

Executive Master of Business Administration Subject & Syllabus

Semester 1	Financial Accounting
	Managerial Economics
	Quantitative Methods
	Business Communication
	Business Analysis using Financial Statements
Semester 2	Macroeconomic Environment for Business
	Interpersonal Behaviour and Talent Effectiveness
	Operations Management
	Marketing Management
	Legal Aspect of Business
Semester 3	Critical Thinking
	Strategic Management
	Industrial relations and labour welfare
	Supply chain management
	Sales & Distribution Management
	Negotiation Skills
Decision-Making Method	

Syllabus

Semester 1

Financial Accounting

Unit I

Introduction to accounting, Accounting equation, Preparation of financial statements, Accounting Standards, US GAAP, Indian GAAP, IFRS

Unit II

Accounting Cycle, Journal, Ledger, Trial Balance, Final Accounts, Introduction to Accounting for Inventories, Accounting for Receivables, Fixed Assets, Depreciation and Amortization

Unit III

Accounting for Liabilities, Accounting for Shareholder Equity, Statement of Cash Flows, Preparation of Budget and Budgetary control, Analysis of Financial Statements, Comparative Statements, Common Size Statements, Ratio Analysis, Du-Pont Analysis, Introduction to Cost and Management Accounting, Cost concepts: Absorption & Marginal Costing, CVP Analysis.

Managerial Economics

Unit I

Fundamentals of Economics, Microeconomics and Macroeconomics, Marginal Analysis and Time Value of Money

Unit II

Firm Meaning and Objectives, Demand and Supply Analysis, Utility Analysis, Production and Cost Analysis, Market Analysis

Unit III

Price Discrimination, Pricing Strategies, Public Goods and Externalities, Asymmetric Information, Economics of Uncertainty and Risk.

Quantitative Methods

Unit I

Introduction of Descriptive Statistics, graphical representation, measures of central tendency, measures of spread, probability and probability distributions

Unit II

Concept of inferential statistics, hypothesis testing, simple linear regression and correlation analysis. Forecasting time series analysis, decision analysis, decision trees and payoff tables. Time value of money, simple and compound interest, depreciation, present value.

Business communication

Unit I

Introduction to Business communication, The Concept of Communication, Significance of Communication, Nature of Business Communications: A Case Study, effective communication skill, Objective of Business Communication. Effective Communications Skills, Summary, Key Words.

Unit II

Process of communication, How to Understand Communication Process, A Common Misconception, The Communication Environment, A Well Designed Communication Process, Summary, Key Words. Barriers in Communication, Gateways to Communication Barriers, Making Communication Effective, Summary, Key Words, Self-Assessment Questions, Suggested Readings.

Unit III

Commercial Letter, Do's and Don'ts of Commercial Letter, Types of Business Reports, Characteristics of A Good Report, Structures of Business Reports

Unit IV

Oral and Non-verbal Communication, public speaking and presentation, Encoding and Translating, Understanding Your Audience, Targeting Your Audience, Designing a Presentation, Preparing the Venue and Seating Arrangement, Final Point and Getting Start

Unit V

Communication negotiations and legal aspects, Essentials of Agency Correspondence, Hints for Drafting Agency-related Letters, Some Sample Letters

Business Analysis using Financial Statements**Unit I**

Introduction to accounting, importance, objectives, principles, GAAP, accounting concepts and conventions. Accounting System, double entry system, Recording business transactions, classification of accounts, accounting cycle, users of accounting information

Unit II

Accounting process, books of original journal, ledger, trial balance, and classification of capital and revenue expenses, final accounts with adjustments, cash book and other subsidiary books.

Unit III

Depreciation concept, methods of depreciation, their impact on measurement of business accounting, straight line method, written down Value method, shares and debentures, entries for issue of shares, forfeiture, issue of shares at discount and premium, issue and redemption of debentures.

Unit IV

Statement of changes in working capital, funds from operations, paid and unpaid Costs, financial analysis, introduction to Funds Flow Statement, cash flow statement vs. funds flow statement, preparation and analysis of cash flow statement

Unit V

Analysis and interpretation of financial statements from Investor and company point of view, horizontal and vertical analysis of company financial statements, liquidity, leverage, solvency and profitability ratios, techniques Du Pont chart, window dressing, limitations of financial statements, case study on financial reporting & analysis.

Semester 2

Macroeconomic Environment for Business

Unit-1 Concepts and Dimensions

- Contemporary Global and Indian Environment
- Business and Society
- Social Responsibility of Business
- Consumerism and Business

Unit-2 Macro Economic Concepts and Macro Environment

- Macroeconomic Environment and Modern Theories of Economic Growth
- Aggregate Demand and Supply
- Inflation
- Unemployment

Unit-3 Economic Reforms, Economic Planning and Economic Policy

- Economic Planning in India
- New Economic Policy
- Economic Reforms in India-I
- Economic Reforms in India-II

Unit-4 Industrial Policy & Industrial Financial Institutions

- Industrial Policy and Industry Licensing
- Public Sector Enterprises and Small and Medium Enterprises
- Micro-Finance
- Financial Institutions (IDBI, IFCI, ICICI, UTI and SIDBI)

Unit-5 Foreign Trade, Foreign Capital and Forex Management

- Foreign Trade: Theories, Issues and Modern Context
- FDI and FII
- Foreign Exchange Rates and Foreign Exchange Markets
- IS-LM-BOP Curve Analysis

Unit-6 Globalization and World Trading System

- Globalization, Liberalization and Privatization
- Regional Trading Blocks
- World Trade and Emerging Environment
- Multilateral Trading System

Interpersonal Behaviour and Talent Effectiveness

Unit-I: Theories of Management

Basics of Management, Importance of management, Functions of Management, Levels of Management, Scientific Management Theory, Fayola's fourteen principles of management, Bureaucratic Theory, Human Relations Movement, Systems and Contingency theory.

Unit-II: Planning and Organising

Introduction, features of planning, principles of planning, importance of planning, forms of planning, guidelines for effective planning, steps in planning process. Organising: Principles of Organizing, Authority, Organizational Design, Job Design, Relation between Authority, Power and Influence.

Unit-III: Leadership and Motivation Theories

Leadership Theories, Great Man theory, Trait Theory, The Managerial Grid Model, Path-goal theory, Leader-member Exchange (LMX), Fiedler's contingency theory. Motivational Theories: Maslow's Hierarchy of Needs, Two factor theory of Motivation, Theory X and Theory Y, McClelland's need theory. Communication: Process, Barriers, guidelines for effective communication.

Unit-IV: Organizational Behaviour

Elements of OB, Disciplines of OB. Perception process, Attitudes, Personality Theories Extrovert & Introvert, Type-A & Type-B, Sigmund Freud's Psychoanalytic theory. Stress Management.

Unit-V: Group Behaviour

Foundations of Group Behaviour, Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Understanding Work Teams, Types of Teams, Creating Effective Teams

Operations Management

Unit 1: Introduction

Introduction of operations function and Production & Operation Management, Transformation process, Input transformed and transforming resources in service and manufacturing units, Using Operations as an competitive advantage, Forecasting in POM.

Unit 2: Strategic Decisions

Planning and Designing the products/services, Designing the facility location and layout, Selection and Management of Product Technology, Long-range Capacity Planning.

Unit 3: Operating Decisions

Planning Production Schedules, Aggregate Planning and Master Production Scheduling, Inventory Planning, Materials and Capacity Requirement Planning, JIT Manufacturing, Planning and Scheduling Services Operations.

Unit 4: Controlling and Improvement Decision

Controlling the Operations for Productivity, Quality and Reliability, Quality Control, Total Quality Management, Maintenance Management, Improving the Operations Process.

Marketing Management

Unit-1 Introduction to Marketing:

- Meaning
- Importance
- Core Concept
- Marketing Management Process
- Marketing Environment.

Unit-2 Marketing Planning

- Identification of market
- Market Segmentation
- MIS
- MR
- Consumer Behaviour and Demand Forecasting

Unit-3 Product Pricing Strategy:

- Product
- Product Classifications
- Product Strategies
- New Product Development
- Product Life Cycle and Marketing Mix Strategy
- Branding, Labelling and Packaging Strategies
- Pricing Methods and Strategy.

Unit-4 Promotion and Placement Management:

- Integrated Marketing Communication (IMC) and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Functions of wholesaler and retailer.

Unit-5 Contemporary topics in Marketing:

- In Practice, Marketing of Services, Rural Marketing, International Marketing and Digital Marketing and Green Marketing

Legal Aspect of Business

Unit 1 Mercantile and Commercial Law

- **The Indian Contract Act 1872**

Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, quasi contracts.

- **The Sale of Goods Act 1930**

Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

- **Negotiable Instruments Act 1881**

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

- **Agency**

Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agent's torts, termination of agency.

Unit 2 Company Law

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

Unit 3 Industrial Law

An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.

Unit 4 Income Tax Act and Sales Tax Act

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

Unit 5 Consumer Protection Act and Introduction of Cyber Laws

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Machineries and Forums, Cyber-crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

Critical Thinking

Unit 1 Critical Thinking

- Importance and process
- Barriers to critical thinking

Unit 2 Argument

- Difference between an argument and an opinion
- Types of arguments
- Valid patterns in arguments

Unit 3 Fallacies and Biases

- Types of fallacies
- Social influences on critical thinking

Unit 4 Developing critical thinking

- Developing critical thinking skills in the areas of reading, writing, speaking and listening

Unit 5 constructing an academic argument

- The role of word choices in building arguments
- Hedging
- Using evidence to support claims
- Integrating evidence with comments
- Using quotations, paraphrase and summaries
- Avoiding plagiarism

Unit 6 Critical review

- Purpose and structure
- Writing a critical review

Unit 7 Characteristics of critical and analytical writing

Unit 8 Issue writing

Semester 3

Strategic Management

Unit I

Introduction to Strategy and process, Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process, Stakeholders in business, Vision, Mission and Purpose, Business definition, Objectives and Goals, Corporate Governance and Social responsibility-case study.

Unit II

Competitive Advantage information, External Environment, Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution. Globalization and Industry Structure, National Context and Competitive advantage Resources Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage, Distinctive Competencies-Resources and Capabilities durability of competitive Advantage, Avoiding failures and sustaining competitive advantage-Case study.

Unit III

Theory of Strategies, The generic strategic alternatives, Stability, Expansion, Retrenchment and Combination strategies, Business level strategy, Strategy in the Global Environment, Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances, Building and Restructuring the corporation, Strategic analysis and choice, Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis, SWOT Analysis, GAP Analysis, McKinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness, Selection of matrix, Balance Score Card and case study.

Unit IV

Strategy implementation & evaluation, The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems, Matching structure and control to strategy, Implementing Strategic change, Politics, Power and Conflict, Techniques of strategic evaluation & control-case study.

Unit V

Other strategic issues, Managing Technology and Innovation, Strategic issues for Non Profit organizations, New Business Models and strategies for Internet Economy-case study

Industrial relations and labour welfare

Unit I

Industrial relations, Concepts, Importance, Industrial Relations problems in the Public Sector, Growth of Trade Unions, Codes of conduct.

Unit II

Industrial conflicts, Dispute, Impact, Causes, Strikes, Prevention, Industrial Peace, Government Machinery, Conciliation, Arbitration and Adjudication.

Unit III

Labor welfare, Concept, Objectives, Scope, Need, Voluntary Welfare Measures, Statutory Welfare Measures, Labor, Welfare Funds, Education and Training Schemes.

Unit IV

Industrial safety, Causes of Accidents, Prevention, Safety Provisions, Industrial Health and Hygiene. Importance, Problems, Occupational Hazards, Diseases, Psychological problems, Counselling, Statutory Provisions.

Unit V

Welfare of special categories of labor, Child Labor, Female Labor, Contract Labor, Construction Labor, Agricultural Labor, Differently abled Labor, BPO & KPO Labor, Social Assistance, Social Security, Implications

Supply chain management

Unit I

Introduction, Supply Chain, Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Supplier, Manufacturer, Customer chain. Enablers/ Drivers of Supply Chain Performance, Supply chain strategy, Supply Chain Performance Measures.

Unit II

Strategic sourcing, Outsourcing, Make Vs buy, Identifying core processes, Market Vs Hierarchy, Make Vs buy continuum, Sourcing strategy, Supplier Selection and Contract Negotiation. Creating a world-class supply base Supplier Development, World Wide Sourcing.

Unit III

Supply chain network, Distribution Network Design, Role, Factors Influencing Options, Value Addition, Distribution Strategies, Models for Facility Location and Capacity allocation. Distribution Centre Location Models, Supply Chain Network optimization models. Impact of uncertainty on Network Design, Network Design decisions using Decision trees.

Unit IV

Planning demand, inventory and supply, managing supply chain cycle inventory. Uncertainty in the supply chain, Analysing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life, cycle products, multiple item, multiple location inventory management, Pricing and Revenue Management

Unit V

Current trends, Supply Chain Integration, Building partnership and trust in SC Value of Information, Bullwhip Effect, Effective forecasting, Coordinating the supply chain, SC Restructuring, SC Mapping, SC process restructuring, Postpone the point of differentiation, IT in Supply Chain, Agile Supply Chains, Reverse Supply chain, Agro Supply Chains.

Sales & Distribution Management

UNIT 1

Nature and Scope of Sales Management; Objectives and functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation; Recruiting and selecting Sales Personnel Methods and administering selection procedures;

UNIT 2

Developing Sales Training Programmes, Executing and Evaluating sales training programmes; Motivating Sales Personnel; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel;

UNIT 3

Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions

UNIT 4

Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Negotiation Skills

Unit 1.

Introduction. What is negotiation?

- Definition
- Negotiation vs other social interactions
- Aspects of negotiation research and practice
- Aspects of negotiation

Unit 2.

Preparing the negotiations

- Goal setting: identifying your goals, options and criteria of success
- Identifying your BATNA (best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement)
- Assessing the other side, red teaming
- Learning about catalysts and barriers of successful collaboration
- Designing a negotiation plan
- Creating a negotiation team

Unit 3.

In the room: the actual negotiation stage

- 3 phases of actual negotiations: initial phase, exploratory phase and finalization
- Rational and emotional elements of trust, cultural and psychological differences of
- Trusting people
- Tactics for promoting a constructive negotiation climate
- Positions and interests in negotiations
- Four negotiation scenarios: win win, win lose, lose win, lose lose
- The Thomas - Kilmann Conflict Mode Instrument in negotiations
- Leigh Thompson's five negotiation mental models
- Negotiation styles
- Persuasion techniques
- Instruments of negotiations
- The role of outside actors in negotiations: the media and interest groups
- Finalization: overcoming impasse
- Reaching an agreement, types of agreements

Unit 4

Negotiation strategies

- Positional bargaining
- Principled negotiations by Roger Fisher and William Ury
- Mixed negotiating by Willem Mastenbroek
- 3D Negotiation by David Lax and James Sebenius

Unit 5

Countering manipulation and psychological press

- The methods and algorithms of revealing and countering manipulation
- Transactional analysis in negotiations

Unit 6

Post negotiation stage

- Implementation and compliance
- Post negotiation assessment and evaluation

Unit 7

Special negotiation cases

- International and cross-cultural negotiations
- Crisis negotiations

Decision-Making Method

Unit 1 Problem Solving and Decision Making.

- Definition of the problem and potential causes for the problem. Identifying alternatives for approaches to resolve the problem.
- Selecting an approach to resolve the problem.
- Implementation of the best alternative.
- Action plan.
- Monitoring implementation of the plan.
- Rational Versus Organic Approach to Problem Solving.
- Discover Your Decision Making Style.

Unit 2 Decision Making Process.

- Disciplined decision-making process.
- Formal decision-making method.
- Time decisions.
- Problem definition.
- Requirements identification.
- Goal establishment.
- Evaluation criteria development.
- General Decision-Making Process (scheme).
- Paired Comparison Analysis.
- General Decision-Making Process (description).
- Define the Problem.
- Determine Requirements.
- Establish Goals.
- Identify Alternatives.
- Define Criteria.

- Select a Decision-Making Tool: Pros and Cons Analysis, Kepner-Tregoe Decision Analysis (K-T), Analytic Hierarchy Process (AHP), Multi-Attribute Utility Theory Analysis (MAUT), Cost Benefit Analysis (CBA), Custom Tailored Tools etc.
- Evaluate Alternatives against Criteria.
- Validate Solution(s) against Problem Statement.

Unit 3 Decision Making Methods.

- Decision Analysis techniques.
- Pros and Cons Analysis.
- Pros and Cons Analysis (example).
- Kepner-Tregoe (K-T) Decision Analysis.
- Kepner-Tregoe (K-T) Decision Analysis (example).
- K-T Troubleshooting Methodology.
- Determining pros and cons of franchising by using SWOT-analysis.
- Analytic Hierarchy Process (AHP).
- Pairwise comparisons.
- Analytic Hierarchy Process (AHP) (example).
- Example of Pair-Wise Comparison of Criteria.

Placement opportunity

Executive MBA students can lead to a wide range of career opportunities in the below Sectors.

- Healthcare Sectors
- Information Technology
- Accounting
- Education
- Supply Chain Management
- Human Resources