

Chaudhary Ranbir Singh University, Jind

(Established by the State Legislature Act-28 of 2014)



Syllabus of the Programme for

Post Graduate Programme

Master of Business Administration (Executive)

as per NEP 2020

Curriculum and Credit Framework for Postgraduate Programme

With Internship and CBCS-LOCF

With effect from the session 2024-25

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
CHAUDHARY RANBIR SINGH UNIVERSITY, JIND -126102
HARYANA, INDIA**

Programme Learning Outcomes(PLOs) for PG Programmes as per NEP- 2020

Programme Learning Outcomes (PLOs): PLOs include outcomes specific to disciplinary areas of learning associated with the chosen field (s) of learning as well as generic learning outcomes. These also include transferable skills and competencies that post graduates of all programmes of study should acquire and be able to demonstrate for the award of the Degree. The programme learning outcomes would also focus on knowledge and skills that prepare students for further study, employment, research and responsible citizenship.

The PLOs may be stated as per following domains:

Template for PLOs for a Master Degree

PLOs	Master Degree in Business Administration (Executive)
	After the completion of Master degree in Business Administration (Executive) the student will be able to:
PLO-1: Knowledge and Understanding	Demonstrate the fundamental and advanced knowledge of the subject and understanding of recent developments and issues, including methods and techniques, related to the Business Administration.
PLO-2: General Skills	Acquire the general skills required for performing and accomplishing the tasks as expected to be done by a skilled professional in the fields of Business Administration.
PLO-3: Technical/ Professional Skills	Demonstrate the learning of advanced cognitive technical/professional skills required for completing the specialized tasks related to the profession and for conducting and analyzing the relevant research tasks indifferent domains of the Business Administration.
PLO-4: Communication Skills	Effectively communicate the attained skills of the Business Administration in well-structured and productive manner to the society at large.
PLO-5: Application of Knowledge and Skills	Apply the acquired knowledge and skills to the problems in the subject area, and to identify and analyze the issues where the attained knowledge and skills can be applied by carrying out research investigations to formulate evidence-based solutions to complex and unpredictable problems associated with the field of Business Administration or otherwise.
PLO-6: Critical Thinking and Research Aptitude	Attain the capability of critical thinking in intra/inter-disciplinary areas of the Business Administration enabling to formulate, synthesize, and articulate issues for designing of

	research proposals, testing hypotheses, and drawing inferences based on the analysis.
PLO-7: Constitutional, Humanistic, Moral Values and Ethics	Know constitutional, humanistic, moral and ethical values, and intellectual property rights to become a scholar/professional with ingrained values in expanding knowledge for the society, and to avoid unethical practices such as fabrication, falsification or misrepresentation of data or committing plagiarism.
PLO-8: Capabilities/Qualities and Mindset	To exercise personal responsibility for the outputs of own work as well as of group/team and for managing complex and challenging work(s) that requires new/strategic approaches.
PLO-9: Employability and Job- Ready Skills	Attain the knowledge and skills required for increasing employment potential, adapting to the future work and responding to the rapidly changing demands of the employers/industry/society with time.

Choudhary Ranbir Singh University, Jind
Scheme of Examination for Postgraduate Programme MBA (Executive) of Semester III and VI
as per NEP 2020 Curriculum and Credit Framework for Postgraduate Programme
(CBCS LOCF) with effect from the session 2024-25
Framework-2
Scheme-S

Semester	Course Type	Course Code	Nomenclature of course	Theory (T)/ Practical (P)	Credits		Contact hours per week				Internal Assessment Marks	End Term Examination Marks	Total Marks	Examination hours
					Subject wise	Total	L: Lecture P: Practical T: Tutorial							
							L	T	P	Total				
3	CC-11	MBAEX-CC-301	Strategic Management	T	4	26	3	1	0	4	30	70	100	3
	CC-12	MBAEX-CC-302	Business Laws and Governance	T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-3			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-4			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-5			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-6			T	4		3	1	0	4	30	70	100	3
	OEC*	The students of the department have to choose one open elective course (OEC) of two credit from the university pool of OEC other than offered by the department Or Student may opt online course of two credit from SWAYAM/MOOC		T	2	-	-	-	-	-	-	50	-	

Semester	Course Type	Course Code	Nomenclature of course	Theory (T)/ Practical (P)	Credits		Contact hours per week L: Lecture P: Practical T: Tutorial				Internal Assessment Marks	End Term Examination Marks	Total Marks	Examination hours
					Subject wise	Total	L	T	P	Total				
4	CC-13	MBAEX-CC-401	Corporate Social Responsibility and Sustainability	T	4	26	3	1	0	4	30	70	100	3
	CC-14	MBAEX-CC-402	AI Applications in Business	T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-7			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-8			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-9			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-10			T	4		3	1	0	4	30	70	100	3
	EEC	M24-EEC-419	Entrepreneurship and Start up Management	T	2	2	0	0	2	15	35	50	3	
4	The students who will opt Dissertation/Project Work in 4 th Semester will study the following subjects.													
	Discipline Elective Course (DEC)-7			T	4	26	3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-8			T	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-9			T	4		3	1	0	4	30	70	100	3
	EEC	M24-EEC-419	Entrepreneurship and Start up Management	T	2		2	0	0	2	15	35	50	3
	Dissertation/Project work	MBA-REC-418	Dissertation/ Research Report/Project Report		12		0	0	0	12	0	300	300	

Specializations Offered: The department would offer Six specializations viz. Marketing, Finance, Human Resource Management, Business Analytics, Entrepreneurship Development, and International Business in MBA from third semester onwards in the second year. A student can opt any **One** specialization out of six specializations. The student will opt elective courses of that specialization in 3rd and 4th Semester. The department reserves the right to offer specialization subject to the availability of resources as per university rules.

Note: Depending upon the requirement, the department will offer **Four** elective courses out of the following six elective courses. Thus top four (In terms of student's strength in each) would be offered for a particular batch.

Dissertation/Project Work: A student who opts for Dissertation/Project work of 12 credits in 4th (2nd) semester of 2-year (1-year) PG Programme will be required to do the and research work based on systematic, scientific and rigorous investigations on the chosen approved methods/techniques/innovations.

- A) A student, who opts for Dissertation/Project work in 4th semester of PG Programme, shall submit a request for allotment of a supervisor mentioning her/his research areas of interest in order of preference to the Chairperson/Principal/Director during 3rd semester. The Department/College/Institute will allot a qualified supervisor to guide the student for doing research for Dissertation/Project work. A regular full-time teacher of that Department/College/Institute (DCI), who has been approved to supervise Ph.D. scholars by the university, will be eligible to guide the students for Dissertation/Project work.
- B) The student will submit the synopsis to the supervisor. In case of University Teaching Department (UTD), the synopsis will be approved by the Departmental Research Advisory Committee (DRAC) after recommendation of the supervisor. In case of affiliated Colleges/Institutes, the Principal/Director shall constitute a committee of at least three members of the concerned subject for this purpose at the College/Institute level. The committee will consist of at least one subject expert from Chaudhary Ranbir Singh University to be nominated by the Chairperson/Director on the request of College/Institute. The request for external expert should reach to the Chairperson/Director before 30th November of the concerned year. The list of students, their approved topics, and names of supervisors along with their synopsis will have to be submitted by the College/Institute to the respective Chairperson/Director latest by 31st January of the concerned year.
- C) The student shall be required to submit three hard copies of her/his dissertation or project report along with soft copy as PDF file to the Department/College/Institute (DCI) by 31st May of the concerned year which will be forwarded to the Controller of Examinations for evaluation within a week; furthermore, prior to submitting their dissertation, students are required to present a paper on their research at a national or international conference/publish their research paper on the topic in a peer-reviewed journal.
- D) The anti-plagiarism policy of the University will have to be strictly followed by the candidate and the supervisor for dissertation/project report. Similarity report as per anti-plagiarism policy of the university is to be annexed with the dissertation/project report.
- E) Evaluation of the dissertation/project report shall be done by an external examiner. The panel of examiners for evaluation of dissertations/project reports will be approved by the respective PGBOS.
- F) The schedule as specified above is to be strictly followed by the student and Department/College/Institute (DCI) and any relaxation will not be allowed. However, in exceptional and genuine cases, late submission may be allowed with a late fee, as decided by the University from time to time.

Semester -III

Marketing		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-313	Advertising Management
Discipline Elective Course (DEC)-4	MBAEXE-DEC-314	Consumer Behaviour
Discipline Elective Course (DEC)-5	MBAEXE-DEC-315	Digital and Social Media Marketing
Discipline Elective Course (DEC)-6	MBAEXE-DEC-316	Marketing Research and Analytics

Finance		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-323	Investment Management
Discipline Elective Course (DEC)-4	MBAEXE-DEC-324	Banking and Financial Services
Discipline Elective Course (DEC)-5	MBAEXE-DEC-325	Risk Management and Insurance
Discipline Elective Course (DEC)-6	MBAEXE-DEC-326	Project Planning and Management

Human Resource Management		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-333	Industrial Relations and Employment Laws
Discipline Elective Course (DEC)-4	MBAEXE-DEC-334	Compensation and Reward Management
Discipline Elective Course (DEC)-5	MBAEXE-DEC-335	Talent Acquisition and Performance Management
Discipline Elective Course (DEC)-6	MBAEXE-DEC-336	Human Resource Metrics and Analytics

Business Analytics		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-343	Business Analysis using Excel
Discipline Elective Course (DEC)-4	MBAEXE-DEC-344	Social Media Analytics
Discipline Elective Course (DEC)-5	MBAEXE-DEC-345	Business Data Mining
Discipline Elective Course (DEC)-6	MBAEXE-DEC-346	Data Analytics using R

Entrepreneurship Development		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-353	Fundamentals of Entrepreneurship
Discipline Elective Course (DEC)-4	MBAEXE-DEC-354	Social Entrepreneurship
Discipline Elective Course (DEC)-5	MBAEXE-DEC-355	Family Business Management
Discipline Elective Course (DEC)-6	MBAEXE-DEC-356	New Venture Creation and Management

International Business		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-3	MBAEXE-DEC-363	International Marketing
Discipline Elective Course (DEC)-4	MBAEXE-DEC-364	India's Foreign Trade and Policy
Discipline Elective Course (DEC)-5	MBAEXE-DEC-365	Foreign Exchange Management
Discipline Elective Course (DEC)-6	MBAEXE-DEC-366	International Logistics

Semester -IV

Marketing		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-413	Service Marketing
Discipline Elective Course (DEC)-8	MBAEXE-DEC-414	International Marketing
Discipline Elective Course (DEC)-9	MBAEXE-DEC-415	Sales and Distribution Management
Discipline Elective Course (DEC)-10	MBAEXE-DEC-416	Supply Chain and Logistics Management

Finance		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-423	Foreign Exchange Management
Discipline Elective Course (DEC)-8	MBAEXE-DEC-424	Financial Derivatives
Discipline Elective Course (DEC)-9	MBAEXE-DEC-425	Private Equity and Wealth Management
Discipline Elective Course (DEC)-10	MBAEXE-DEC-426	Corporate Restructuring and Value Creation

Human Resource Management		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-433	Change Management and Organizational Development
Discipline Elective Course (DEC)-8	MBAEXE-DEC-434	Group Dynamics and Leadership Excellence
Discipline Elective Course (DEC)-9	MBAEXE-DEC-435	Counselling, Mentoring and Negotiation Skills
Discipline Elective Course (DEC)-10	MBAEXE-DEC-436	Training, Learning and Development

Business Analytics		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-443	IOT and Big Data
Discipline Elective Course (DEC)-8	MBAEXE-DEC-444	Predictive Analytics for Business Decisions
Discipline Elective Course (DEC)-9	MBAEXE-DEC-445	Data Analysis using Python
Discipline Elective Course (DEC)-10	MBAEXE-DEC-446	Financial Modeling

Entrepreneurship Development		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-453	Enterprise Appraisal and Financing
Discipline Elective Course (DEC)-8	MBAEXE-DEC-454	MSME Policy Framework
Discipline Elective Course (DEC)-9	MBAEXE-DEC-455	Marketing Management of New Ventures
Discipline Elective Course (DEC)-10	MBAEXE-DEC-456	Financial Innovation and Entrepreneurship

International Business		
Course Type	Paper Code	Title of Course
Discipline Elective Course (DEC)-7	MBAEXE-DEC-463	Export-Import Procedures and Documentation
Discipline Elective Course (DEC)-8	MBAEXE-DEC-464	International Strategic Management
Discipline Elective Course (DEC)-9	MBAEXE-DEC-465	International Financial Markets
Discipline Elective Course (DEC)-10	MBAEXE-DEC-466	Regional Economic Blocks

Part A - Introduction

Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Strategic Management		
Course Code	MBAEX-CC-301		
Course Type	CC-11		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Get awareness about the way strategic thinking shapes the organisation.</p> <p>CLO 2: Understand various tools and techniques governing corporate strategy.</p> <p>CLO 3: Comprehend strategic outlook governing corporate sector</p> <p>CLO 4: Comprehend strategic management and business policy in actual practice.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Strategic Management- Meaning, Evolution and significance in contemporary organisations. Strategic Management v/s Business Policy. Strategic Management Process. Levels of Strategy in an Organisation.	15
II	Strategic Formulation- Company's Vision, Mission and Objectives. Environmental and Organisational Appraisal- Various Techniques. Strategic Alternatives. Strategic Choices using Matrices like BCG, GE and Shell etc.	15
III	Strategic Implementation- Structural Behavioural and Functional Implementation. Strategic Evaluation and Control- Process and Techniques.	15
IV	Emerging Trends in the field of Strategic Management. Synergic and Sustainable Competitive Advantages using Strategy. New Directions in Strategic Thinking and Leadership.	15
Total Contact Hours		60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Jauch and Glueck, Business Policy and Strategic Management, McGraw Hill.			
2. Thompson LA and Stickland AJ, Strategic Management- Concepts and Cases, McGraw Hill.			
3. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill.			
4. Kenneth and Andrews, Concepts of Corporate Strategy.			
5. Thompson, Crafting and Executing Strategy, McGraw Hill.			
6. Melvin J Stanford, Management Policy.			

Part A - Introduction

Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Business Laws And Governance		
Course Code	MBAEX-CC-302		
Course Type	CC-12		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the importance and various provisions of relating to Contracts. CLO 2: Understand the dynamics of company formation and management. CLO 3: Know in detail the acts governing Information Technology in India CLO 4: Understand laws governing Intellectual Property and Consumer Protection in India.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Indian Contract Act 1872 - Nature and Scope. Essential of a contract and various types of contracts. Formation, performance and discharge of a contract. Legal remedies against a breach of a contract.	15
II	Company Act 2013- Meaning, nature, features and types of company. Formation of a company. Various issues relating to management of a company. Legal remedies against mismanagement of company. Provisions relating to winding up of a company.	15
III	Introduction to E-commerce and need for regulatory framework for E-commerce. Contract v/s E-Contract. IT Act 2000- Nature Scope and Objectives of IT Act 2000. Provisions relating to security issues in E-commerce. Cyberspace, Cybercrime and Cybersecurity.	15

IV	IPR and IP Laws. Patents and Copyrights- Meaning and legal remedies against infringement. Consumer Protection Act 2019- Features and provisions. District, State and National Consumer Forums.		15	
Total Contact Hours			60	
Suggested Evaluation Methods				
Internal Assessment: 30			End Term Examination: 70	
➤ Theory		30	➤ Theory:	70
• Class Participation:		5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:		10		
• Mid-Term Exam:		15		
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
1. Singh, Avtar, Company Law, Eastern Publications.				
2. Tuteja, SK, Business Law for Managers , Sultan Chand.				
3. Gupta, Parul, Legal Aspects of Business- Concepts and Applications, EBC Webstore.				
4. Pathak, Akhileshwar, Legal Aspects of Business, EBC Webstore.				
5. Kuchhal, MC, Business Law, Vikas Publishing House.				

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Advertising Management		
Course Code	MBAEX-DEC-313		
Course Type	DEC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies, advertisements and articles in this area to be discussed in routine with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Comprehend the significance of advertising in acquiring and retaining customers and issues involved in advertising.</p> <p>CLO 2: To make students understand the elements of advertising to design the ads and the role of ad agency in attaining its broad marketing objectives.</p> <p>CLO 3: Devise media plan and make students understand the ad budget and the techniques of budgeting.</p> <p>CLO 4: Learn the techniques of measuring ad effectiveness and new concepts in reshaping the field of advertising.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Understanding advertising: Concept, evolution, purpose and classification. Advertising and society: ethical issues in advertising, social criticism of advertising, Laws in advertising, advertising bodies in India, Advertising objectives and DAGMAR approach		12
II	Brand positioning and advertising, Advertising agency; types, functions and structure of advertising agency, client-agency relationship; Source and message decisions, Building of advertising programme - message, headlines, copy, logo, illustration, appeal, and the layout.		16
III	Media planning and strategy – development of media plan,		18

	establishing media objectives, developing and implementing media strategies, evaluation and follow up of media plan; Budgeting-establishment and allocation and budgeting approaches. Measuring the effectiveness of the promotional program-	
IV	Measuring advertising effectiveness: pre testing, post testing, laboratory tests and field tests. Online advertising: objectives, importance, types and challenges of online advertising, advertising on the internet, social network platforms and measuring effectiveness of internet advertising.	14
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Belch, George E., Belch Michael A. and Purani Keynoor: Advertising and Promotion: An integrated Marketing Communication Perspective, McGraw Hill Education Pvt. Ltd., New Delhi.		
2. Jethwaney J. and Jain S.: Advertising Management, Oxford University Press, New Delhi.		
3. Batra Rajeev, Myers John G. and Aaker, David A., Advertising Management, Pearson Education, India.		
4. Kazmi S. H. H. and Batra S. K., Advertising and Sales Promotion, Excel Books, New Delhi.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Investment Management		
Course Code	MBAEX-DEC-323		
Course Type	DEC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Get Acquaintance of the fundamentals of investment management, investing operations, and investment avenues.</p> <p>CLO 2: Analyze and identify securities for investment and trading in Indian markets.</p> <p>CLO 3: Understand, Analyze and apply valuation models to securities price forecasting.</p> <p>CLO 4: Evaluate the intrinsic value of financial asset and analyzing the factors that influence its price in the future.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Investment – meaning and avenues of investment, Concept of risk and return in stock investing: determinants of stock return, nature and sources of investment risk, measurement of underlying risk and return. Investment choices and asset allocation decision – Investment process, individual investor life cycle and asset allocation, security and portfolio approaches, continuous and discrete compounding.		15
II	Organization and functioning of financial markets in India - primary, secondary markets, and financial intermediaries. Listing of securities, securities trading and settlement, investor protection and regulation of securities trading and markets: SEBI guidelines.		15

III	Security evaluation framework: Common evaluation framework for bonds and equities, Random walk theory and Efficient market hypothesis: forms, tests and anomalies, Fundamental analysis – Economic, industry and company analyses.	15
IV	Technical analysis – DOW theory, technical trading tools and underlying rules: Bollinger bands and Fibonacci lines, Moving averages convergence and divergence (MACD) and Relative strength Index (RSI), Volume indicators (VI), Accumulation/Distribution (A/D) and Directional Index (DI). Passives and active investing, investing in fixed income securities: principles and valuation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., Fundamentals of Investments, Prentice Hall.		
2. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., Investments, Tata McGraw-Hill.		
3. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill.		
4. Elton, E.J. and Gruber, M.J., Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.		
5. Fabozzi, F.J. and Markowiz, H.M., The Theory and Practice of Investment Management:		
6. Graham and Dodd, “Security Analysis Asset Allocation, Valuation, Portfolio Construction, and Strategies”, Wiley.		
7. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall.		
8. Mayo, H.B., Investments: An Introduction, Thomson Asia.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Industrial Relations and Employment Laws		
Course Code	MBAEX-DEC-333		
Course Type	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the facets of the interactions between employers and employees. To be conversant with various emerging trends in industrial relations.</p> <p>CLO 2: Understand the characteristics, roles and relevance of trade unions. Comprehend several forms and causes of industrial disputes and to understand the legal framework for dispute resolution</p> <p>CLO 3: Understand the need, importance and fundamental principles of labour legislation in India</p> <p>CLO 4: Understand legal provisions of Regulative and Protective Labour Legislations, Social Security Legislations, Wage Related Legislations</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Industrial Relations: Meaning, Nature, Objective and Significance of Industrial Relation; Meaning of Employee Relations and its difference with Industrial Relations; Tripartite Scheme of Industrial Relations; Approaches to the Industrial Relation - Psychological Approach, Sociological Approach, Human Relations Approach, Socio Ethical Aspects, Gandhian Approach, Unitary Approach, Pluralistic Approach; Salient Features of IR in India		15
II	Trade Unions: Definitions , Reasons for formation of trade unions, Characteristics , Functions, Problems faced by Trade unions and future of trade unions; Workers Participation in Management and Collective Bargaining: Meaning and nature, Essential Pre- requisites for collective bargaining, Levels of Collective Bargaining-Plant Level, Industry Level and National Level, The collective Bargaining		15

	Process, Advantages and disadvantages of collective bargaining; ILO and its role - Tripartite approach in industrial relations. Industrial Disputes: Meaning, Cause, Types, Machineries for prevention and solution of Industrial Disputes.	
III	Labour Legislations: Nature, Objectives, Need, Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; New Labour Codes. The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948	15
IV	Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. Social Security Labour Legislations: The Workmen's Compensation Act, 1923, The Maternity Benefit Act 1961. Laws Relating to Protection of Women at Workplace: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: <ul style="list-style-type: none">• Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2012). Dynamics of industrial relations (15th ed.). Himalaya Publishing House.• Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial relations and labour laws (2nd ed.). Tata McGraw-Hill Education.• Srivastava, S. C. (2012). Industrial relations and labour laws (6th ed.). Vikas Publishing House.• Venkata Ratnam, C. S. (2010). Industrial relations (2nd ed.). Oxford University Press.• Sarma, A. M. (2016). Industrial relations: Conceptual and legal framework (2nd ed.). Himalaya Publishing House.• Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions and labour legislation (2nd ed.). Pearson Education India.• Gupta, R. C. (2019). Industrial relations and labour laws. Sultan Chand & Sons.• Dwivedi, R. S. (2009). Managing human resources and industrial relations. Galgotia Publishing Company.• Mishra, S. N. (2002). Labour and industrial laws. Central Law Publications.• Kapoor, N. D. (2021). Elements of industrial law. Sultan Chand & Sons.• Bare Acts (Latest editions). The Factories Act, 1948; The Industrial Disputes Act, 1947; The Trade Unions Act, 1926; The Payment of Wages Act, 1936. Government of India.		

- Goswami, V. G. (2023). Labour and Industrial Laws (12th ed.). Central Law Agency.
- Padhi, P. K. (2021). Labour and Industrial Laws (3rd ed.). PHI Learning.
- Taxmann. (2023). Labour laws in India – A comprehensive guide. Taxmann Publications.
- Kumar, H. L. (2018). Digest of labour cases. Universal Law Publishing.
- Sharma, J. P. (2020). Simplified approach to labour laws. Bharat Law House.
- Singh, M. (2017). Labour laws: Everybody should know. Universal Law Publishing.
- Chhabra, T. N., & Rastogi, N. (2016). Industrial relations and labour laws. Sun India Publications.
- Jain, D. S. (2015). Industrial and labour laws. Regal Publications.
- Anand, D. (2022). Handbook on labour & industrial law. Law Publishing House.

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Business Analysis Using Excel		
Course Code	MBAEX-DEC-343		
Course Type	(DEC)-3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Turn the Numbers into Better Business Decisions. CLO 2: Know the Professional Tools available for Business Analysts. CLO 3: Learn the Winning Charts for Business Communication. CLO 4: Compare the different Business Scenarios.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Excel: Turning Numbers into Better Business Decisions, The Business Analyst's Excel Toolbox:-Essential Excel for Business Analysis, Professional Tools for Business Analysts.		15
II	Data Management and Organization: Collecting and Managing Business Data, Importing and Exporting Data, Power Functions for Managing Business Data.		15
III	Data Presentation: Communicating the message, meeting Stakeholders and Their Needs, Data Presentation Formats, Winning Charts for Business Communication: Professional Charting, Dynamic Charts.		15
IV	Data Analysis tools: Looking Inside the Data (Analysis): Analysing Data with Pivot Tables, Comparing Business Scenarios; Data Forecasting: Time Series and Forecasting, Regression.		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Whigham David, Business Data Analysis Using Excel, Oxford.
2. Winston Wayne, Microsoft Excel data analysis and business modeling, McGraw Hill Education
3. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI
4. Fairhurst Danielle Stein, Using Excel for Business Analysis- A guide to Financial Modelling, Wiley Publishing.
5. Day Alastair L. Mastering Financial Modeling in Microsoft Excel, Pearson, 2nd Edition
6. John Walkenbach, Excel 2019 Bible, Wiley Publishing.

PartA - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Fundamentals of Entrepreneurship		
Course Code	MBAEX-DEC-353		
CourseType	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the historical evolution and the present landscape of the Indian startup ecosystem within a global context.</p> <p>CLO 2: Analyze key sectors, market trends, and regional startup hubs to identify entrepreneurial opportunities.</p> <p>CLO3: Evaluate different business models and funding options suitable for the Indian market.</p> <p>CLO 4: Develop an entrepreneurial mindset focused on innovation, risk-taking, adaptability, and continuous learning.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Entrepreneurship: Definitions and myths about entrepreneurship, Role of entrepreneurship in economic development Introduction to the Indian startup ecosystem, Evolution: From IT outsourcing to product-driven innovation, Key milestones (Flipkart, Ola, Paytm, etc.), Government policies & initiatives (Startup India, Digital India) Market Dynamics and sectoral trends, Key sectors: FinTech, HealthTech, Agritech, EdTech, D2C, SaaS, Regional startup hubs (Bengaluru, Hyderabad, Pune, NCR, etc.), Urban vs. Bharat (Tier II & III opportunities)		15
II	Ideation and Problem Identification: Identifying gaps in the Indian market, User-centric problem solving Case studies: Razor pay, Meesho, Dunzo		15

	Building a Business Model: Business Model Canvas, Revenue models common in India, Freemium, subscription, aggregator models	
III	Legal & Regulatory Landscape: Registering a startup in India, Compliance: GST, MCA, FDI norms, IP, contracts, and founder agreements Product Development and MVP Strategy: Lean Startup methodology, User feedback and iteration, Tech-stack decisions for Indian conditions Funding Landscape in India: Angels, VCs, Incubators, Accelerators, Fundraising stages and timelines, Government and CSR funding initiatives	15
IV	Pitching and investor relations: Building a pitch deck, Investor expectations in India, Real-world pitch examples and feedback Failures, pivots and case studies: Learning from failures (Housing.com, TinyOwl), When to pivot or shut down, mental health and founder resilience Capstone Project & Final Presentations: Teams or individuals develop a startup idea, Pitch to a panel (real or simulated investors), Feedback and next steps	
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Reports & Whitepapers		
1. NASSCOM Startup Reports – Annual reports on the Indian startup landscape ○ https://nasscom.in/		
2. Startup India Action Plan ○ Government’s foundational document for policy support ○ https://www.startupindia.gov.in		
3. Hisrich, R. D., & Shepherd, D. A. (2017). <i>Entrepreneurship</i> . McGraw-Hill Education.		
4. Kumar, A. (2012). <i>Entrepreneurship: Creating and leading an entrepreneurial organization</i> . Pearson Education India.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	International Marketing		
Course Code	MBAEX-DEC-363		
Course Type	DEC - 3		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in this area to be discussed with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To make students understand the dynamics involved in international marketing, trade barriers and modes to enter in foreign markets. CLO 2: Gain useful insights regarding planning and selecting international markets and strategic decisions involved in this process. CLO 3: To make students understand the international marketing mix strategy with product and pricing decisions. CLO 4: Understanding the distribution and promotion strategies in marketing across the national boundaries.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	International Marketing: Nature, benefits and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; Basic modes for entry; Process of International Marketing	16	
II	International Marketing Planning: Framework and Process of market planning; Selection process and strategies; Process of marketing Control. Market segmentation, Target market strategies and positioning decisions	14	
III	International product policy and planning: International product mix, Product life cycle, product standardization and adaptation. Building	18	

	brands for foreign markets, labeling and packaging decisions, International pricing decisions- pricing policies, pricing decisions, Terms of sale, Dumping, Counter Trade and Transfer Pricing	
IV	International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions,	12
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.		
2. Cateora P. R., Graham J. L. and Gilly M. C. : International Marketing, Tata McGraw-Hill		
3. Rakesh Mohan Joshi: International Marketing, Oxford University Press.		
4. Vern Terpestra and Ravi Sarthy : International Marketing, Thompson.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Consumer Behaviour		
Course Code	MBAEX-DEC-314		
Course Type	DEC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Learn how to get insights on the behaviour of the consumers. CLO 2: Understand the dynamics of consumer decision making CLO 3: Know about various influences on consumer behaviour CLO 4: Understand marketing implications of various concepts relating to Consumer Behaviour.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Basics of Consumer Behaviour - Meaning, Historical Development, Nature, Scope and Significance of its Study for Marketers. Consumer Decision Making and its Marketing Implications. Consumer Research.		15
II	Psychological Influences on Consumer Behaviour with Underlying Marketing Implications- Perception, Personality, Motivation, Learning, Attitude Formation and Change.		15
III	Group and Socio-Cultural Influences on Consumer Behaviour with Underlying Marketing Implications- Reference Group Influences, Family Influences, Culture, Sub-Culture and Social Class Influences.		15

IV	Communicating with Consumers - Diffusion of Innovation- Elements and Marketing Implications. Opinion Leadership- Concept and Marketing Implications. Emerging Trends in the Field of Consumer Behaviour.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education.		
2. Blackwell, RD, PW Miniard JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd.		
3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.		
4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons.		
5. Assel, H, Consumer Behaviour- A Strategic Approach, Houghton Mifflin.		
6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill.		
7. Hawkins, DL, DLMothersbaugh and Amit Mookherjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd.		
8. Solomon, Michael R, Consumer Behaviour, Prentice Hill.		
9. Harvard Business Review.		
10. Journal of Consumer Behaviour.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Banking And Financial Services		
Course Code	MBAEX-DEC-324		
Course Type	DEC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the theoretical and professional disciplines of banking, finance, and the Indian financial ecosystem.</p> <p>CLO 2: Understand the dynamic policy changes of the banking industry including the fintech.</p> <p>CLO 3: Have a practical understanding of the various distribution channels of financial and insurance products for effective marketing.</p> <p>CLO 4: Have a practical understanding of regulatory and compliance mechanisms in the financial services industry.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Overview of financial services – meaning, nature of financial services, type and importance of financial services in an economy. Growth and evolution of financial services companies in India. Merchant Banking Services: Meaning, types, functions, registration and Code of Conduct.		15

II	Securitization: securitization as a funding mechanism, securitization in India. Merchant banking: nature, scope and the regulation of merchant banking in India. SEBI guidelines for public issues. Equipment leasing – Concept, evolution and classification. Leasing in India: legal aspects, tax consideration, risks in leasing business, lease evaluation from lessee’s and lessor’s perspective.	15
III	Mutual funds (MFs) – evolution, types, regulation, organizational structure and assets under management (AUM) in mutual funds in India. Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating in India.	15
IV	Consumer finance – role of consumer credit in the financial system, legal framework, credit screening methods in India. Credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions. Venture capital (VC) – nature, stages, role of venture capital and private equity. Venture capital financing in India with respect to investment process and evaluation criteria.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill.		
2. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw-Hill.		
3. Gurusamy, S., Financial Markets and Institutions, Thompson Learning.		
4. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill.		
5. Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill.		
6. Padmalatha, S., Management of Banking and Financial Services, Sultan Chand and Sons.		
7. Sengupta, A.K., International Factoring in India: Issues, Problems and Prospects.		
8. Tripathy, N.P., Mutual Funds in India: Emerging Issues, Excel Books.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Compensation and Reward Management		
Course Code	MBAEX-DEC-334		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<ul style="list-style-type: none"> • CLO 1: To familiarize the students with the dynamics of Compensation and Reward Management. • CLO 2: To analyze and restructure compensation management system, policies and strategies. • CLO 3: To familiarize the students with the current trends of Compensation and reward Management • CLO 4: To familiarise with the role of various bodies / authorities involved in Compensation and Reward Management. 		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Compensation and Reward Management: Definition, Goals, Concept of Wages -Minimum Wage, Fair Wage and Living Wage; Theories of Wages & Salary administration; Compensation Philosophies. Wage Differentials and Wage Equity. Components of Compensation Plan: Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.		15
II	Compensation System planning and Design: Designing Pay Level/Pay Grades, Pay Matrix/Mix and Pay Structures. Issues and Challenges. Job Evaluation: Objective, Principles, Procedure & Methods; Compensation Management as a Retention Strategy. Executive Compensation Plans and Package;		15

	Strategic perspectives of Reward systems and strategies. Recent Development in Rewards and Recognition in business organisations		
III	Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient Incentive System, Types of Incentive Schemes, Performance linked Compensation, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Global Compensation Practices: Issues and Challenges.	15	
IV	Pay Commissions & Wage Boards - Pay Commissions and Wage Boards in India. Tax Implications of Employee’s Compensation Package. Code on Wages, 2019: Major Provisions of Wage related Legislations.	15	
Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ul style="list-style-type: none">• Armstrong, M. (2021). Armstrong's handbook of reward management practice: Improving performance through reward (6th ed.). Kogan Page.• Barry, G. (2013). Total rewards communication handbook. World atWork Press.• Bhatia, S. K. (2009). Strategic compensation management. Deep & Deep Publications.• Bhattacharyya, D. K. (2020). Compensation management (3rd ed.). Oxford University Press India.• Deb, T. (2009). Compensation management: Text and cases. Excel Books.• Gerhart, B., & Rynes, S. L. (2003). Compensation: Theory, evidence, and strategic implications. SAGE Publications.• Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). Managing human resources (8th ed.). Pearson Education. (Includes compensation and benefits.)• Henderson, R. I. (2006). Compensation management in a knowledge-based world (10th ed.). Pearson Education.• Heneman, R. L. (2002). Strategic reward management: Design, implementation, and evaluation. IAP.• Martocchio, J. J. (2017). Strategic compensation: A human resource management approach (9th ed.). Pearson.• Milkovich, G. T., Newman, J. M., & Gerhart, B. (2022). Compensation (13th ed.). McGraw-Hill Education.• Rao, P. L. (2010). Human resource management: Text and cases. Excel Books India. (Includes compensation topics in Indian HRM.)• Sharma, A. M. (2016). Understanding wage and compensation system (18th ed.). Himalaya Publishing House.• Shields, J. (2016). Managing employee performance and reward: Concepts, practices, strategies (2nd ed.). Cambridge University Press.• Srivastava, S. C. (2004). Wage and salary administration. Vikas Publishing House.• Torrington, D., Hall, L., & Taylor, S. (2017). Human resource management (10th ed.). Pearson Education. (Sections on pay and reward systems.)			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Social Media Analytics		
Course Code	MBAEX-DEC-344		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Discuss the importance of Social Media Analytics.</p> <p>CLO 2: Apply appropriate analytic tools to a range of social media data sources.¹</p> <p>CLO 3: Examine how different industries across the globe are using social media analytics.</p> <p>CLO 4: Evaluate the effectiveness of different social media campaigns using various analytical tools</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization		15
II	Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools and techniques: Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis.		15
III	Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post performance on FB, Use of Facebook Business Manager;		15

	Social Campaigns: Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc.) Sentiment Analysis	
IV	Processing and Visualizing Data , Influence Maximization, Link Prediction, Collective Classification. Applications in Advertising and Game Analytics. (Use of tools like Unity30 / PyCharm) Introduction to Python Programming , Collecting and analyzing social media data; visualization and exploration.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none">• Bansal, A. (2021). Social media analytics: Techniques and insights for extracting business value out of social media. BPB Publications.• Blanchard, Oliver. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization, Que Publishing (Latest edition) Que Biz-Tech• Dey, L. (2021). Big data and social media analytics: Emerging trends and practical applications. SAGE Publications India.• Ganis, Matthew & Kohirkar, Avinash (2016). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. Pearson Education.• Gonsalves, Alex (2017) Social Media Analytics Strategy, Appress (1st Edn)• Hansen, D. L., Shneiderman, B., & Smith, M. A. (2010). Analyzing social media networks with NodeXL: Insights from a connected world. Morgan Kaufmann.• Khan, G. F. (Ed.). (2020). Social media for government: Theory and practice. Routledge. (Includes real-world analytical frameworks.)• Kumar, V. (2020). Social media analytics: Concepts and applications. Cengage Learning India.• Marshall, D. (2014). Social media analytics: Effective tools for building, interpreting, and using metrics. Alchemy Networks.• Matthew, D., & Azevedo, M. (2020). Social media analytics: Using data to understand public conversations. SAGE Publications.• Mishra, R. K. (2020). Social media and web analytics. University Science Press.• Quesenberry, K. A. (2020). Social media strategy: Marketing and advertising in the consumer revolution (2nd ed.). Rowman & Littlefield.• Russell, M. A. (2013). Mining the social web: Data mining Facebook, Twitter, LinkedIn, Google+, GitHub, and more (2nd ed.). O'Reilly Media.• Saura, J. R. (2021). Using data mining techniques in social media analytics. IGI Global.• Segaran, T., & Hammerbacher, J. (2009). Beautiful data: The stories behind elegant data solutions. O'Reilly Media. (Includes real-life applications of social media analytics.)• Sharda, R., Delen, D., & Turban, E. (2023). Analytics, data science, and artificial intelligence: Systems for decision support (12th ed.). Pearson. (Includes a dedicated section on social media analytics.)• Sharma, R. S., & Jain, P. (2021). Data analytics with R and Python for social media.		

Khanna Publishing.

- Singh, A., & Kumar, A. (2019). Social media marketing and analytics. Wiley India.
- Sterne, Jim. Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Wiley Latest edition.
- Tuten, T. L., & Solomon, M. R. (2017). Social media marketing (3rd ed.). SAGE Publications.
- Zarrella, D. (2010). The social media marketing book. O'Reilly Media. (Contains sections on metrics and analysis.)
- Zhao, Y., & Zhan, J. (2019). Social media mining and analytics. Wiley.

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Social Entrepreneurship		
Course Code	MBAEX-DEC-354		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the historical evolution and the present landscape of the Indian startup ecosystem within a global context.</p> <p>CLO 2: Analyze key sectors, market trends, and regional startup hubs to identify entrepreneurial opportunities.</p> <p>CLO3: Evaluate different business models and funding options suitable for the Indian market.</p> <p>CLO 4: Develop an entrepreneurial mindset focused on innovation, risk-taking, adaptability, and continuous learning.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Introduction to Social Entrepreneurship: Definitions, global relevance and triple bottom line, The social entrepreneur's mindset- Entrepreneurial behavior, personal leadership, purpose driven strategy	15	
II	Design thinking for social innovation, What is design thinking? Phases: Empathize, Define, Ideate, Prototype, Test, Relevance for social change and community development Stakeholder engagement and community development: Stakeholder analysis matrix, Community co-creation models, Managing conflict in multi stakeholder environment Case Example: Araku Coffee (India) – working directly with tribal communities.	15	
III	Legal Structures for Social Purpose Organizations (India & Global) Differences: NGO vs. Trust vs. Society vs. Section 8 Company (India)	15	

	<p>Process of Registering an NGO or Trust (India-specific) Trust Deed creation, Memorandum of Association, Documentation registration offices, common mistakes, PAN, 80G, 12A, and FCRA certifications</p> <p>Governance and Accountability in NGOs Board structure, roles, and ethical responsibilities, Transparency, annua reports, audits, and disclosures, Donor reporting and community accountability</p> <p>Fundraising and Resource Mobilization Grant writing, CSR funding, crowd funding platforms, In-kind contributions and volunteer engagement</p>	
IV	<p>ESG: Origins, key definitions, ESG vs. CSR vs. sustainability Environmental, social and governmental metrics, social return on investment</p> <p>PPP models (Build-Operate-Transfer, social impact bonds), Policy entrepreneurship, Role of multilateral agencies (UNDP, World Bank)</p> <p>Failures in Social Entrepreneurship: Mission drift, Over-dependence on donors, Operational scalability issues</p>	
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
<p>Recommended Books/e-resources/LMS:</p> <ul style="list-style-type: none">• Bornstein, D., & Davis, S. (2010). Social entrepreneurship: What everyone needs to know®. Oxford University Press.• Ziegler, R. (2011). An introduction to social entrepreneurship. Edward Elgar Publishing.• Martin, R. L., & Osberg, S. (2015). <i>Getting beyond better: How social entrepreneurship works</i>. Harvard Business Review Press.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	India's Foreign Trade And Policy		
Course Code	MBAEX-DEC-364		
Course Type	DEC - 4		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the status, composition, and trends of India's foreign trade.</p> <p>CLO 2: Know the foreign trade policies and institutional support for foreign trade.</p> <p>CLO 3: Understand the role of EXIM bank of India and ECGC in foreign trade.</p> <p>CLO 4: Understand the impact of WTO on India's trade policy.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours

I	India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade, Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups.	15
II	Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal.	15

III	The Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions.	15
IV	Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India’s Trade Policy.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: 1. Bhalla, V.K. International Business Environment and Management, 8thed, Delhi, Anmol, 2001. 2. Jain, S.K.: Export performance and Export Marketing Strategies, Commanwealth Pub., Delhi, 1988. 3. Export- Import Policy, Naleh Publications. 4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication. 5. Bhattacharya B. International Marketing Management, Subhash Chand & Sons.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Digital and Social Media Marketing		
Course Code	MBAEX-DEC-315		
Course Type	(DEC)-5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the fundamentals, scope, tools, and ethical aspects of digital marketing CLO 2: Apply SEO, SEM, and social media strategies to build digital marketing campaigns CLO 3: Analyze digital consumer behavior and make strategic marketing mix decisions. CLO 4: Utilize websites, mobile platforms, and analytics tools to enhance digital marketing effectiveness.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Introduction of Digital Marketing: Meaning & Characteristics. Difference between Digital and Traditional Marketing. Scope of Digital Marketing. Tools used for Digital Marketing, Digital Marketing Environment Analysis, Digital Marketing and Branding, Ethical and Legal Issues in the field of Digital Marketing.	12	
II	Introduction to SEO; understanding search engines, basics of keyword search, On-page and off-page SEO. Search Engines Marketing; Digital advertising, Search engine advertising. Social Media Marketing:	18	

	Facebook Marketing, LinkedIn Marketing, Instagram and Snapchat, Digital Marketing Strategy Formulation and Execution.	
III	Understanding Digital Consumer Behavior: Consumer Characteristics and profiles, Information Search Behavior, Factors Influencing Consumption Behavior, Purchase Decision Process, Post Purchase Behavior and Management. Digital Marketing Mix Decisions- Product, Price Distribution and Promotion. Digital Market Segmentation, targeting & Positioning.	15
IV	Digital Marketing Mechanisms: Websites- Company and Retail Service Providers, Video Hosting and Entertainment- Youtube, Wimeo, Netflix etc., Mobile Phones and Applications, E-mails, Blogs, Web Analytics Key metrics, Types of tracking codes, Mobile analytics.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)		
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.		
3. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan - Marketing 4.0_ Moving from Traditional to Digital-Wiley (2016)		
4. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies (2017)		
5. Jason McDonald, Social media marketing workbook: how to use social media for business. JM Internet Group (2016)		
6. Dan Zarrella - The Social Media Marketing Book-O'Reilly Media (2009)		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Risk Management And Insurance		
Course Code	MBAEX-DEC-325		
Course Type	DEC-5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand insurance risk metrics for risk hedging.</p> <p>CLO 2: Understand dynamics of insurance contracts and provisions as the features of property-liability insurance, life and health insurance.</p> <p>CLO 3: Develop analytical skills for assessing insurance product cost and pricing, marketing, and distribution.</p> <p>CLO 4: Understand risk management in volatile ecosystem and environment for risk hedging and value generation.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Evolution, growth and organizational structure of banking in India, Salient provisions of Banking Regulation Act, 1949, Bank Nationalization, restructuring and consolidation. Debt restructuring and NPAs, Banking prudence, capitalization and Basel norms.		15
II	Organization and structure of Insurance for risk transfer and financial intermediation: Insurable interest and insurance principles for life, marine, fire insurance. Role of insurance Companies in financial stabilization, nation building and infrastructure development, Salient		15

	features of Insurance Regulation and Development Authority (IRDA) Act, 1999.	
III	An overview of operations and performance of public, private and foreign insurance companies in India. Insurance density, penetration and affordability of generic insurance products, schemes and plans in India for life and general purpose insurance. Annuities and its roles in insurance product designing and risk mitigation. Distribution channel in Insurance: Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.	15
IV	Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management. Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth. Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing. Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. NaliniPraveTripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.		
2. M.N. Mishra, Insurance, Vikas Publication.		
3. Harrington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills		
4. George Rejda: Principles of Risk Management and Insurance		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Talent Acquisition and Performance Management		
Course Code	MBAEX-DEC-335		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the talent management process, talent management systems, and challenges in developing and retaining talent.</p> <p>CLO 2: Provide a comprehensive conceptual and practical insight to the entire cycle of performance appraisal and management including the ethical issues</p> <p>CLO 3: Describe the concept of potential appraisal, its determinants and steps in process.</p> <p>CLO 4: Explain the methods of performance appraisal, and comprehend the performance related problems</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	<p>Talent Management: Basic foundations of Talent Management, Leveraging Talent, Talent Value Chain, Talent Management Process,</p> <p>Talent Management System: Components and benefits of Talent Management System and challenges in developing TMS.</p> <p>Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent</p>		15
II	<p>Developing and Retaining Talent – Importance, Potential identification and development, integrating coaching, Employee Retention- motivation and engagement,</p> <p>Evolution of Talent Development Strategy. Developing Talent Management Information System. Global Talent Management. Developing Leadership Talent. Managing Diverse Talent. Managing Virtual Talent. Talent Analytics</p>		15

III	<p>Performance Management: Conceptual Framework. Approaches for defining performance. Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal. Performance Measurement: classification of metrics: types of metrics, characteristics of performance metrics and managing metrics.</p> <p>Approaches for measuring Organizational Performance: Balanced scorecard, European foundation for quality management (EFQM) model, Economic value added (EVA) model and traditional financial measures; Key Indicators for measuring Financial Performance and Non-Financial Performance analysis; Job analysis in performance management system.</p>	15	
IV	<p>Performance Management and Development: Personal development plan (PDP), 360-degree feedback and BARS as development tool. Performance management and pay. Performance management for teams; and performance evaluation.</p> <p>Performance problem solving: Overview of performance problems, managing underperformers, handling problems at performance review meeting. Ethical issues and dilemmas in Performance Management, Performance Management in Multinational Corporations.</p>	15	
Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
<ul style="list-style-type: none">Janson, Kimberley (2015). Demystifying Talent Management: Unleash People’s Potential to Deliver Superior Results. Maven House Press.Kermally, Sultan (2004). Developing and Managing Talent: A blueprint for business survival. Thorogood Press (Acorn Magazines Ltd.)Rugg-Gunn, Mike (2024). Managing Talent: A short guide for the Digital age, Routledge (Taylor and Francis Group).Cappelli, P. (2008). Talent on demand: Managing talent in an age of uncertainty. Harvard Business Press.Collings, D. G., Scullion, H., & Vaiman, V. (Eds.). (2015). Talent management of self-initiated expatriates: A neglected source of global talent. Palgrave Macmillan.Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford handbook of talent management. Oxford University Press.Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139–154. https://doi.org/10.1016/j.hrmr.2006.03.001Silzer, R., & Dowell, B. E. (Eds.). (2009). Strategy-driven talent management: A leadership imperative. Jossey-Bass.Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response.Somuendra Narain (2013), Performance Management, Cengage learning publication (2nd edition)Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance (7th ed.). Kogan Page.			

- Aguinis, H. (2019). Performance management (4th ed.). Chicago Business Press.
- Pulakos, E. D. (2009). Performance management: A new approach for driving business results. Wiley-Blackwell.
- Grote, D. (2011). How to be good at performance appraisals: Simple, effective, done right. Harvard Business Review Press.

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Business Data Mining		
Course Code	MBAEX-DEC -345		
Course Type	(DEC)-5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the concept of data warehousing. CLO 2: Learn the process of data mining. CLO 3: Integrate the Data Mining System with a Data Warehouse. CLO 4: Know about the various data mining methods.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Data warehousing Components: Building a Data warehouse, Mapping the Data Warehouse to a Multiprocessor Architecture; DBMS Schemas for Decision Support: Data Extraction, Cleanup, and Transformation Tools Metadata.		15
II	DATA MINING: Introduction, Data, Types of Data, Data Mining Functionalities, Interestingness of Patterns, Classification of Data Mining Systems: Data Mining Task Primitives.		15
III	Integration of a Data Mining System with a Data Warehouse, Issues ; Data Pre processing.Mining Frequent Patterns, Associations and Correlations		15
IV	Mining Methods: Mining various Kinds of Association Rules, Correlation Analysis, Constraint Based Association Mining, Classification and Prediction ;Basic Concepts : Decision Tree Induction , Bayesian Classification, Rule Based Classification		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

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| <ol style="list-style-type: none">1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, Introduction to Data Mining, Person Education.2. K.P. Soman, Shyam Diwakar and V. Aja, Insight into Data Mining Theory and Practice, Eastern Economy Edition, Prentice Hall of India.3. G. K. Gupta, Introduction to Data Mining with Case Studies, Eastern Economy Edition, Prentice Hall of India.4. Daniel T.Larose, Data Mining Methods and Models, Wiley-Inderscience.5. Shmueli, Bruce, Yahav, Patel, Lichtendahl Jr.,Data Mining for Business Analytics, Wiley Publishing. |
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Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Family Business Management		
Course Code	MBAEX-DEC -355		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand various concepts relating to family business. CLO 2: Role of trust and commitment in family business. CLO 3: Understand the factors contributing to sustainable family businesses. CLO 4: Governance and conduct of family businesses		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Family Business: nature, importance and uniqueness of family business; families in business: building trust and commitment (through case discussion)		15
II	Ownership of an enterprise build to last including assessment of different forms of business organizations: Sole Proprietorship, Partnership, LLP, Joint Stock Companies, HUF and OPC.		15
III	Leadership imperatives for family and business: succession and continuity power. Best practices for the management and governance of family business: creating the strategy: planning the estate. Financial considerations and valuation of family business;		15
IV	Family business governance: Advisory boards and board of directors. Family communication: family meetings, family councils and family offices; change, adaptation and innovation: the future of family business.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
•Class Participation:	5	Written Examination	
•Seminar/presentation/assignment/quiz/class test etc.:	10		
•Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: 1. Poza, Ernesto J (2009); family-owned Business, Cengage learning 2. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK. 3. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad 4. Hill, Michal A., Inland Durama R et al, Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Foreign Exchange Management		
Course Code	MBAEX-DEC -365		
Course Type	DEC - 5		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Demonstrate an understanding of foreign exchange trading, settlement processes, exchange rate mechanisms, and associated risk management strategies.</p> <p>CLO 2: Understand fundamental concepts and principles related to international financial flows.</p> <p>CLO 3: Apply risk management tools and techniques to hedge against foreign exchange risk.</p> <p>CLO 4: Analyze the practices and regulatory framework of foreign exchange management in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	International Monetary Systems: Bretton Woods institutions and forex market structure and participants. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.		15
II	Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates. Exchange rates determination theories, factors affecting exchange rate determination, flexible vs. fixed exchange rates, Liquidity and exchange rate stabilization policies, Relation between the interest rate, inflation and exchange rates: Fisher effect.		15
III	Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.		15
IV	Tax treatment of Foreign Exchange gains and losses. Foreign Exchange		15

	Control in India, RBI guidelines, Salient features of FEMA.		
Total Contact Hour			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1.	Shapiro, Alan C.: Multinational Financial Management, PHI., New Delhi.		
2.	Apte P.G.: International Financial Management, TMH, New Delhi.		
3.	Saran (V): International Financial Management, PHI. New Delhi		
4.	Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.		

Part A – Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Marketing Research and Analytics		
Course Code	MBAEX-DEC -316		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)	MS Excel and SPSS Software		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	1: Identify and formulate marketing research problems and apply appropriate research designs for data collection and analysis. 2: Utilize measurement and scaling techniques, sampling methods, and statistical tools like SPSS for marketing research analysis. 3: Apply marketing analytics concepts and leverage MS Excel tools such as pivot tables to organize and summarize marketing data. 4: Analyze revenue and demographic data using advanced Excel functions like GETPIVOT, report filters, and cross-tabulations for strategic decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to marketing research: concept, classification and marketing research process; Defining the marketing research problem and developing an approach; Marketing research design: exploratory research, descriptive research and experimental research designs.		15
II	Measurement and scaling techniques; Sampling design: sampling techniques, sample size determination; Marketing research tools and methods through SPSS: conjoint analysis, cluster analysis, factor analysis, correlation and regression; Report preparation and presentation.		20
III	Introduction to marketing analytics: definition, need and Scope of marketing analytic; Marketing Analytics Vs Marketing Research; Levels in marketing analytics; Adoption and application of marketing analytics;		15

	MS Excel as a tool for conduction of marketing analytics; Using MS Excel to organize and summarize marketing data: creation of pivot tables and organizing data.	
IV	Summarizing Revenue Data: Month-wise and Product-wise; slicing & dicing of data: pareto principle, report filters and slicers; Demographic analysis: analyzing sales data by age, gender, income and location; construction of crosstabs of two demographic variable; Using GETPIVOT Function for Pulling Data; Adding Data Labels and Data Tables.	10
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none">• Cooper, Donald R and Pamela S Schindler, Marketing Research- Concepts and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi.• Malhotra, Naresh K and S Dash, Marketing Research- An Applied Orientation, Pearson.• Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.• Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Project Planning and Management		
Course Code	MBAEX-DEC -326		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the concepts of project management for planning to execution of projects.</p> <p>CLO 2: Comprehend the fundamentals of contract acquisition, administration, costing and the budgeting.</p> <p>CLO 3: Understand the feasibility analysis of project management and network analysis tools for cost and time estimation.</p> <p>CLO 4: Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Theoretical foundations for capital expenditure decisions, Project ideation and idea generation, Screening of Project Idea. Feasibility study, Market and demand analysis. Technical analysis, financial estimation and projections.		15
II	Financing of Projects: Investment criteria, term financing and consortium lending, sovereign funds, Venture capital and the PPP, BOT and TOT models. Project risk analysis: firm risk and market risk identification and estimation. Multiple Projects: Cash flow estimation, risk mitigation and constraints.		15
III	Network Techniques for Project Management: critical review of PERT and CPM, Time-cost overruns and project review. Legal, tax and regulatory considerations.		15

IV	Social cost and benefit analysis (SCBA), Environment impact assessment and appraisal, Manpower planning and human aspects in project management.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Chandra, Prasanna: Projects : Preparation, Appraisal, Budgeting and Implementation, 3 rd ed., New Delhi, Tata McGraw Hill, 1987.		
2. Kerzner, H. (2017). <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i> (12th ed.). Wiley.		
3. Horine, G. M. (2022). <i>Project Management Absolute Beginner's Guide</i> (5th ed.). Pearson Education.		
4. Anbanandam, R., Meredith, J. R., & Shafer, S. M. (2023). <i>Project Management: A Managerial Approach</i> (11th ed., Indian Adaptation). Wiley India.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Human Resource Metrics and Analytics		
Course Code	MBAEX-DEC-336		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Develop an understanding of the concept of HR Analytics, HR Metrics, HR Scorecard, and HR Benchmarking.</p> <p>CLO 2: Acquaint with various applications of HR Analytics in business decisions</p> <p>CLO 3: Explain the various HR analytical frameworks, HR Models, HR Data and its governance</p> <p>CLO 4: Describe the usage of predictive analytical techniques in HR decision optimizations</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to HR Analytics: Concept, Perspectives, Evolution. Need of HR Analytics, Changing HR Dynamics. Application of HR Analytics. HR Metrics (<i>Workforce Planning Metrics, Recruitment Metrics, Optimizing Selection and Promotion Decisions, Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics.</i>). HR Scorecard. HR Benchmarking		15
II	Preparation for HR Analytics: Identify the Purpose/Aims and Scope of Analytics, Devise Methodology for using it, preparing for an analytics Unit, Developing an Analytics Culture in business organizations. Pre-requisites of HR Analytics: Engaging with Stakeholders, Coaches, Technological Know-how, Build Analytics Team, Involvement of Consultant and Coaches. Developing HR Analytics Culture: Importance of Leadership; Overcoming Resistance to HR Analytics; Communicate with Storytelling and Visualization.		15
III	Tools for HR Analytics: Technology Options (<i>On-Premise or Cloud Based</i>), Software as a Service (<i>SaaS</i>). Components of Analytic Technology (<i>HRIS, HR data warehouse, Reporting Technology, Statistical Analysis & Machine</i>		15

	<i>Learning Technology, Visualization Technology such as Power BI, Tableau, Cognitive Technology)</i> Data Collection: Source of Data, Common Data Challenges and Solutions, Tidying the Data HR Analytics Modelling: Details of Analytics Design Framework, Data Analysis Question Types, Building Models, Supervised and Unsupervised Learning Methods.	
IV	Applications: Case Studies on Applications of HR Analytics in the areas of Diversity, Employee Attitude Surveys/Workforce Perceptions, Employee Engagement, Prediction of Employee Turnover, Predicting Employee performance, Recruitment and Selection Analytics, Monitoring the Impact of Interventions: Predictive Modelling Scenarios and Business Cases. Future of HR Analytics: New Opportunities & Challenges, Emerging Data Sources, and Evolving Technology such as Artificial Intelligence	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: <ul style="list-style-type: none">• Bassi, L., McMurrer, D., & Christensen, M. (2012). HR analytics handbook. McBassi & Company.• Bhattacharyya, Dipak Kumar (2023). HR Analytics: Understanding Theories and Applications (2nd Edition). Wiley India• Diez, Fermin, Bussin, M. & Lee, V. (2020) Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing• Edwards M. R, Edwards, K. and Jang, D. (2024) Predictive HR Analytics: Mastering the HR Metric(3rd Edition), Kogan Page• Edwards, M. R., & Edwards, K. (2016). Predictive HR analytics: Mastering the HR metric. Kogan Page.• Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. AMACOM.• Fitz-enz, J., & Mattox, J. R. (2014). Predictive analytics for human resources. Wiley.• HR Analytics: The What, Why and How, Tracey Smith. WILEY & SAS Business)• Pease, G., Beresford, B., & Walker, L. (2014). Optimizing talent with HR analytics: Advanced strategies for predicting and improving performance. Wiley.• Sesil, J. C. (2020). Applying advanced analytics to HR management decisions: Methods for improving workforce planning and resource allocation. Palgrave Macmillan.• Soundararajan, Ramesh & Singh, Kuldeep (2023) Winning On HR Analytics: Leveraging Data for Competitive Advantage. Atlantic Publishers• Uppal, Nishant (2020) Human Resource Analytics. Pearson Education India.• Marr, B. (2018). Data-driven HR: How to use analytics and metrics to drive performance. Kogan Page.• Guenole, N., Ferrar, J., & Feinzig, S. (2017). The power of people: How successful organizations use workforce analytics to improve business performance. FT Press.• Human resource analytics: Strategic decision making by Nishant Uppal, Pearson.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Data Analytics Using R		
Course Code	MBAEX-DEC-346		
Course Type	DEC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Learn the basics of R programming including installation, package handling, data types, and working with data and databases.</p> <p>CLO 2: Understand how to explore and describe data using data frames, summary functions, and regression techniques in R.</p> <p>CLO 3: Apply decision trees, time series analysis, and clustering methods in R to uncover patterns and trends in data.</p> <p>CLO 4: Analyze association rules, perform text mining, and explore parallel computing techniques using R packages.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to R: Introduction, Downloading and Installing R, IDEs and Text Editors, Handling packages in R; Getting started with R: Working with Directory, Data types in R, Few commands for data exploration; Loading and Handling Data in R: Expressions, variables and functions, Vectors, Matrices, Factors, List, Methods for reading data, Using R with database and business intelligence systems.		15
II	Exploring Data in R: Data frames, R functions for understanding data in data frames, Load data frames, Descriptive statistics; Linear Regression using R: Introduction, Model fitting, Assumptions of Linear regression;		15

	Logistic Regression: Basic concepts of logistic regression, Binary logistic regression, Multinomial logistic regression.	
III	Decision tree: Introduction, Decision tree representation in R, Appropriate problems for decision tree learning; Times series in R: Basic concepts of times series data, Reading times series data, plotting times series data, Decomposing time series data; Clustering: Basic concepts of clustering, Hierarchical clustering, k-means basics, CURE algorithm.	15
IV	Association Rules: Introduction, Association rule, Rule evaluation metrics, Brute-force approach, two-step approach, Apriori algorithm, Data structure overview; Text Mining: Introduction, Challenges in text mining, Text mining vs. data mining, Text mining in R; Parallel Computing with R: Key concepts of parallel computing, packages for parallel computing.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Acharya, S, Data Analytics using R, McGraw Hill Education.		
2. Kabacoff, RI, R in action: Data analysis and graphics with R, Manning Publications.		
3. Matloff, N, The art of R programming: A tour of statistical software design, No Starch Press.		
4. James, G, Witten, D, Hastie, T and Tibshirani, R, <i>An introduction to statistical learning with applications in R</i> , Springer.		
5. Wickham, H, and Grolemund, G, R for data science: Import, tidy, transform, visualize, and model data. O'Reilly Media.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	New Venture Creation and Management		
Course Code	MBAEX-DEC-356		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get basic understanding regarding the concept of creativity and innovation. CLO 2: Promote idea generation by learning the sources and techniques of ideas. CLO 3: Recognize Opportunity and map idea with opportunity. CLO 4: Get an insight regarding innovative strategies for business creation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature and Dimensions of International Strategic Management. Domestic versus International Strategic Management, Functions of Interna Strategic Planning. Pre requisites and Complexities of International Strategy		15
II	Entrepreneurship Development in emerging markets: types of start-ups, entrepreneur as a career option, International entrepreneurship, role of educational institutions, Entrepreneurial leadership: leader Vs manager; principle centered leaders, entrepreneurial leadership and components, Creativity: concept, creativity and entrepreneurship, blocks to creativity, Unblocking Creative Potential ,characteristics of creative people, Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship.		15
III	Innovation: opportunity, creating, shaping, recognizing and seizing. Idea generation: sources & techniques of ideas. Idea to opportunity mapping: meaning, process, recognition, sources of opportunity; business opportunities with specific reference to Indian economy.		15

IV	Assessing business potential of an idea; steps involved in tapping opportunity, Strategies for Innovation. Creativity in start-ups: case studies and Business plan presentation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
1.	Kumar, Arya (2012). Entrepreneurship: Creating and Leading an entrepreneurial Organization. Pearson, India.	
2.	Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation: Entrepreneur for the 21st century, McGraw Hill, seventh edition, New Delhi.	
3.	Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.	
4.	Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston.	

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	International Logistics		
Course Code	MBAEX-DEC-366		
Course Type	DEC - 6		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Develop an understanding of the key concepts applied in global logistics and supply chain management.</p> <p>CLO 2: Elucidate the use of IT, inventory management systems, to improve the efficiency of supply chain management.</p> <p>CLO 3: Learn about shipping, multimodal transportation and CONCOR and role of intermediaries in international logistics system.</p> <p>CLO 4: Understand the inventory controls methods and logistics calculation methods.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Marketing Logistics: Concept, Objective and Scope, System Elements–Relevance of logistics in International Marketing, International supply chain management and Logistics. Role of IT in logistics Transportation activity- Internal transportation, Inter-state goods movement. Concept of customer service.		15
II	General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices		15
III	Developments in Ocean Transportation- Containerization, CFS and ICD, Dry Ports, Multi-Modal Transportation and CONCOR, Role of Intermediaries Including Freight Booking, Shipping Agents, C & F Agents, Ship Owner and Ship Consultation Arrangements, International Air transport: International Set up for Air Transport, Freight Rates, India's Export and Import by Air- Problems and Prospects, Port System and Sub-System: Port Organization and Management, Responsibilities of Port Trust: Growth and Status of Ports in India, Carriage of Goods-Legal Aspect.		15

IV	Inventory Control and Warehousing: Inventory Management- Concepts and Application to International Marketing, Significance and Types of Warehousing Facilities, Total Cost Approach to Logistics	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
PartC-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Annual reports of CONCOR.		
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi		
3. Lambert, D et al, Strategic logistics Management, Tata Mc Graw Hill, New Delhi		
4. Desai, H.P., Indian Shipping Perspectives, Anupam Publication, Delhi. Annual Reports INSA.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	III		
Name of the Course	Entrepreneurship And Startup Management		
Course Code	MBAEX-OEC-350		
Course Type	OEC		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Assess available entrepreneurial opportunities. CLO 2: Understand the dynamics entrepreneurship CLO 3: Assess entrepreneurial infrastructure and institutional support available for the same in India. CLO 4: Understand Indian Startup Ecosystem.		
Credits	Theory	Tutorial	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Entrepreneurship v/s Intrapreneurship. The entrepreneurial mindset, attributes, attitudes and behaviour. Entrepreneurial Myths and Realities. Rural, social and women entrepreneurship in India.	7	
II	Analysis of entrepreneurial environment and formulation of a comprehensive entrepreneurial business plan. Formulating a Marketing, HRM and Financial Plan for an entrepreneurial business.	8	
III	Startup Culture in India. Recent initiatives for Startup Promotion in India. Startup Initiation Process and Formalities.	7	
IV	4 case studies of successful startups in India and 4 of startup failures clearly identifying underlying reasons.	8	
Total Contact Hours			30

Suggested Evaluation Methods			
Internal Assessment: 15		End Term Examination: 35	
➤ Theory	15	➤ Theory:	35
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	5		
• Mid-Term Exam:	5		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: 1. Kumar, Arya, Entrepreneurship, Pearson Education. 2. Greene, Cynthia, Entrepreneurship, Cengage Learning. 3. Wickham, P, Strategic Entrepreneurship, Pitman. 4. Shukla, MB, Entrepreneurship and Small Business Management, Kitab Mahal. 5. Sahay, Nirjar, Entrepreneurship: Education, Theory and Practice, Excel Books.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Corporate Social Responsibility And Sustainability		
Course Code	MBAEX-CC-401		
Course Type	CC-13		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the role of CSR in corporate settings CLO 2: Understand boundaries governing CSR. CLO 3: Understand corporate governance and future innovative practices in this regard. CLO 4: Understand how to frame future sustainable corporate strategies.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	CSR- Meaning, evolution and theoretical perspectives. Scope, mandate and legal framework governing CSR in India. CSR strategies and implementation of these. Concept of Corporate Citizenship.		15
II	Corporate Governance- Evolution and significance in modern times. Regulation, structure, diversity and development of Boards. Business failures and corporate governance. Innovative practices in and future outlook of corporate governance.		15
III	Corporate Sustainability- Meaning, nature and scope. Interlinking CSR and Corporate Sustainability. Various terminologies relating to corporate sustainability. Triple Bottom Line. Sustainability Indices and Reporting.		15
IV	Reporting frameworks in corporate sustainability. Global Reporting Initiative Guidelines and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. International Sustainability Standards.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Cannon, Tom, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Education.			
2. Samuel & Celine, Theory and Practice of Corporate Social Responsibility, Springer.			
3. Mandal, BL, Corporate Social Responsibility in India, Global Vision Publishing House.			
4. Ray, S and S Siva Raju, Implementing Corporate Social Responsibility, Springer.			
5. Aluchana, M, Samuel, The Dynamics of Corporate Social Responsibility, Springer.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	AI Applications in Business		
Course Code	MBAEX-CC-402		
Course Type	CC-14		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To understand the role of AI in business decision making CLO 2: To gain knowledge on AI based business analytics. CLO 3: To explore challenges in AI Adoption in business. CLO 4: To comprehend AI technologies and transformative business.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Artificial Intelligence and Machine Learning- Meaning and significance in modern day businesses. AI Adoption in Businesses- Various strategies and challenges. Emerging Trends and Future of AI in corporate world.		15
II	Applications of AI in Marketing and Advertising. Prominent AI tools available for marketers and advertisers.		15
III	Applications of AI in Human Resource Management. Prominent AI tools available for Management of Human Resources. Intelligent Business Processes for Leadership and Change Management in Organisations.		15
IV	Applications of AI in Finance Function of Organisations. Prominent AI tools available for Finance Managers in corporate world.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Bhuvan Unhelkar and Tad Gonsalves, Artificial Intelligence for Business Optimisation- Research and Applications, CRC Press, Taylor and Francis.			
2. Paul Roetzer, Marketing Artificial Intelligence- AI, Marketing and the Future of Business, BenBella Books.			
3. Panda, Mishra, Balamurli and Ahmed, Artificial and Machine Learning in Business Management- Concepts, Challenges and Case Studies, CRC Press, Taylor and Francis.			
4. www.ibm.com/ artificial-intelligence-business.			
5. www.openai.com/business .			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Service Marketing		
Course Code	MBAEX-DEC-413		
Course Type	DEC-7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get insights on service marketing ecosystem. CLO 2: Comprehend different orientation required for marketing of services. CLO 3: Understand how to assess service quality using various approaches. CLO 4: Comprehend various tools required for a holistic approach to marketing of services.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Services and Indian Economy- Contribution of service sector in the Indian Economy with latest trends. Reasons for the growth of service sector in India. Unique Characteristics of services and resultant problems associated with their marketing and remedies.		15
II	Service Marketing Mix Service Quality- Concept, SERVQUAL Model, GAP Model. Service Productivity- Concept and ways to enhance the same. Relationship between service quality and service productivity.		15
III	Service Management Triangle- Internal Marketing, External Marketing, Interactive Marketing and relationship among these. Service Profit Chain. Service Marketing Environment.		15
IV	Service Differentiation and Positioning. Service Recovery-Meaning, Significance and Strategies. Relationship Marketing-Meaning, Benefits, Relationship bonds.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Zeithmal, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill.			
2. Lovelock, Christopher, Services Marketing, Pearson education.			
3. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning.			
4. Woodruff, H.E, Services Marketing, Longman Group.			
5. Payne, D, The Essence of Service Marketing, Prentice Hall of India.			
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.			
7. Harvard Business Review.			
8. Journal of Services Marketing, Emerald Publications.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Foreign Exchange Management		
Course Code	MBAEX-DEC-423		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Demonstrate an understanding of foreign exchange trading, settlement processes, exchange rate mechanisms, and associated risk management strategies.</p> <p>CLO 2: Understand fundamental concepts and principles related to international financial flows.</p> <p>CLO 3: Apply risk management tools and techniques to hedge against foreign exchange risk.</p> <p>CLO 4: Analyze the practices and regulatory framework of foreign exchange management in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	International Monetary Systems: Bretton Woods institutions and forex market structure and participants. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.	15	
II	Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates. Exchange rates determination theories, factors affecting exchange rate determination, flexible vs. fixed exchange rates, Liquidity and exchange rate stabilization policies, Relation between the interest rate, inflation and exchange rates: Fisher effect.	15	

III	Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.	15
IV	Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Salient features of FEMA.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
•Class Participation:	5	Written Examination
•Seminar/presentation/assignment/quiz/class test etc.:	10	
•Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1.	Shapiro, Alan C.: Multinational Financial Management, PHI., New Delhi.	
2.	Apte P.G.: International Financial Management, TMH, New Delhi.	
3.	Saran (V): International Financial Management, PHI. New Delhi	
4.	Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.	

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Change Management and Organisational Development		
Course Code	MBAEX-DEC-433		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To analyze the relevance of Change with Organizational Culture CLO 2: To recognize change communication and resistance to change through Change Management models CLO 3: To understand the role of leader/ manager in change management. CLO 4: To familiarise the Concepts and Interventions of OD		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Organization Change: Nature and Need for change, Types of Change, Factors causing change, Sources of Resistance to change- Individual, organizational sources, Impact of change on people, dealing with resistance to change, Change Agents, Communication in managing change, Organisational Problem Diagnosis- The Process of Diagnostic Cycle.	15	
II	Change Management Models & Techniques- Lewin's Three Step Model, Mc Kinsey 7S Model, Kotter's Model, Burke-Litwin Model, Work Redesign Model, ADKAR Model, Bridge's Transition Model and Grief Mode; The leadership of Organisational Change Management; Organisational Conflicts and Change Management	15	
III	Organizational Development: Concept, Nature, Scope & Assumptions, Characteristics & Techniques, Steps involved in Organizational Development; Role of Managers; Factors affecting	15	

	Organizational Development; Ethical Standards in OD, Future of Organizational Development	
IV	Organizational Development Interventions: Human Process Interventions, Structure and Technological Interventions, Strategy Interventions, Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Interventions; Assessment of OD Implementation; Issues in Consultant - Client Relationship; Learning Organisations.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Cummings, T. G., & Worley, C. G. (2022). Organization development and change (12th ed.). Cengage Learning.		
2. French, W. L., Bell, C. H., & Vohra, V. (2006). Organization development: Behavioral science interventions for organization improvement (6th ed.). Pearson Education.		
3. Burke, W. W. (2018). Organization change: Theory and practice (5th ed.). SAGE Publications.		
4. Cameron, E., & Green, M. (2020). Making sense of change management: A complete guide to the models, tools and techniques of organizational change (5th ed.). Kogan Page.		
5. Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.		
6. Kotter, J. P. (2012). Leading change. Harvard Business Review Press.		
7. Hiatt, J. (2006). ADKAR: A model for change in business, government, and our community. Prosci Learning Center Publications.		
8. T. Larkin and Sandar Larkin, Communicating Change: Winning Employee Support for New Business Goals, RR Donnelly Press (1994)		
9. Bhattacharyya Dipak (2011): Organizational Change and Development, Oxford University Press, New Delhi.		
10. Kondalkar, Organization Effectiveness and Change Management, PHI Learning, New Delhi,2009		
11. Kavita Singh. (2020). Organization change and development (2nd ed.). Excel Books.		
12. Rao, T. V. (2010). OD interventions: Instruments for human resource development. SAGE Publications India.		
13. Pareek, U. (2002). Understanding organizational behaviour. Oxford University Press.		
14. Prasad, L. M. (2022). Organizational change and development. Sultan Chand & Sons.		
15. Sahni, S. (2016). Managing organizational change. Vikas Publishing House.		
16. Dharani, B. (2015). Organisational development and change. Himalaya Publishing House.		
17. Tripathi, P. C. (2014). Organizational development and change. McGraw-Hill Education India.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	IOT and Big Data		
Course Code	MBAEX-DEC-443		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Internet Connectivity Principles. CLO 2: Learn the process of Data Acquiring, Organizing and Analytics in IOT. CLO 3: Learn the Prototyping the Embedded Devices for IOT. CLO 4: Know about the various Business Models.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	The Internet of Things: An Overview, Design Principles for Connected Devices; Design Principles for the Web Connectivity for connected-Devices. Internet Connectivity Principles.	10	
II	Data Acquiring, Organizing and Analytics in IoT/M2M Applications/ Services/Business Processes. Data Collection, Storage and Computing Using a Cloud Platform for IoT/M2M Applications/Services, Sensors, Actuators, Radio Frequency Identification, Wireless Sensor Networks and Participatory Sensing Technology,	15	
III	Prototyping the Embedded Devices for IoTs and Prototyping Devices, Gateways, Internet and Web/Cloud Services Software Components. Internet of Things Privacy, Security and Governance, Business Models and IoT Project Case Studies	15	
IV	BIG DATA: Wholeness of Big Data, Big Data Sources and Applications, Big Data Architectures, Distributed Computing using Hadoop, Parallel Processing with Map Reduce, No SQL Databases, Stream Processing with Spark, Ingesting Data, Cloud Computing, Web Log Analyzer Application Case Study, Data Mining Primer, Big Data Programming Primer	20	
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Raj Kamal, Internet of Things, McGraw Hill Education.			
2. Anil Maheshwari, Big Data, McGraw Hill Education.			
3. Arshdeep Bahga & Vijay Madisetti: Internet of Things -A Hands-on Approach (University Press)			
4. Indresh & Kannadasan, Fundamentals of IoT and Big data, Scientific International Publishing House.			
5. Sudip Misra & Anandarup Mukherjee, Introduction to IoT,Cambridge University Press			
6. Seema Acharya, Subhashini Chrlappan, Big Data and Analytics, Wiley Publishing			
7. Kai Hwang, Min Chen, Big-Data Analytics for Cloud,Iot and Cognitive Computing, Wiley Publishing			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Enterprise appraisal and financing		
Course Code	MBAEX-DEC-453		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO1: Analyze and interpret enterprise performance using financial and non-financial indicators CLO2: Understand the financial needs and capital structure of different enterprises. CLO3: Understand the financial needs and capital structure of different enterprises. CLO4: Evaluate various financing options and their implications.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Enterprise Appraisal and Financing Types of enterprises, purpose of appraisal, financing landscape, Financial Statement Analysis Income statement, balance sheet, cash flows, ratios		15
II	Appraisal of New Ventures Idea validation, feasibility studies, lean startup model and community development, Credit Appraisal by Financial Institutions Creditworthiness, project appraisal techniques funding Options for Enterprises Debt, equity, hybrid instruments		15
III	Venture Capital and Angel Investing Process, term sheets, negotiation, exit strategies Government Schemes and Institutional MSME schemes, SIDBI, credit guarantee Support schemes		15
IV	Risk Management in Enterprise Financing Financial, operational, and market risks Ethical Considerations and Corporate Governance: Transparency, accountability, investor rights		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
•Class Participation:	5	Written Examination	
•Seminar/presentation/assignment/quiz/class test etc.:	10		
•Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Gupta, A. (2023). <i>Project appraisal and financing</i> . PHI Learning Pvt. Ltd..Ziegler, R. (2011).			
2. Wu, D. D., & Olson, D. L. (2015). <i>Enterprise risk management in finance</i> . Houndmills, Basingstore, London: Palgrave Macmillan.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Export-Import Procedures and Documentation		
Course Code	MBAEX-DEC-463		
Course Type	DEC - 7		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand the trade procedure, documentation and ITC (HS) classification system. To learn the role of ICC, INCOTERMS.</p> <p>CLO 2: Understand the usage of main types of documents in smooth conduct of international trade.</p> <p>CLO 3: Learn different methods of making payment in international trade and pre-shipment and post-shipment finance options.</p> <p>CLO 4: Understand the importance of export promotion, schemes, legal aspects and the institutions involved in the promotion.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Significance of Procedures and Documentation in International Trade, procedure and documentation as Trade Barriers. WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.		15
II	Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.		15
III	Methods of Payments in International Trade: Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds- Provisions of RBI's Exchange Control Manual, FEMA- Objectives. Main Provision of FEMA. Pre-Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.		15
IV	Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports: Export		15

	Promoting Institutions (EOU's/ EPZs/ SEZ's) - Role of Export Promotion Councils, Commodity Boards and ITPO.		
Total Contact Hour			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.			
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.			
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.			
4. Custom and Excise Law, Various Issues.			
5. Nabhi's Exporters Manual and Documentation.			
6. Nabhi's New Import Export policy procedures.			
7. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi			
8. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	International Marketing		
Course Code	MBAEX-DEC-414		
Course Type	DEC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in this area to be discussed with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To make students understand the dynamics involved in international marketing, trade barriers and modes to enter in foreign markets. CLO 2: Gain useful insights regarding planning and selecting international markets and strategic decisions involved in this process. CLO 3: To make students understand the international marketing mix strategy with product and pricing decisions. CLO 4: Understanding the distribution and promotion strategies in marketing across the national boundaries.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	International Marketing: Nature, benefits and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; Basic modes for entry; Process of International Marketing	16	
II	International Marketing Planning: Framework and Process of market planning; Selection process and strategies; Process of marketing Control. Market segmentation, Target market strategies and positioning decisions	14	
III	International product policy and planning: International product mix, Product life cycle, product standardization and adaptation. Building brands for foreign markets, labeling and packaging decisions,	18	

	International pricing decisions- pricing policies, pricing decisions, Terms of sale, Dumping, Counter Trade and Transfer Pricing		
IV	International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions,	12	
Total Contact Hour		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory		30	➤ Theory: 70
• Class Participation:		5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:		10	
• Mid-Term Exam:		15	
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.			
2. Cateora P. R., Graham J. L. and Gilly M. C. : International Marketing, Tata McGraw-Hill			
3. Rakesh Mohan Joshi: International Marketing, Oxford University Press.			
4. Vern Terpestra and Ravi Sarthy : International Marketing, Thompson.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Financial Derivatives		
Course Code	MBAEX-DEC-424		
Course Type	DEC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Have a fair understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.</p> <p>CLO 2: Understand the use of mathematical models on financial instruments and knowledge of innovative tools in terms of financial derivatives.</p> <p>CLO 3: Understand the trading strategies by theoretical models and their practical implementation.</p> <p>CLO 4: Understand the regulatory environment for derivatives market in India.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction and evolution of Commodities and Financial Derivatives trading in India. Understanding Underlying Markets. Microstructures and trading mechanism for equities, commodities and currency derivatives. Derivative Trade Clearing, Settlement & Risk Management for equities (including indices products), commodities and currencies.		20
II	Options and Option Pricing Models for equities (Indices and individual stock products) and commodities. Forwards and Futures trading mechanisms in equities, commodities and currencies.		10
III	Designing trading strategies based on equities, commodities and currencies in respective markets, viz., options, futures and forwards: underlying assumptions, risk hedging and return generation.		10
IV	Legal and regulatory environment for derivative trading in equities, commodities and currencies, Accounting and Taxation issues in derivative trading, risk mitigation and management strategies for equity,		20

	currencies and commodities based derivative trading. Code of conduct and investor protection measures for equity, currencies and commodities based derivative trading in India.		
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30			End Term Examination: 70
➤ Theory		30	➤ Theory: 70
• Class Participation:		5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:		10	
• Mid-Term Exam:		15	
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Hull, J. C. (2021). <i>Options, futures, and other derivatives</i> (11th ed.). Pearson.			
2. McDonald, R. L. (2013). <i>Derivatives markets</i> (3rd ed.). Pearson.			
3. Gupta, S. L. (2017). <i>Financial derivatives: Theory, concepts, and problems</i> (2nd ed.). PHI Learning Pvt. Ltd.			
4. Sundaram, J. R. (2009). <i>Futures and options: Concepts and applications</i> . McGraw-Hill Education.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Group Dynamics and Leadership Excellence		
Course Code	MBAEX-DEC-434		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To understand the meaning and features of the Group CLO 2: To know about various types and function of Group CLO 3: To know the various theories and processes of Group Formation CLO 4: To know about the nature and theories of group leadership		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Groups: Groups and types of groups, their functions, stages of group development, reasons of joining groups. Theories Of Group Formation- Propinquity theory, Homan's IAS theory, Balance Theory, Exchange theory; Groups Vs Teams. Group decisions making and Its techniques.		15
II	Group Processes & Dynamics: Conformity, deviance, Polarization, cohesiveness, Synergy, Obedience, Group Shift, Group Think, Social Loafing and facilitation, cooperation and competition. Interpersonal attraction and Social Relationship: Attraction, similarity and liking, measurement issues- Sociometry. Group Communication: Process, formal and informal communication, verbal and non-verbal patterns of communication, social networks, rumours, and grapevine.		15
III	Interactive Behavior: Conflict Management and Prevention of Interpersonal Conflict and Inter-Group Conflict. Transactional		15

	analysis, JOHARI window. Training for effective Group Membership – T Group Training or Sensitivity Training Positive Organizational Scholarship: Definition, the principle of POS, the scope of POS (<i>Organizational Resilience, Interpersonal Trust, Meaning in work; Virtuousness, Engagement, Appreciative Inquiry, Mindfulness at work and well-being at work</i>)	
IV	Group leadership- Leadership Styles-Autocratic, Democratic, and Laissez-faire leadership styles; Characteristics of various types of group leaders, Contingency models of leadership (Fiedler, Path – Goal, Leader Participation Model of Leadership), and Contemporary models of leadership (Leader-Member Exchange, Situational, and Transactional, Transformational Models of leadership and Servant Leadership)	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Forsyth, D. R. (2018). Group dynamics (7th ed.). Cengage Learning.		
2. Johnson, D. W., & Johnson, F. P. (2013). Joining together: Group theory and group skills (11th ed.). Pearson.		
3. Levi, D. (2016). Group dynamics for teams (5th ed.). SAGE Publications.		
4. Baron, R. A., Branscombe, N. R., & Byrne, D. (2008). Social psychology (12th ed.). Pearson Education. (Includes group behavior and dynamics.)		
5. Pareek, U. (2004). Understanding organizational behaviour (2nd ed.). Oxford University Press. (Indian perspective on group dynamics.)		
6. Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). SAGE Publications.		
7. Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson Education.		
8. Bass, B. M., & Bass, R. (2008). The Bass handbook of leadership: Theory, research, and managerial applications (4th ed.). Free Press.		
9. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson Education. (Includes leadership and group dynamics.)		
10. Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge (6th ed.). Wiley.		
11. Hersey, P., Blanchard, K. H., & Johnson, D. E. (2013). Management of organizational behavior: Leading human resources (10th ed.). Pearson.		
12. Deb, T. (2009). Leadership and positive organizational behavior. Excel Books India.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Predictive Analytics for Business Decisions		
Course Code	MBAEX-DEC-444		
Course Type	DEC -8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Supervised Learning and Unsupervised Learning. CLO 2: Comprehend the process of Data Exploration. CLO 3: Understand the Machine Learning Algorithms. CLO 4: Learn the Statistical Graphics for Comparing, Assessing and Implementing Predictive Models.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Supervised Learning and Unsupervised Learning: Preparing Data for predictive modeling, Data Exploration		10
II	Decision Trees: Cultivating Decision Trees Optimizing the Complexity of Decision Trees, Interpreting Decision Trees, Logistic Regression. Simple and Multiple Logistic Regression, Selecting Regression Inputs Optimizing.		15
III	Regression Complexity: Interpreting Regression Models, Transforming Inputs, Categorical Inputs Treatment, Categorical Input Consolidation, Data Reduction/Selection Strategy.		15
IV	Introduction to Machine Learning Algorithms : Model Assessment; Model Fit Statistics : Statistical Graphics for Comparing and Assessing Models; Implementing Predictive Models: Ensemble Models, Clustering and Segmentation Analysis; K-Means Clustering: Profiling and Interpreting Clusters.		20
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Larsoe and Larose, Data Mining and Predictive Analytics, Wiley Publishing.			
2. Seymour Geisser, Predictive Inference: An Introduction, CRC Press, Taylor & Francis.			
3. Ralph Writers, Practical Predictive Analysis, Packet Publishing.			
4. Dean Abbott Applied Predictive Analytic, Wiley Publishing.			
5. Jeffery T. Prince, Amarnath Bose, Predictive Analytics for Business Strategy, McGraw Hill.			
6. Eric Siegel, Predictive Analytics. Wiley Publishing.			
7. Dean Abbot, Applied Predictive Analytics: Principles and techniques for the Professional Data Analyst, Wiley Publishing.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	MSME Policy Framework		
Course Code	MBAEX-DEC-454		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Give understanding of policy environment for Micro small and medium enterprises. CLO 2: Understand the dynamics of industrial policy with specific reference to MSME's CLO 3: Understanding the prevention measures and revival strategies for MSME's. CLO 4: Understand the tax benefits available to MSME's		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004. Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions.		15
II	Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products. Policy of Priority Credit. Equity Participation, Equity issues by small enterprises through OCTEL, Policy of Technology Up gradation in small enterprises, Technology Bureau for Small Enterprises.		15
III	Taxation Benefit to SSI: Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights.		15
IV	Policy on Handling Sickness in Small Industries: Causes and consequences of Sickness, Measures to prevent sickness in small units Measures for Export Promotion: Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion.		15

Total Contact Hour		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata			
1. McGraw Hill Publishing Company Ltd. New Delhi.			
2. Personal Finance columns in The Economic Times, The Business Line and Financial			
3. Express Daily News Papers			
4. Kothari Committee Report			
5. SSI Policy			
6. Sick Industries Companies Act'			
7. www.iasb.org			
8. 8. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	International Strategic Management		
Course Code	MBAEX-DEC-464		
Course Type	DEC - 8		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Understand various levels of strategy along-with alternatives available for entering into foreign market.</p> <p>CLO 2: Get the knowledge of international strategic management process and develop analytical ability to make environmental and organizational appraisal.</p> <p>CLO 3: Learn the approaches to strategic formulation and strategic choice making process.</p> <p>CLO 4: Understand the various issues and decisions involved in strategy implementation along-with the process and techniques of strategic evaluation and control.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Nature and Dimensions of International Strategic Management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Pre-requisites and Complexities of International Strategy.		15
II	Strategies for Foreign Market Entry and Penetration, Growth Strategy, International Business Integration, Strategy for Risk and Stability, Revival Strategies, Restructuring and Divestment.		15
III	Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston's Model, GE McKinsey Model, Hofer's Model and Shell's Directional Policy Model, Comparative Strategy vis-à-vis Domestic Firms.		15

IV	Strategy Implementation: Resource Allocation. Projects and Procedural Issues. Organization Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values. Ethics and Social Responsibility. Operational and derived functional plans to implement strategy. Integration of Functional Plans. Organizational Systems and Techniques of Strategic Evaluation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: 1. Dunning J. H (1988); Explaining International Production, Harper Collins, London. 2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy, Kent Publishing Company, Boston, Massachusetts. 3. Ansoff, H.I; Corporate Strategy, McGraw Hill, London 4. Porter, M.E; Competitive Strategy, Free Press, NY.		

Part A – Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Sales and Distribution Management		
Course Code	MBAEX-DEC-415		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 1: Analyze various sales promotion methods and develop effective sales forecasting techniques.</p> <p>CLO 2: Design and implement strategies for recruiting, training, and evaluating a high-performing sales force.</p> <p>CLO 3: Develop an efficient distribution channel strategy by selecting and managing channel members effectively.</p> <p>CLO 4: Apply logistics and supply chain management principles to optimize inventory, warehousing, and transportation.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Sales management: conceptual framework; roles and skills of sales manager; personal selling; theories of selling; sales promotion: objectives and methods; setting up and administration of sales territories; market analysis and sales forecasting.	15	
II	Sales organization: nature, structure, and relationship; sales force management: recruitment, selection, training, development, motivation, compensation, and evaluation of sales performance; controlling sales force: sales budget, quotas, and meetings.	20	
III	Distribution management: need, distribution channel strategy; marketing channels; channel institutions—wholesaling, retailing; designing channel systems: selecting, training, motivating, and evaluating channel members.	15	

IV	Channel management: channel conflicts, principles of channel management, channel policies; elements of a channel information system focus areas of logistics and supply chain management: inventory management, storage and warehousing, transportation.	10
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ul style="list-style-type: none">• Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Puri, S. <i>Sales and distribution management: Decisions, strategies, and cases</i> (6th ed.). Pearson Education.• Havaladar, K. K., & Cavale, V. M. <i>Sales and distribution management</i> (3rd ed.). McGraw Hill Education.• Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.• Bhattacharyya, SK, Logistics Management, S Chand, India		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Private Equity and Wealth Management		
Course Code	MBAEX-DEC-425		
Course Type	DEC - 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO1: Understand the basics of Private Equity and Wealth Management in India. CLO2: Apply private equity strategies including due diligence, valuation, and exit planning. CLO3: Learn asset allocation and portfolio diversification for wealth management. CLO4: Understand regulations, ethics, and emerging trends in Indian finance.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Introduction to Private Equity and Wealth Management: Definition and Importance of Private Equity (PE); Types of Private Equity Investments; Key Players in Private Equity; Introduction to Wealth Management; Wealth Creation and Preservation; Role and Responsibilities of a Wealth Manager; Financial Planning Process in Wealth Management	15	
II	Private Equity Investment Process and Strategies: Private Equity Lifecycle: Fundraising and Structure; Deal Sourcing and Investment Process; Due Diligence and Valuation Techniques; Exit Strategies. Private Equity Investment Strategies, Risk Management in Private Equity. Valuation Techniques: Methods used to evaluate private equity opportunities.	15	
III	Wealth Management Strategies and Asset Allocation: Investment Planning in Wealth Management, Asset Allocation and Portfolio Diversification, Risk-Return Trade-off in Wealth Management, Tax Planning and Wealth Structuring. Financial Instruments for Wealth Management: Mutual Funds, Bonds, Stocks, ETFs, Real Estate, Hedge Funds, Commodities, Insurance and Retirement Planning.	15	

IV	Regulatory Framework, Ethics, and Emerging Trends: Regulatory Aspects in Private Equity and Wealth Management, Ethical Considerations and Professional Conduct, Investor Rights and Protection Mechanisms, Emerging Trends and Future Developments: Role of FinTech and Robo-Advisors in Wealth Management, AI and Technology-Driven Investment Strategies, Sustainable and ESG Investing, Future of Private Equity and Wealth Management Industry.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Goyal, S. (2022). <i>Private equity in India: The new era of investment</i> . Wiley.		
2. Feld, B., & Mendelson, J. (2019). <i>Venture deals: Be smarter than your lawyer and venture capitalist</i> . Wiley.		
3. Reddy, G. S. (2021). <i>India's private equity: The future of investing</i> . Springer.		
4. Mishra, R. K. (2022). <i>Wealth management in India: A practice guide for professionals</i> . Sage Publications.		
5. Tiwari, V. (2020). <i>Financial planning and wealth management in India</i> . McGraw-Hill Education.		
6. Rajeev, M. N. (2021). <i>The wealth of wealth management: Making the most of financial planning</i> . Rupa Publications.		
7. Agarwal, H. (2023). <i>Private equity and wealth management: A handbook for Indian professionals</i> . Pearson Education India.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Counselling, Mentoring & Negotiation Skills		
Course Code	MBAEX-DEC-435		
Course Type	DEC - 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand nuances of counselling, mentoring and negotiating skill in effective implementation and functioning of HR systems and strategies.</p> <p>CLO 2: Understand the concept and types of counselling, ethical issues and code of conducts in counselling</p> <p>CLO 3: Understand key strategies, tactics and best practices of negotiation.</p> <p>CLO 4: Recognising the stages of mentoring relationship</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Counseling skills for managers: Conceptual definitions, Approaches, Values and Goals of Counseling. Counseling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, termination of Relationship and Follow-up, Guidelines for Effective Counseling. Referral Procedures, Role of Counselor & Client in various stages, Key Characteristics, Skills, Qualities & Values for a professional Counselor, Applications of Counseling Skills in modern Organizations	15	
II	Performance Counseling: Meaning, Objectives and Process. Special Employee related Problems in Counseling. Counseling Therapies: Cognitive Therapy, Behavioral Therapy, Emotive Behavior Therapy (REBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Ethics in Counseling: Ethical Principles & codes of conduct for professional counselors.	15	
III	Negotiation Skills for managers: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation., Best	15	

	Practices in Negotiation – Fundamental Structure of negotiation and Best alternative to a Negotiated Agreement (BATNA)	
IV	Mentoring Skills for managers: Key Mentoring Skills, Stages of Formal Mentoring Relationships; Stage I: Building the Relationship, Stage II: Exchanging Information and Setting Goals, Stage III: Working towards Goals/Deepening the Engagement, Stage IV: Ending the Formal Mentoring Relationship and Planning for the future.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Singh, Kavita (2015). Counselling Skills for Managers. (2 nd Edition). PHI, Delhi.		
2. Kotler, Jeffrey (2008). Counselling Theories and Practices. Cengage Learning India.		
3. Feltham & Dryden (2012) Brief Counselling. McGraw Hill Publishing India.		
4. Nelson-Jones, R. (2014). Introduction to counselling skills: Texts and activities (4th ed.). SAGE Publications.		
5. Patterson, Lewis (2008) The Counselling Process, Cengage Learning India		
6. McLeod, J. (2013). An introduction to counselling (5th ed.). McGraw-Hill Education.		
7. Rao, S. N. (2014). Counselling and guidance (3rd ed.). Tata McGraw-Hill Education.		
8. Narayana Rao, S. (2002). Counselling and guidance. Tata McGraw-Hill Publishing Co.		
9. Pareek, U. (2007). Training instruments in HRD and OD (3rd ed.). Tata McGraw-Hill Education. (Includes tools relevant to managerial counselling.)		
10. Thomas, K., & Mathew, M. J. (2014). Mentoring and coaching: A study of Indian managerial perspectives. Indian Journal of Industrial Relations, 49(3), 478–491.		
11. Singh, A. K., & Pandey, N. (2010). Mentoring in Indian organizations: A tool for talent a. development. Excel Books India.		
12. Pareek, U., & Purohit, S. (2010). Training instruments in HRD and OD. Tata McGraw-Hill Education. (Includes mentoring frameworks.)		
13. Pattnayak, B., & Mohanty, M. (2012). Counselling psychology. Pearson Education India.		
14. Clutterbuck, D., & Megginson, D. (2005). Techniques for coaching and mentoring. Routledge.		
15. Megginson, D., Clutterbuck, D., Garvey, B., Stokes, P., & Garrett-Harris, R. (2006). Mentoring in action: A practical guide. Kogan Page.		
16. Garvey, B., Stokes, P., & Megginson, D. (2017). Coaching and mentoring: Theory and practice (3rd ed.). SAGE Publications.		
17. Clutterbuck, D. (2014). Everyone needs a mentor: Fostering talent at work (5th ed.). CIPD Publishing.		
18. Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation (8th ed.). McGraw-Hill Education.		
19. Thompson, L. (2020). The mind and heart of the negotiator (7th ed.). Pearson Education.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Data Analysis Using Python		
Course Code	MBAEX-DEC-445		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the Basics of Python Programming. CLO 2: Know the functions of Python. CLO 3: Learn the Object-oriented Programming. CLO 4: Learn the File Handling in Python.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Computer and Python Programming: Basics of Python Programming; Variables, Expressions and Statements		15
II	Decision Statements, Conditional and Looping Construct, Functions, Strings and Lists.		15
III	List Processing: Searching and Sorting; Object-oriented Programming: Class, Objects and Inheritance; Tuples, Sets and Dictionaries		15
IV	Graphics Programming: Drawing with Turtle Graphics and File Handling Advanced Python for business applications:		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Kamthane, Programming and Problem Solving with Python, Mcgraw Hill Education.			
2. Brown, Python: The Complete Reference, Mcgraw Hill Education.			
3. John Paul Mueller, Beginning Programming with Python For Dummies, Wiley Publishing.			
4. Wes McKinney, Python for Data Analysis, O'Reilly.			
5. Bharti Motwani, Data Analytics using Python, Wiley Publishing.			
6. Reema Thareja, Data Science and Machine Learning using Python, McGrawHill Education.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Marketing Management of New Ventures		
Course Code	MBAEX-DEC-455		
Course Type	DEC 9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	<p>After completing this course, the learner will be able to:</p> <p>CLO 1: Understand the unique marketing challenges faced by startups and new ventures.</p> <p>CLO 2: Design customer-centric marketing strategies with limited resources.</p> <p>CLO3: Create go-to-market (GTM) plans for new products/services.</p> <p>CLO 4: Analyze the Indian startup ecosystem and apply localized marketing tactics.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Startup Marketing Differences between startup vs. established firm marketing Opportunity Identification and Customer Discovery: Understanding unmet needs and latent demand, Design Thinking & Jobs- to-be-Done (JTBD) Framework, Primary research in low-budget contexts Product-Market Fit and Customer Validation: Building and testing MVPs, Using surveys, A/B testing, and early feedback loops Lean Startup methodology in Indian context Digital Marketing for New Ventures: Content, SEO, influencer and social media marketing, Low-cost acquisition tactics, Indian platforms: Meesho, ShareChat, Moj, Koo Go-to-Market Strategy & Launch Planning: GTM channels and partners, Soft launches vs. big bang, Pre-launch buzz: email lists, beta testers, PR		15

II	Pricing Strategies for Startups: Value-based vs. cost-based pricing Freemium and subscription models, Psychological pricing in Indian markets Sales Enablement and Early Customer Acquisition: Founder's role in selling, Building the first sales team, CRM tools for early-stage startups Growth Marketing and Retention: Metrics: CAC, LTV, churn conversion rate, Virality and referral loops, Customer engagement on WhatsApp, Telegram	15
III	Scaling the Brand: Pivoting, repositioning and rebranding, Influencer and community-led marketing, Fundraising and its impact on marketing spend	15
IV	Legal, Ethical, and Cultural Considerations: Marketing regulations (ASCI guidelines, e-commerce norms), Cultural sensitivity in diverse Indian regions, Ethical marketing dilemmas	
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency..		
2. Heath, C. (2007). Made to stick: why some ideas survive and others die Chip Heath & Dan Heath.		

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	International Financial Markets		
Course Code	MBAEX-DEC-465		
Course Type	DEC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the conceptual framework of international financial system. CLO 2: Understand the main instruments of regulation of currency and credit relations. CLO 3: Know the role, functions, issues and challenges of international financial markets. CLO 4: Understand the currency market for lending and investment and to understand the global market for hedging, arbitrage and speculations.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to international financial system: Bretton wood Conference afterwards. Overview of International Stock Exchanges.		12
II	Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits. Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.		16
III	Introduction to International Financial Markets: International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's International Money Market Instruments and Institutions: Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.		16
IV	Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations		16
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. David & Eiteman, Arthru J Stonehill:,Michael H. Moffett: Multinational Business Finance, Pearson Education.			
2. Hill, Charles W L and Jain, Arun K (2009). International Business, Sixth Edition, Tata McGraw Hill, New Delhi			
3. Nandi, Sukumar (2014). Economics of the International Financial System, Routledge India, New Delhi			
4. David & Eiteman ,Arthru J Stonehill:,Michael H. Moffett: Multinational Business Finance, Pearson Education.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Supply Chain and Logistics Management		
Course Code	MBAEX-DEC-416		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understanding the concepts of Supply chain. CLO 2: Illustrate networks in different sectors. CLO 3: Analyze using forecasting methods. CLO 4: Understanding transportation and sourcing in SCM.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics.		15
II	Designing Distribution Networks: The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation.		15
III	Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting; forecasting in practice; the role of aggregate planning in SCM; aggregate planning strategies; the role of IT in aggregate planning; implementing aggregate planning in practice.		12
IV	Transportation and Sourcing in SCM: Role of transportation in SCM; transportation infrastructure and policies; design options for transportation network and trade-offs; tailored transportation system; risk		18

management; transportation decisions in practice; IT in supply chain			
Sourcing in SCM: in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance; vendor analysis; the procurement process. Lack of coordination and the Bullwhip Effect; obstacles to coordination in a supply chain; building strategic partnership and trust within a supply chain.			
Total Contact Hour		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Chopra, S, and P. Meindl, 2010, <i>Supply Chain Management – Strategy, Planning and Operation</i> , 4th edition, Pearson Education Inc.			
2. Raghuram, G. and N. Rangaraj, 2000, <i>Logistics and Supply Chain Management: Cases and Concepts</i> , Macmillan, New Delhi			
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i> , 2nd Edition, Irwin, McGraw-Hill.			
4. Shapiro, J., 2001, <i>Modelling the Supply Chain</i> , Duxbury Thomson Learning.			
5. Altekarr R V, Supply Chain Management: Concepts and Cases, Prentice Hall of India.			
6. Satish C. Ailawadi, Rakesh Singh: Logistics Management, Prentice Hall of India, 1 st Edition, 2005			
7. Janat Shah: Supply Chain Management-Text and Cases, Pearson Education India. 2009 1 st edition.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Corporate Restructuring and Value Creation		
Course Code	MBAEX-DEC-426		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Explain the various types of corporate restructuring and their objectives. CLO 2: Identify and explain the strategic motives behind mergers and acquisitions. CLO 3: Analyze capital structure optimization techniques and bankruptcy laws. CLO 4: Assess the role of corporate restructuring in value creation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Overview of Corporate Restructuring: Definition, Types, and Objectives of Corporate Restructuring, Legal, Economic, and Managerial Perspectives, Restructuring vs. Reorganization. Strategic Reasons for Restructuring. Types of Corporate Restructuring.		15
II	Mergers and Acquisitions (M&A): Strategic Motives for M&A, Types of Mergers (Horizontal, Vertical, Conglomerate), M&A Process; Valuation Methods for M&A; Takeovers and Anti-Takeover Strategies; Post-Merger Integration: Integration Challenges and Value Creation.		15
III	Financial Restructuring: Debt Restructuring and Debt-for-Equity Swaps, Capital Structure Optimization, Bankruptcy and Insolvency Laws. Leveraged Buyouts (LBOs) and Management Buyouts (MBOs): LBO Structures and Financing Techniques, Valuation in LBOs and MBOs, Role of Private Equity in LBOs and MBOs. Distressed Asset Sales.		15
IV	Value Creation and Corporate Governance: Value Creation in Corporate Restructuring; Corporate Governance in Restructuring; Case Studies and Global Trends in Corporate Restructuring.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Krishnamurti, C., & Vishwanath, S. R. (2008). Mergers, acquisitions and corporate restructuring. SAGE Publications.			
2. Godbole, P. G. (2013). Mergers, acquisitions and corporate restructuring (2nd ed.). Vikas Publishing House.			
3. Gilson, S. C. (2010). Creating value through corporate restructuring: Case studies in bankruptcies, buyouts, and breakups (2nd ed.). Wiley.			
4. Gaughan, P. A. (2017). Mergers, acquisitions, and corporate restructurings (7th ed.). Wiley.			
5. Kar, R. N., & Minakshi. (2023). Mergers acquisitions & corporate restructuring: Strategies & practices (3rd ed.). Taxmann Publications.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Training, Learning and Development		
Course Code	MBAEX-DEC-436		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the need and role of managers in training and development CLO 2: Understand the process of training need analysis in organizations. CLO 3: Understand various training and development methods and their applicability in different organizational situations CLO 4: Understand the process of designing a training program and its evaluation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Training and Development – Need for Development, Differences between Training and Development, Learning Principles; Role of Development Managers and Administrators, Consultants, Designers and Instructors, Determining Training Needs, Usefulness of Training; Development of Competency-based training programs		15
II	Training Need Analysis (TNA)- Need of training, TNA Model, Need Assessment Process: Organizational Analysis, Person Analysis, Task Analysis; Output of TNA, Approaches to TNA: Proactive TNA, Reactive TNA		15
III	Areas of training: Knowledge, Skill, Attitude; Methods of Training - On the job and Off the job; Executive Development Programmes - Meaning, Need, Importance, Nature, Scope and Implications		15
IV	Evaluation of training programs- Key Performance Parameter; Role of Trainer and Line Manager in evaluations, Design of Evaluation – Kirkpatrick’s model; Current practices in assessing Training and Development		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Blanchard, P. N., Thacker, J. W., & Way, S. A. (2019). Effective training: Systems, strategies, and practices (6th ed.). Pearson.			
2. Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education.			
3. Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Wadsworth/Thomson Learning.			
4. Laird, D., Holton, E. F., & Naquin, S. S. (2003). Approaches to training and development (3rd ed.). Basic Books.			
5. Saks, A. M., & Haccoun, R. R. (2018). Managing performance through training and development (8th ed.). Nelson Education.			
6. Piskurich, G. M. (2009). Rapid instructional design: Learning ID fast and right (2nd ed.). Pfeiffer.			
7. Broad, M. L., & Newstrom, J. W. (1992). Transfer of training: Action-packed strategies to ensure high payoff from training investments. Basic Books.			
8. Werner, J. M., & DeSimone, R. L. (2011). Human resource development (6th ed.). Cengage Learning.			
9. Swanson, R. A., & Holton, E. F. (2001). Foundations of human resource development. Berrett-Koehler Publishers.			
10. Rothwell, W. J., & Kazanas, H. C. (2011). Planning and managing human resources: Strategic planning for human resource management. Human Resource Development Press.			
11. Rao, T. V. (2008). Learning & development: Experiences of outstanding companies. Sage Publications India.			
12. Rao, T. V. (2002). Future of HRD. Macmillan India Ltd.			
13. Sahu, R. K. (2010). Training for development. Excel Books India.			
14. Bhatia, S. K. (2009). Training and development: Concepts and practices. Deep & Deep Publications.			
15. Raju, P. S. (2006). Management of training and development. I K International Publishing House.			
16. Jain, R., & Saakshi. (2005). Training and development: A practical approach. Macmillan India Ltd.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Financial Modeling		
Course Code	MBAEX-DEC-446		
Course Type	DEC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand what financial models are and how these can be useful for businesses. CLO 2: Use various inbuilt functions of EXCEL to prepare a model. CLO 3: Use forecasting technique to make various models. CLO 4: Adjust the regression models for changes in trends.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to financial modelling. Financial modelling rules. Characteristics of financial models. Stages of financial modelling. Benefits and challenges of using Financial Models		15
II	Concept of financial Modeling- difference between spread sheet and model. Types and purposes of financial model-skills required for a good modeler. Best practices in spread sheet design-tool selection. Financial management skills: Understanding the three key financial statements (i.e., a company's income statement, balance sheet, and cash flow statement) and the relationships between the various items on them.		15
III	Forecasting Annual Revenues Spreadsheet skills: Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g., scatter diagrams, forecast charts, error patterns, and downside risk curves); estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves.		15
IV	Financial management skills: Making forecasts; recognizing the difference between valid and invalid forecasting models; handling the risks inherent in forecasts; adjusting regression models for changes in trends.		15
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Alastair Day, Mastering Financial modeling in Microsoft Excel; Pearson, India Edition			
2. Ragnar Lavas et al, Financial Modeling and Asset valuation with Excel; Routledge			
3. Building Financial Models, John Tjia ,McGraw-Hill.			
4. Danielle Stein Fairhurst ,Using excel for business analysis, Wiley finance			

Part A – Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Financial Innovation and Entrepreneurship		
Course Code	MBAEX-DEC-456		
Course Type	DEC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Familiarize the students with financial management concepts for MSME's. CLO 2: Understand the importance of financial planning for startups and established enterprises. CLO 3: Give an insight regarding innovative sources of finance. CLO 4: Understand financial risks in startups and mitigation strategies.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours

I	Meaning, objectives and significance of Financial Management, Project Appraisal Technique- Payback Period, NPV, IRR, PI. Cost of capital and capital structure. Sources of Finance, Working Capital Management: Concept, Importance, Cash Management.	15
II	Inventory Management, Management of Accounts Receivables. Budgeting Control: Meaning, Importance, Limitation, Types of Budgets, Fixed vs Flexible Budget.	15
III	Financial Planning, Estimation of Financial Requirements, Sources of Finance: Internal sources and External sources of Financing including Term Loans and Financial Accommodation from Financial Institutions.	15
IV	Venture Capital, Profitability Analysis: Factors Affecting Profits, Profit Planning: characteristics, advantages and limitation, Break Even Analysis, Profitability Ratios, Cash Flow Statement. Concept of Risk, Types of Risk, Risk mitigation Strategies.	15
Total Contact Hours		60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
6. Singh, Surender and Kaur, Rajeev. Basic Financial Management Mayur Paperbacks, New Delhi			
7. S.N. Maheshwari, Management Accounting & Financial Analysis S. Chand & Sons			
8. S.C. Kuchhal, Financial Management, Vikas Publishing House			
9. Steward C. Myers, Richard A. Brealey Principles of Corporate Finance (International Edition)			
10.M.Y. Khan & R.K. Jain “Financial Management Text & Problems” Tata McGraw			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Regional Economic Blocks		
Course Code	MBAEX-DEC-466		
Course Type	DEC - 10		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand the economic rationale for regional integration. CLO 2: Analyze the structures, functions, and challenges of major regional blocs. CLO3: Evaluate the trade-offs between national sovereignty and regional cooperation CLO 4: Assess the impact of regional blocs on global trade and development.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B-Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to regionalism and economic integration, Theories of economic integration, Global trade Institutions vs. regional blocs		15
II	The European Union: Origins & Evolution, EU Institutions, Policies & Eurozone, Brexit and implications		15
III	ASEAN & Asia-Pacific Trade Blocs, India’s Act East Policy, SAFTA vs. BIMSTEC: Future potential. Geopolitics, China’s role, and India's positioning.		15
IV	Middle East & Regional Economic Cooperation, African Continental Free Trade Area (AfCFTA) NAFTA & USMCA, MERCOSUR & Latin American Integration		
Total Contact Hours			60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: <ul style="list-style-type: none">• Hill, C. W. (2022). <i>Global business today</i>. McGraw-Hill.• Morrison, J. (2011). <i>Global Business Environment</i>. Palgrave Macmillan.• Nagy, S. G. (Ed.). (2025). <i>The Economics of Regional Integration</i>. Taylor & Francis.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Entrepreneurship and Startup Management		
Course Code	M24-EEC-419		
Course Type	EEC		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Assess available entrepreneurial opportunities. CLO 2: Understand the dynamics entrepreneurship CLO 3: Assess entrepreneurial infrastructure and institutional support available for the same in India. CLO 4: Understand Indian Startup Ecosystem.		
Credits	Theory	Tutorial	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Entrepreneurship v/ s Intrapreneurship. The entrepreneurial mindset, attributes, attitudes and behaviour. Entrepreneurial Myths and Realities. Rural, social and women entrepreneurship in India.		7
II	Analysis of entrepreneurial environment and formulation of a comprehensive entrepreneurial business plan. Formulating a Marketing, HRM and Financial Plan for an entrepreneurial business.		8
III	Startup Culture in India. Recent initiatives for Startup Promotion in India. Startup Initiation Process and Formalities.		7
IV	4 case studies of successful startups in India and 4 of startup failures clearly identifying underlying reasons.		8
Total Contact Hours			30

Suggested Evaluation Methods			
Internal Assessment: 15		End Term Examination: 35	
➤ Theory	15	➤ Theory:	35
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	5		
• Mid-Term Exam:	5		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: 1. Kumar, Arya, Entrepreneurship, Pearson Education. 2. Greene, Cynthia, Entrepreneurship, Cengage Learning. 3. Wickham, P, Strategic Entrepreneurship, Pitman. 4. Shukla, MB, Entrepreneurship and Small Business Management, Kitab Mahal. 5. Sahay, Nirjar, Entrepreneurship: Education, Theory and Practice, Excel Books.			

Part A - Introduction			
Name of Programme	MBA (Executive) - (2 Years)		
Semester	IV		
Name of the Course	Dissertation/ Research Report/ Project Report		
Course Code	MBAEX-REC-418		
Course Type	DISSERTATION/PROJECT WORK		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get inputs on conducting project . CLO 2: Write Dissertation CLO 3: Understand practical aspects relating to research. CLO 4: Comprehend and address research problems.		
Credits	Theory	Tutorial	Total
			12
Teaching Hours per week			
Internal Assessment Marks			
End Term Exam Marks (Based on External Evaluation)	300		300
Max. Marks	300		300