Design; Facilities Location and Layout: Designing of Product/Service; Product (product / service) design and design parameters; Product Quality; Product, service, operations and competitive strategies; Plant Location and Lay out-Introduction, importance and factors for plant location choices; Location Analysis; Plant Layout- Meaning and objectives; Types of Layout.

UNIT III: Project Management: Introduction to Network Concepts and Project Management: PERT & CPM Techniques; Computation in PERT Network and probability Consideration; Application Areas-PERT – COST Analysis

UNIT IV: Inventory Management and Quality Assurance: Introduction, basic inventory models and system; Methods of Inventory Control Quality assurance - Total Quality Management; Statistical quality control, Statistical process control; Six Sigma methodology, ISO-Certification

UNIT V: Operations Management and HRM: Operations and personnel management, Health and Safety concerns; Contemporary concepts of Operations Management, Operations management in the digital environment.

Suggested readings:

1. Buffa, Elwood S: *Modern Production Management*, John Wiley & Sons.
2. Pivest: *Production and Inventory Control*, PHI.
3. S.N.Chary: *Production & Operation Management*, Tata Mc Graw Hill.
4. Panneerselvam: *Production & Operation Managemen*, PHI.
5. K. Aswathappa: *Production & Operation Managemen*, HPH

EMBA- 203: FINANCIAL MANAGEMENT

Objective: To provide an insight into the broad framework of Financial Management. It also attempts to impart the skills necessary for making financial decisions.

Unit-I: Overview of Financial Management: Introduction, Meanings, Definitions and Scope of Financial Management, Goals of Financial Management: Profit Maximization vs Wealth Maximization, Finance Functions: Investment, Financing, Dividend and Liquidity decisions, Time Value of Money: Future Value, Present Value (Single flow, Annuity Flow), Doubling Period, Sinking Fund Factor and Capital Recovery.

Unit-II: Investment Decisions: Capital Budgeting: Concept and Importance of Investment Decisions, Nature of Investment Decisions, Investment Evaluation criteria: Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR), NPV and IRR comparison.

Unit-III: Financial Decisions: Cost of Capital, Components and overall Cost of Capital: Cost of Debt, Cost of Preference, Cost of Equity (CAPM and Gordon's Model), Weighted Average Cost of Capital, Concept of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

Capital Structure: Introduction, Features of an Ideal/Optimum Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure: Net Income Approach, Net Operating Income Approach, MM Approach, Traditional Approach, EBIT-EPS Analysis.

Unit-IV: Dividend Decisions: Financial forecasting, tools of financial forecasting, Dividend Policies, Issues in Dividend Decisions, Relevance Theory: Walter's Model, Gordon's Model, Irrelevance Theory: M-M hypothesis, Dividend Policy in Practice, Forms of Dividends, Stability in Dividend Policy, Corporate Dividend Behaviour.

Unit-V: Liquidity Decisions-Working Capital Management: Components of Current Assets and Current Liabilities, Concepts, Objectives, types, sources and Determinants of Working Capital, Calculating Operating Cycle and Estimating Working Capital Requirements, Cash Management, Receivables Management, Inventory Management, Inventory control Models.

Suggested Readings:

1. Prasanna Chandra: Financial Management, Tata McGraw Hill.
2. M.Y. Khan & P.K.Jain: Financial Management, Tata McGraw Hill.
3. I.M.Pandey: Financial Management, Vikas Pub House, N.Delhi.
4. P.V.Kulkarni & B.G.Satyaprasad: Financial Management, HPH, latest edition
5. Rajiv Srivastava & Anil Mishara: Financial Management, Oxford, latest
6. G.Sudarsana Reddy: Financial Management, HPH, Latest edition
7. Vyuptakesh Sharan: Financial Management, Pearson, latest edition.

EMBA-204: MARKETING MANAGEMENT

Objective: The basic objective of this course is to develop an understanding of the underlying concepts, strategies of marketing of products and services. The course also aims to equip and train students with basic skills of marketing. Students will undertake small project works as part of the teaching pedagogy.

COURSE CONTENTS:

UNIT I: Introduction to Marketing: Concepts; nature and scope; Marketing process and marketing management, different philosophies of marketing, Marketing Mix, social marketing, Marketing environment.

UNIT II: Buying Process and Behaviour: Market segmentation and positioning, target marketing, consumer buying behaviour, consumer buying decision process, marketing research.

UNIT III: Product Decisions: Basic concepts of products, product mix and product line decisions, branding decisions, new product development and its processes, packaging decisions, product life cycle. Pricing decisions: Meaning and significance of price; factors influencing pricing, general pricing approaches, pricing practices and strategies.

UNIT IV: Distribution and Promotion Decisions: Marketing channels and its functions, distribution channels, channel selection and logistics of distribution objectives; elements of promotion mix,

concept of unique selling proposition, communication design and promotion mix strategies.

UNIT V: Emerging Issues in Marketing: Basics of international marketing, rural marketing, marketing information system and internet marketing; consumerism and consumer movement, consumer protection legislations, ethical issues in marketing, service marketing.

Suggested readings:

1. Philip Kotler: *Principles of Marketing*, PHI
2. Philip Kotler: *Marketing Management*, PHI.
3. Davis Kenneth: *Marketing Management*
4. Kasturi R, Qulech & Rajiv L: *Marketing Management- Text and cases*, Tata Mc Graw Hill, New Delhi.
5. Baines P, Fill C & Page K: *Marketing (Asian Edition)*, Oxford University Press, New Delhi
6. Kotler Philip: *Social Marketing*, Pearson

EMBA- 205: HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to make the students aware of the various facets of managing the people and to create an understanding of various policies and practices of human resource management

COURSE CONTENTS:

UNIT I: Concept of Human Resource Management: Meaning, definition, objectives, scope and functions of HRM, Human Resource Management in a changing Environment

UNIT II: Acquiring and Developing Human Resources: Human Resource Planning, Job Analysis and Job Design, Recruitment and selection, Placement, Induction and socialization, Employee training, Executive Development, Career Planning

UNIT III: Managing Performance and Compensation: Performance Appraisal, Job evaluation, Wage and salary administration, incentive compensation; Applications of AI in HRM.

UNIT IV: Maintaining and retaining Human resources: Employee Health and safety, Employee welfare (Employee benefits), Discipline and Grievance

UNIT V: Integrating Human Resources: Industrial relations and industrial disputes, Trade Unions, Job satisfaction, Quality of Work life, management of stress and burnout

Suggested Readings:

1. P.Subha Rao: *Human Resource Management and Industrial Relations*, HPH, Delhi
2. Shashi & Rosy: *Human Resource Management*, Kalyani Publications
3. C.B.Gupta: *Human Resource Management*, Sultan chand & sons
4. A.M.Sharma: *Aspects of Labour Welfare and Social Security*, HPH, latest

EMBA-206: RESEARCH METHODOLOGY

Objective: The basic objective of this course is to develop research skills of students in investigating business problems so as to come out with objective findings and to have a scientific approach while conducting the research. The course will also acquaint the students with statistical tools for research analysis.

COURSE CONTENTS:

UNIT I: Introduction to Research Methodology: Research methodology: an overview, importance of research in decision making, research process, defining research problem and formulation of hypothesis, research designs.

UNIT II: Data Collection and Measurement: Data and its types, methods and techniques of data collection, attitude measurement and scales, questionnaire designing, sampling and sampling designs.

UNIT III: Data Presentation and Analysis: Data processing, statistical analysis, and interpretation of data: parametric & nonparametric tests, multivariate analysis of data.

UNIT IV: Computer Software and Research: Introduction to SPSS, data creation and entry, some sample analyses; Introduction to R Programming.

UNIT V: Report Writing and Presentation: Ethics in research, substance of reports, formats of reports, presentation of a report; Plagiarism, plagiarism checker software; Referencing styles.

Suggested Readings:

1. Goode & Hatt: *Methods in Social Research*
2. Kothari: *Research Methodology*, New Age
3. Rummel and Ballaine: *Research Methodology in Business:*
4. Yogesh Kumar Singh: *Fundamental of Research Methodology and Statistics*, New Age
5. Cooper D & Schindler P: *Business research methods*, Tata Mc Graw Hill
6. Panneer Selvam R: *Research Methodology*, PHI
7. Chawla & Sondhi: *Research Methodology Concepts & Cases*, Vikas Publishing
8. Leech, N. L., Barrett, K. C. & Morgan, G. A.: *IBM SPSS for Intermediate Statistics: Use and Interpretation*, Routledge

SEMESTER- III

EMBA-301: BUSINESS ETHICS & CORPORATE GOVERNANCE

Objectives: The objective of this course is to familiarize the student with the principles of ethical behaviour in business, values and ethical management.

COURSE CONTENTS:

UNIT I: Introduction: Definition, need and importance, nature and scope of business ethics, ethics & morale, ethical values & genesis, contemporary ethical challenges in business, qualities of ethical leader; Theories of Business Ethics.

UNIT II: Application of Ethical Standards to Business Disciplines: Duties of manufacturer, consumer rights, In the market place-product positioning & competing, packaging, labeling & launching, pricing; on the billboard-advertising & communications.

UNIT III: Ethics of Managing People in the Organisation: Workers & morals-rights, duties of employees, personnel policies & procedures, need for workplace ethics, morality of informed consent, workplace surveillance vs privacy, conflict of interest, whistle-blowing, abuse of official position, discrimination, sexual harassment, manners & managers; Ethical dilemma.

UNIT IV: Corporate Governance: Meaning, reasons for growing demand for corporate governance, importance, prerequisites, regulatory and voluntary actions, Corporate Social Responsibility; Theories of Corporate Governance and responsibilities of Board.

UNIT V: Corporate Governance & Ethics: Ethical issues of Corporate Governance, Factors influencing Corporate Governance, Models of Corporate Governance (Anglo American, Japanese, German & Indian), Theories of Corporate Governance (Agency, Political, Stake holder, Legitimacy, Resource dependency, Stewardship & Social contract theory).

Suggested Readings:

1. Fernando, A.C.: *Business Ethics – An Indian Perspective*, Pearson.
2. Laura P Hartman & Abha Chatterjee; *Perspective in Business Ethic*, McGraw Hill.
3. Daniel Albuquerque: *Business Ethics*: Oxford University Press
4. Manuel G. Velasquez: *Business Ethics: Concepts & Cases*, 5th ed., Prentice Hall of India, New Delhi.
5. Ferrell O.C., Peterson R.A.: *Business Ethics: New Challenges For Business Schools and Corporate Leaders*, Prentice Hall of India, New Delhi.

EMBA-302: STRATEGIC MANAGEMENT

Objectives: The purpose of this course is to facilitate the students to understand the business environment in a wide perspective. The course covers modules such as issues in strategic management; business and competitive strategy; competitive advantage of nations and formulation and implementation of corporate strategy.

COURSE CONTENTS:

UNIT I: Introduction: Nature, purpose and scope of strategic management; Concept of strategy, process of strategic management, role of strategists, defining business purpose, mission and objectives, strategic intent and vision; Functional strategy.

UNIT II: Business Environment Analysis: Components of business environment, environmental appraisal, assessing opportunities and threats, external analysis - importance of external analysis; perspectives on organizational environments; external environmental sectors; swot analysis, internal analysis - organizational capabilities and core competencies; value chain analysis; organisational appraisal.

UNIT III: Strategy Formulation: Level of strategy formulation: corporate level strategies, business level strategies, strategic analysis and choice; grand strategies; major types of strategies; industry analysis, framework for analyzing competition, competitive strategy; competitive advantage of a firm.

UNIT IV: Strategy Implementation: Evaluation of strategic alternatives, factors in strategic choice, activating strategies, structural implementation, behavioural implementation, functional and organizational implementation.

UNIT V: Issues in Strategic Management: Leadership implementation, corporate culture, personal values and business ethics, brief introduction to mergers and acquisitions as corporate strategy

Suggested Readings:

1. Porter M.E: *Competitive Advantage*, The Free Press, New York
2. Kazmi A.: *Strategic Management and Business Policy*, Tata Mc Graw Hill.
3. Miller, A.: *Strategic Management*, New York, McGraw Hill.
4. Glueck, William, Jauch, L.R.: *Business Policy and Strategic Management*, Mc Graw Hill
5. Thomas, J.G.: *Strategic Management-Concepts, Practices and Cases*, Harper & Raw, New York
6. Nag A: *Strategic Management*, Vikas Publishing House Pvt Ltd, New Delhi.

SEMESTER-IV

EMBA-401: ENTREPRENEURSHIP DEVELOPMENT

Objective: The basic objective of this paper is to encourage students to take up entrepreneurship as a career option and to impart skills related to it. The course will also familiarize the students with the various theories related to entrepreneur and entrepreneurship, and the other components of entrepreneurial activities.

COURSE CONTENTS:

UNIT I: Entrepreneur, Entrepreneurship & Intrapreneurship: Definitions, importance, characteristics; theories of entrepreneurship, difference between entrepreneur and manager; factors affecting entrepreneurial Growth, qualities of an entrepreneur, importance of entrepreneurship in economic development, concept of intrapreneurship.

UNIT II: Women and Rural Entrepreneurship: Role & importance of women entrepreneurship, problems of women entrepreneurs, women entrepreneurship in India; rural entrepreneurship, need and problems.

UNIT III: Agri-Preneurship & Social Entrepreneurship: Meaning & scope of agripreneurship, agripreneurship in India with special reference to North-East India, perspectives of social entrepreneurship, social entrepreneurship in practice.

UNIT IV: Project Formulation: Elements of a project report, feasibility Analysis: economic feasibility, market feasibility, financial feasibility, technological feasibility, Social Cost-Benefit analysis, environmental feasibility & preparation of feasibility report.

UNIT V: Entrepreneurship Development Agencies: Role of Government and supporting agencies/institutions (Government schemes and subsidies, the tax benefits, Ministry of MSME, NABARD, DIC, IIE etc.), Entrepreneurship Training Programmes.

Suggested Readings:

1. Desai, V. *Dynamics of Entrepreneurship Development*, Himalaya Publishing House.
2. Holt, D. H. *Entrepreneurship: New Venture Creation*, Pearson.
3. Charantimath, P. M. *Entrepreneurship Development & Small Business Enterprises*, Pearson
4. Khanka, S. S. *Entrepreneurial Development*: S. Chand

EMBA-402: INTERNATIONAL BUSINESS

Objectives: The basic objective of this course is to familiarize the students with the International Business Scenario of the world. In addition to that, much emphasis has been given in to familiarize the students with various terminologies and documents in International Trade.

COURSE CONTENTS:

Unit I: Globalization and International Business (IB): Concept of globalization, factors influencing globalization, criticism of globalization, concept of IB, reasons for IB expansion, Domestic versus IB, Managing business in the global era.

Unit II: Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment (Heckscher- Ohlin) Theory, Country Similarity Theory, The New Trade Theory, International Product life Cycle Theory, Theory of Competitive Advantage; implications of Trade Theories

Unit III: International Marketing and Finance: International Marketing – Setting objectives, Market identification, Segmentation and Targeting; Entry mode decision; International Marketing Mix Decision. International Finance – International Monetary system, Contemporary Exchange Rate

Arrangements, Prevailing Currencies and Markets, Foreign Exchange Market, Foreign Exchange Risk and Exposure

Unit IV: International HRM and MNCs: International Human Resource Management – Concept, International Organizational Structures, International Recruitment, Selection and Training. International Business by Multinationals and Non-multinationals - Global Markets- Global Competitive Strategy. Regulation of International Business- India's Role in International Business

Unit V: Procedure and Documentations: International Trade: Procedure and Documents Registration of Exporters, Export Quotations- Production and Clearance of Goods for Export- Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payments- Open Accounts , Bills of Exchange, Letter of Credit- Export Finance.

Suggested Readings:

1. Bhalla, V.K.: *International Economy- Liberalisation Process*, New Delhi, Anmol
2. Bhalla, V.K. & Shivaraman, S.: *International Business Environment and Business*, New Delhi, Anmol
3. Schnitzer, Liehens and Kulin: *International Business*
4. Francis, C. *International Business*, PHI Learning

EMBA-403: PROJECT WORK

Objective: The objective of the Project Work is to:

- Put into practice theories and concepts learned by the student in the class & to provide an opportunity to study a particular topic in depth.
- Demonstrate that the project is the student's own work
- Confirm that the student understands what she/he has written in the dissertation and can defend it verbally.
- Investigate the student's awareness of where her/his original work sits in relation to the wider research field.
- Establish whether the project report/dissertation is of sufficiently high standard to merit the award of the Degree for which it is submitted.
- Allow the student to clarify and develop the submitted project report in response to the examiners' questions.

SPECIALISATION AREAS: FINANCIAL MANAGEMENT

EMBA-111: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The basic objective of this course is to give an overall view of the international financial system and an understanding of the various financial policies and programmes adopted by multinational companies in a global environment.

COURSE CONTENTS:

UNIT I: Introduction and Concept of International Financial Management: Meaning, Developments in International Financial Management, Nature and scope of International Financial Management –

International Financial Management Vs Domestic Financial Management; Role of International Financial Manager. Balance of Payments (BoP), Fundamentals of BoP.

UNIT II: Exchange Rate Determination: Foreign Exchange Rate Mechanism: Exchange rate quotations – Determination of exchange rate in the spot market – exchange rate determination in forward market – Factors influencing Exchange rate – Need for Foreign Rate Forecasts-Exchange rate behaviour-Cross Rates Arbitrage profit in foreign exchange markets, Triangular and locational arbitrage. (Including Problems). Exchange rate theories.

UNIT III: Foreign Exchange Exposure and Risk Management: Nature of exposure and risk – Exchange rate and interest rate volatility – Foreign exchange and risk – Classification of foreign exposure and risk – Transaction exposure – Operating exposure – need for hedging-Management of foreign exchange exposure risk through hedging- transaction exposure hedging- contractual hedging and natural hedging- techniques for hedging real operating exposure. (Including Problems)

UNIT IV: International Financial Instruments, Long Term Asset Liability Management: Euro currency market – Euro credit – Euro Bonds – Types of Euro Bonds – Euro currency deposits – Certificate of deposits and other instruments – Euro notes – Types of notes – Euro issues – Foreign Currency Convertible Bonds – Depository Receipts – Global Depository Receipt (GDR's) – GDR issue mechanism – American Depository (Theory only)
Foreign Direct Investment, International Capital Budgeting Decisions.

UNIT V: Capital Structure and Short-term Asset Liability Management: International Capital structure and cost of capital. International Financing - Equity, Bond financing, parallel loans.
Short term Asset Liability Management (International Working Capital Management)

Suggested Readings:

1. Abdullah, F.A: *Financial Management for the Multinational Firm*, PHI
2. Bhalla, V.K.: *International Financial Management*, Anmol
3. Shapiro, Alan C.: *Multinational Financial Management*, PHI.
4. H.R.Machiraju: *International Financial Management*, HPH, Latest
5. Thummuluri Siddaiad: *International Financial Management*, Pearson, latest
6. PG Apte: *International Financial Management*, Tata McGraw, latest
7. V. Sharan: *International Financial Management*, PHI

EMBA-112: FINANCIAL MARKETS AND SERVICES

Course Objective:

The basic objective is to familiarize the students with the Indian financial system and its players and to help them understand the various financial services and their future. This enables them to determine the most suitable financial service, given the situations and contingencies.

COURSE CONTENTS:

UNIT I: Financial System

Indian financial system: overview of financial markets in India – Capital markets – money market – government securities markets – foreign exchange market – derivative markets – financial sector reforms. Structure and institutions in capital market and money market – new issues market – new instrument – role of new issues in industrial financing – floating of new issues – options and futures.

UNIT II: Financial Services

Introduction – Financial Services Industry – Emergence – Developments – Fund Based and Non-Fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.

UNIT III: Leasing and Factoring

Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions Factoring in India, Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Forfeiting, Bill Discounting, Housing Finance, Recent trends in marketing financial services.

UNIT IV: Mutual Funds

Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT V: Insurance

Insurance Market in India- Public and Private players; Functions of Insurance companies; Pricing of Insurance; Insurance Regulation (IRDA) Features of Insurance Contracts; property and liability coverage; Classification of Policies; Surrender Values; Valuation and Surplus; Types of Insurance - Life Insurance – Marine Insurance – Fire Insurance – Motor Insurance – Fidelity Insurance – Burglary Insurance- Double Insurance – Re-insurance – Business Insurance Programs – Health Care financing – Health Care insurance – Employee Benefit Plans.

Suggested readings:

1. Khan, M. Y., „Financial Services“, Tata McGraw Hill Education., 2005
2. SEBI guidelines, Nabhi publications New Delhi.
3. Gordon and Natarajan, *Financial Markets and Services*, Himalaya publishing House 2001.
4. Sontomero and Babbel, *Financial Markets, Instruments and Institutions*, MC Graw Hill 1998.
5. Vasant Desai, *The Indian Financial System*, Himalaya publishing House.

EMBA- 113: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

COURSE CONTENTS:

UNIT I: Security Analysis and Investment: Meaning and process of Investment Management, Speculation, Investment Avenues in India. Fundamental analysis - Economic analysis, Tools of Economic analysis; Industry Analysis –Tools of Industry analysis, Company analysis - Tools of Company analysis; Technical analysis

UNIT II: Portfolio Analysis: Risk management - Risk of Securities -. Systematic Risk - Interest Rate Risk - Market Risk - Purchasing Power Risk - Unsystematic Risk - Business Risk - Financial Risk – Efficient Market Theory - Measurement of Risk and Return, Expected Return, Standard Deviation and Variance of Securities. Portfolio Analysis. Traditional Vs Modern - Rationale of Diversification - Markowitz Theory - Effect of Combining two securities - Measurement of Expected Return of Portfolio - Portfolio Risk.

UNIT III: Portfolio Selection: Measurement of Interactive Risk through covariance - correlation Coefficient between securities; Reduction of Portfolio Risk through diversification (with two securities only). Portfolio Selection - efficient set of Portfolios - Optimal portfolio Capital Asset Pricing Model (CAPM) –Assumptions of CAPM - Capital Market Line (CML) and Security market line (SML), Testing the CAPM – Limitations of CAPM

UNIT IV: Portfolio Evaluation: Measures of portfolio performance - Reward to variability and rewards to volatility - Sharpe's performance index - Treynor's performance index - Jensen's performance index.

UNIT V: Portfolio Revision: Passive Management – Active Management – The Formula plans for the purchase & sale of securities – Rupee cost averaging – Constant rupee plan – Constant ratio plan – Portfolio revision & cost.

Suggested readings:

1. Fischer & Jordan: *Security Analysis and Portfolio Management*, Prentice Hall India.
2. PunithavathyPandian: *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey: *Financial Management*, Vikas Publishing House Pvt. Ltd.
4. V. A. Avadhani: *Investment and Securities Market in India*, Himalaya Publishing House.
5. D. C. Patwari: *Options and Futures: Indian Perspective*, Jaico Publishing House.
6. Preeti Singh: *Investment Management*, Himalaya Publishing.
7. Devin S.: *Portfolio Management*, Prentice Hall.

EMBA-114: BEHAVIOURAL FINANCE

Objective: The course has the objective of introducing the participants with fundamental of Behavioural finance and intends to take them to a stage where they can apply this knowledge in everyday decision making.

COURSE CONTENTS:

UNIT I: Introduction and Basic Foundations of Behavioural Finance: Introduction to Behavioural Finance: Nature, Scope, Objectives, Rationality, Theories of Behavioural Finance, Criticisms of Behavioural Finance, Traditional finance vs behavioural finance, Arguments in Favour of Behavioural Finance, Basic Foundations of Behavioural Finance, Context of Studying Behavioural Finance, Building Blocks of Behavioural Finance- Limits to Arbitrage, Psychology.

UNIT II: Investors Psychology and Prospect Theory: Investors' Psychology and Investment Decisions: Insufficient diversification, Naïve Diversification, Excessive Trading, The Selling Decision, The Buying Decision; Prospect Theory: Prospect theory model, Applications of Prospect Theory, Limits and Extensions of Prospect Theory, Relevance of Prospect Theory in the Area of Finance.

UNIT III: Regret Theory: Regret Theory: Fear of Regret in Finance Decisions, Rationality of Fear of Regret in Financial Decisions, Anticipatory Regret, Minimizing Fear of Regret

UNIT IV: Mental Accounting and Magical Thinking: Mental Accounting, Magical thinking in Finance, Overconfidence in Financial Market, Over reaction in Financial Market, Anchoring in Finance, Gambler's fallacy in Investing, Risk Perception.

UNIT V: Miscellaneous Dimensions in Behavioural Finance Herd Behaviour in Finance, Hindsight bias in finance, confirmatory bias in finance, E-Commerce, E-payment and behavioural finance.

Suggested Readings:

1. Chandra, Prasanna,. *Behavioural Finance*, McGraw Hill
2. Singh, Ranjit: *Behavioural Finance*, PHI
3. Ackert, Lucy: *Understanding Behavioural Finance*; Cengage Learning
4. Sulphrey, M M, *Behavioural Finance*, PHI

SPECIALISATION AREAS: MARKETING MANAGEMENT

EMBA-121: ADVERTISING AND SALES MANAGEMENT

Objective: The objective of this course is to provide the students a holistic view of advertisement, sales promotion and marketing and to enable the students to understand the importance of developing a professional approach towards sales management.

COURSE CONTENTS:

Unit -I: Introduction: Basics of Advertising: Concept and Features, Significance, Classification of Advertising, Integrated Marketing Communication (IMC) - Elements, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners) Ad Agency: Various Functional Department, Types, Measures for gaining and reasons for losing clients, Evaluation Criteria for Selecting an Advertising Agency
Ad-Media: New Media Options, Forms of Digital Media, Media Objectives, Criteria for Selecting Suitable Media, Methods of Setting Advertising Budget.

Unit- II: Advertising Structure and Promotion Research: Structure of Modern Advertising Agency, Developmental Advertising Research; Copy Research; The Marketing Content of Advertising Plan; Communications versus Sales Objectives; Role of Advertising Agency in Advertising Planning.

Unit-III: Advertising Planning and Strategies: Creativity and Advertising; Message Strategy; Copywriting; Art Direction and Production. Media Planning, Objectives, and Strategy for Advertising and Brand Promotion; Media Planning for Print, Television, and Radio; Advertising and the Internet
Integrated Brand Promotion: Support Media, P-O-P Advertising, and Event Sponsorship; Sales Promotion; Direct Marketing; Public Relations and Corporate Advertising

Unit-IV: Sales Management Basics: Introduction to Sales Management, Types of Selling Functions, selling Skills, Personal Selling Process, Self-Management, Sales Forecasting Management of Sales Territory and Sales Quota Recruitment, Selection, Training, Motivation, Compensation, Control, Supervision and Evaluation of the Sales Force

Unit-V: Distribution Management: Introduction to Distribution Management; Marketing Channels—Its Need, Structure and Levels; Channel Management—Channel Relationship and Conflict Management. Retailer, Wholesalers and Franchisee Management

Suggested Readings:

1. Aaker, David A, Batra, Rajeev and Myers, John G: *Advertising Management*: Prentice-Hall of India, New Delhi
2. Kleppner, Otto “*Advertising Procedure*” Englewood Cliff, New Jersey Prentice Hall Inc.
3. Jaishri Jethwaney and Shruti Jain: *Advertising Management*, Oxford
4. Lucas and Britt : *Measuring Advertising Effectiveness*
5. Chunawalla S.S & Sethia S.A, *Foundation of advertising(Theory and practice)*, Himalaya
6. Still, R.R: *Sales Management*, Prentice Hall Inc
7. Anderson, R, *Professional Sales Management*:. PHI
8. Stanton, William J, *Management of a Sales Force*: Chicago, Irwin.

EMBA-122: INTERNET MARKETING

Objective: The objective of this course is to provide insights into retail business operations and help students understand the developments in the world of retailing.

COURSE CONTENTS:

UNIT I: A Framework for Internet Marketing: Commercial beginnings of the Web, Internet Business models, Marketing in a connected world, Internet as a marketing platform: opportunities and challenges, critical success factors for Internet marketing, benefits of and barriers to Internet marketing, Market opportunity analysis in the new economy, Delivering customer value: trapped, hybrid and new-to-the-world value.

UNIT II: Strategic Internet Marketing: Planning the Internet strategy, Stages of Internet marketing, Segmenting the Internet market, Niche marketing strategies, On-line positioning and competitive analysis, SOSTAC framework for Internet marketing planning, Internet marketing scenarios – pure-play and bricks-and-clicks businesses.

UNIT III: Internet Market Intelligence and User Behaviour: Online market research, Web tracking audits, analytics, Marketing performance metrics, Conversion funnel and optimization; Introduction to Search Engine Optimization and Google Analytics, Online consumer behaviour and characteristics, navigation behaviour (click-o-graphics), Issue of trust, Internet communities: creation and transfer of value within communities.

UNIT IV: Internet Marketing Mix: Comparing traditional marketing mix with Internet marketing mix, Product hierarchy, Influence of interactivity and individualization, New product development process, mass customization, online brand building, Pricing on the Internet: characteristics, customer-driven

pricing, dynamic pricing and pricing strategies; Internet as a distribution channel, disintermediation effect, the role of Internet intermediaries, Creating and Managing Online Partnerships: Affiliate marketing, Online advertising models and types: Search advertising, Display advertising, Email marketing, Social media channels, Risks and challenges.

Unit V: Special Issues in Internet Marketing: The design of the customer experience (web design issues relevant to marketing), Managing eService encounters, Internet communities and marketing: the creation and transfer of value within communities Legal, security and ethical issues in Internet marketing.

Suggested Readings:

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy (Tata McGraw-Hill)
2. Strauss and Frost: E-Marketing (Prentice-Hall)
3. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics (Que Books)
4. Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing (Prentice Hall / Financial Times).

EMBA-123: RETAIL MANAGEMENT

Objective: The objective of this course is to provide insights into retail business operations and help students understand the developments in the world of retailing.

UNIT I: Retailing-Strategy and Environment: An overview of retailing: Types of stores, Product retailing vs. Service retailing, Non store retailing Retail strategy, Achieving competitive advantage and positioning, Retailing environment, legal, social, economic, technological, issues Trends in the Indian Retailing Industry, Key retailer of the world.

UNIT II: Store Location and Layout: Retail store location and layout, Country/Region analysis, Trade area analysis, Site evaluation and selection, Store design and layout, Comprehensive store planning, Exterior design and layout, Interior store design and layout, Interior design elements.

UNIT III: Merchandise planning and Pricing: Planning merchandise needs and merchandise budgets, Methods for determining inventory evaluation, Assortment planning, buying and vendor relations, Merchandise pricing, Price strategies, Psychological pricing, Mark-up and markdown strategies; Development of private labels; Category Management; Supply Chain Management.

UNIT IV: Retailing Communication and Selling Process: Communicating with the retail customer, Retail promotion mix-Advertising, Sales promotion, Publicity, Retail selling process, Retail database, In-store customer service; Retail Branding.

UNIT V: Retail trends: Retail trends Globalisation, Retail Franchising, Retail format and changing retail formats, Virtual store, E-tailing, International Retailing, Opportunities and challenges, New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosks, shopping arcades).

Suggested Readings:

1. Berman, B. and Evans, J. R., Retail Management, Pearson Education.
2. Levy, M. and Weitz, B. W., Retailing Management, Tata McGraw Hill.
3. Joshi, G., Information Technology for Retail, Oxford University Press.

4. Varley, R. and Rafiq, M., Principles of Retail Management, Palgrave.
5. Mukherjee, Customer Relationship Management. PHI.
6. Hasty and Reardon, Retail Management, McGraw-Hill.
7. Lucas, Bush and Gresham, Retailing, Houghton Mifflin – AIPD, India
8. Ogden and Ogden, Integrated Retail Management (Indian adaptation), Wiley-DreamTech
9. Gilbert, Retail Marketing Management, Pearson Education

EMBA-124: MARKETING OF SERVICES

Objective: The basic objective of the course is to highlight the uniqueness of service sector marketing and to train the students in marketing of goods and services related to service sectors.

COURSE CONTENTS:

UNIT I: Introduction to Services: Meaning and characteristics, the emergence of service economy, service classification, goods and services marketing, marketing challenges in service business.

UNIT II: Framework for Services Marketing: Status of marketing in service sector, marketing strategy and marketing mix in services; service product planning and development, the service encounter, customer experience

UNIT III: Tools for Marketing of Services: Service vision and strategy; creating and delivering services; Demand, supply management, costing and pricing services, advertising, branding and promoting of services, quality issues and quality models.

UNIT IV: Trends in Marketing of Services: Consumer evolution process services, recovery management, relation of marketing, the Indian scene in designing of service strategy.

UNIT V: Marketing of Specific Services: Financial services marketing, tourism marketing, consulting marketing, insurance marketing, entertainment and retail marketing; education services.

Suggested Readings:

1. Loveock, Christopher H. *Services Marketing* : Engwood Cliffs, Pearson.
2. McDonald, Malcom and Payne, *A Marketing Planning for Services*, Butterworth, Heinemann.
3. Newton M P Payne, A : *The Essense of Services Marketing*, New Delhi, Prentice Hall of India.
4. Verma, H V : *Marketing of Services*, New Delhi, Global Business Press
5. Zeithaml, V A and Bitner, M.J. *Services Marketing*. New York, McGraw Hill.
6. Shanker Ravi, *Services Marketing: The Indian Experiences*, Delhi, South Asia Publications.
7. Gordon Natarajan: *Financial Markets & Services*, HPH, Latest

SPECIALISATION AREAS: HUMAN RESOURCE MANAGEMENT

EMBA-131: LABOUR LAW AND INDUSTRIAL RELATIONS

Objective: The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

COURSE CONTENTS:

UNIT I: Legal Provisions on Working Conditions: Provisions relating to Health, safety and welfare- Factories, Mines, Plantations Labour, Contract Labour, Child Labour.

UNIT II: Payment of Wages Act, 2017: Provisions relating to payment of minimum wages, payment of wages, payment of payment gratuity, payment of bonus.

UNIT III: Legal provisions on Social Security: Provisions relating to- workmen's compensation, Employee State Insurance, Maternity Benefit, Employees' Provident Funds and miscellaneous provisions

UNIT IV: Industrial Relation Code 2020: Industrial relations, Industrial Disputes-causes, Trade Unions, Collective Bargaining, Workers' Participation in Management

UNIT V: Discipline and Grievance: Discipline-Nature of Discipline, types of Discipline, causes of indiscipline, principles and procedure for disciplinary action, essentials of good disciplinary system; Grievance-meaning, causes of grievance, machinery for redressal of grievances procedure, grievance redressal in Indian Industry

Suggested Readings:

1. Mamoria and mamoria and Sanghi, *Dynamics of Industrial Relationship*, HPH
2. P.C.Tripathi & C.B.Gupta: *Industrial Relations & Labour Laws*, Sultan Chand & Sons
3. S.C.Srivastava: *Industrial Relations & labour Laws*, Vikas Publication Hill, N.Delhi
4. A.M.Sharma: *Aspects of Labour Welfare & Social Security*: HPH, Latest

EMBA- 132: HUMAN RESOURCE DEVELOPMENT

Objective: This course aims to facilitate an understanding of the concepts, methods and strategies for Human Resource Development (HRD).

COURSE CONTENTS

UNIT I: Concept of HRD: Need for and Importance of HRD, approach to HRD HRD climate and factors contributing to HRD Climate, challenges of HRD Manager.

UNIT II: HRD Process and mechanism: Steps involved in HRD process- needs identification or assessment, Designing of HRD Programs, Delivery or implementation of HRD programme, Evaluation of HRD programme, HRD mechanisms.

UNIT III: HRD applications: Role analysis and competency mapping, performance appraisal and its methods, assessment centre, performance management, internet application in HRD, talent management.

UNIT IV: Training and Development: Training-objective, importance, methods, designing and evaluation of training programme; Management Development-objectives methods career planning and development; Talent Management.

UNIT V: Role and Practices of HRD: HRD in large organisations, small organisations, HRD activities in service sectors and others, effectiveness of HRD systems in organisations, knowledge management & HRD; Internet Applications in HRD.

Suggested Readings:

1. David Mankin: *Human Resource Development* :Oxford Univ Press
2. P.C.Tripati: *Human Resource Development*: Sultan Chand & sons
3. T.V.Rao: *Human Resource Development*: Sage, New Delhi
4. Ram Kumar Balyan & Suman Balyan: *Human Resource Development*: HPH
5. Dipak Kumar Bhattacharya: *Training and Development-Theories and applications*: Sage texts

EMBA-133: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course aims to impart human management skills in a cross-cultural organization. The uniqueness of a cross-cultural environment is well appreciated in this course and it aims to focus on adopting a different approach to a cross-cultural organization.

Unit-I: Social and Cultural Context of IRHM: Culture-meaning, cultural sensitivity, social environment, culture and its factors, cross cultural differences in the workplace, Hofsted's model of four cultural dimensions.

Unit-II: International Human Resource Management: Concept of expatriate, IRHM-meaning, Domestic vs. IRHM, workforce diversity, managing diversity (strengths and weaknesses), strategies for managing workforce diversity.

Unit-III: Global Staffing Practices: Global resource planning, Issues in the supply of internal human resources, recruitment for overseas assignments, global staffing practices, HRM practices in India, China, France, USA, Britain and Japan

Unit-IV: Training, Development and Performance Management: Global training, Areas of Global training and development, criteria for performance management of expatriates, and performance management of host country employees.

Unit-V: Global Compensation Practices: Objectives of international compensation management, factors affecting international compensation, components/structure of international compensation package, approaches to global compensation, and social security schemes in different countries.

Suggested Readings:

1. Dowling, P. J. et al. *International Dimensions of Human Resource Management*. California Wadsworth.
2. Hofstede, G. *Cultures Consequence: International Differences in work Related Values*. London
3. Mead, R. *International Management: Cross-Cultural Dimensions*. Blackwell, Camb., Mass., Mendenhall, M. etc. *Global Management*. Cambridge Massachusetts., Blackwell.
4. S. K. Bhatia, *International Human Resource Management-A global perspective*: Deep & Deep Pub.
5. P, Subha Rao: *International Human Resource Management*: HPH

EMBA-134: ORGANISATIONAL CHANGE AND INTERVENTIONS

Objective: The objective of this course is to understand the forces that stimulate change, manage change process and enable the skills for the application of OD in organizations.

UNIT- I: Concept of organisational change: meaning, nature, pressure for change, planned change and types of planned change, levels of change.

UNIT-II: Organisational resistance to change: Core facts of resistance to change, Individual and Group resistance to change, overcoming resistance to change, techniques to manage resistance to change during change.

UNIT-III: Change agent: meaning, types of change agents, role of internal change agents, need for an external change agent, key roles in organisational change, difference between internal and external change agents, characteristics of a good change agent.

UNIT-IV: Organisational Development (OD): Meaning, Objective, OD intervention and their classification, OD intervention techniques, Steps in OD process., a prerequisite for effective use of OD.

UNIT-V: Models of Organisational change: Individualistic model, Role-oriented model, Group (team)-oriented model, Organisation-oriented model, Lewin's three-step model

Suggested Readings:

1. French & Bell: *Organisational Development*, Tata Mc Graw-Hill.
2. Radha R Sharma: *Change management and Organisational Transformation*: McGraw-Hill
3. Nilanjan Sengupta, et al: *Managing Change in Organisations*: PHI
4. Harsh Pathak: *Organisational Change*: Pearson

11. Expected Outcomes of the EMBA Programme:

- i. Introduction of EMBA Programme will fulfill a long felt need of the working people who are not in a position to do a full time (2 Years) Programme.
- ii. The programme will develop and promote management professionals who are committed to excellence in their professional endeavour and who have the vision, courage and dedication to initiate and manage change.
- iii. EMBA programme will cater to the emerging needs of business enterprises in the changing business world.

- iv. Grooming of existing business leaders and enable them for effective and efficient business decision-making.
- v. The EMBA programme will equip the working professionals to face the challenges in the highly competitive business environment.

12. Free Structure:

Sl. No.	Particulars	Sem.-I	Sem.-II	Sem.-III	Sem.-IV
1.	Admission Fee	2,200	-	-	-
2.	Registration Fee	500	-	-	-
3.	Tuition Fee	45,000	45,000	45,000	45,000
4.	Library Fee	450	450	450	450
5.	Library Caution Money (Refundable)	600	-	-	-
6.	Sports Fee	200	200	200	200
7.	Medical Fee	150	150	150	150
8.	Examination Fee	1200	1200	1200	1200
9.	Students' Activity Fee	250	250	250	250
10.	Management Bulletin Fee	200	200	200	200
11.	Students' Aid Fund	250	-	-	-
12.	Department Caution Money (Refundable)	650	-	-	-
13.	Computer Lab Fee	500	500	500	500
14.	Caution Deposit-Computer Lab (Refundable)	800	-	-	-
15.	Industrial Interface and Management Fest	800	800	800	800
16.	University Development Fee	500	-	-	-
17.	Departmental Development Fee	10,000	10,000	10,000	10,000
	Total	64,250	58,750	58,750	58,750
	Total Course Fee	Rs. 2,40,500/- only			

13. Commencement of Academic session 2024-25: 15th July, 2024.
