



**KANNUR UNIVERSITY**  
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**(Abstract)**

Regulation, Scheme and Syllabus (I & II Semesters) of the M.B.A. (Executive) Programme offered by the Department of Management Studies, Kannur University with administrative support from the School of Lifelong Learning, on a cost -sharing basis - Approved and implemented w.e.f. the Academic Year 2024-25 - Orders issued

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**ACADEMIC C SECTION**

ACAD C/ACAD C1/21405/2024

Dated: 21.05.2026

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- Read:-1. U.O No. ACAD/ACAD D5/20946/2024 dated 30.10.2024  
2. U.O No. ACAD/ACAD D5/20946/2024 dated 04.12.2024.  
3. E mail dated 04.03.2025 from the HoD, Department of Management Studies  
4. E mail dated 11.03.2026 from the HoD, Department of Management Studies  
5. E mail from the Dean, Faculty of Commerce and Management dated 11.03.2026  
6. Minutes of the meeting of the Standing Committee of the Academic Council held on 12.03.2026  
7. Email dated 01.04.2026 from the HoD, Department of Management Studies  
8 Orders of the Vice Chancellor in the file of even No. dated 23.04.2026

**ORDER**

1. As per the paper read as (1) above, it was decided to commence MBA Evening (Executive) Programme under self financing mode at the Department of Management Studies, Thavakkara Campus of the University w.e.f the Academic Year 2024-25, with the administrative support from the School of Life Long Learning.
2. As per the paper read as (2) above, the mode of conduct of the proposed MBA Evening (Executive) Programme was fixed as "Cost Sharing Basis".
3. Subsequently, the Head, Department of Management Studies, vide the paper read as (3) above, forwarded the Regulations, Scheme, and Syllabus (I and II Semesters) of the MBA Evening (Executive) Programme, along with the Department Council Minutes, for approval.
4. The Regulations, Scheme and Syllabus (I and II Semesters) of the MBA Evening (Executive) Programme, submitted by the Head, Department of Management Studies were forwarded to the Dean, Faculty of Commerce and Management, for verification. The observations/remarks of the Dean were communicated to the Head, Department of Management Studies. The Head, vide the paper read as (5) above, resubmitted the Regulations Scheme and Syllabus, after incorporating the suggestions of the Dean. The Dean after vetting the same, recommended its approval, vide the paper read as (5) above .
5. Considering the matter, the Vice-Chancellor ordered to place the Regulations, Scheme, and Syllabus (I and II Semesters) of the MBA Evening (Executive) Programme, before the Standing Committee of the Academic Council for consideration.



6. The Standing Committee of the Academic Council, at its meeting held on 12.03.2026, vide the paper read as (6) above, recommended approval of the Regulations, Scheme, and Syllabus (I and II Semesters) of the MBA Evening (Executive) Programme .
7. The Head, Department of Management Studies, vide the paper read as (7) above, clarified that the name of the Programme shall be "MBA Evening (Executive) Programme"
8. The Vice-Chancellor, after considering the matter in detail and in exercise of the powers of the Academic Council conferred under Section 11(1), Chapter III of the Kannur University Act, 1996, has approved the Regulations, Scheme, and Syllabus (I and II Semesters) of the MBA Evening (Executive) Programme, offered by the Department of Management Studies with administrative support of School of Lifelong Learning, on a cost -sharing basis, and accorded sanction to implement the same under the name "**MBA ( Executive ) Programme**" with effect from the Academic year 2024-25, subject to reporting to the Academic Council.
9. The Regulations, Scheme, and Syllabus (I and II Semesters) of the MBA (Executive) Programme offered by the Department of Management Studies with administrative support of School of Lifelong Learning, on a cost sharing basis and implemented with effect from the Academic Year 2024-25, are appended with this U.O and uploaded on the University website (www.kannuruniversity.ac.in).
10. Orders are issued accordingly.




Sd/-  
**Jisha K P**  
Assistant Registrar II  
For REGISTRAR

To: The Head  
Dept.of Management Studies  
Thavakkara Campus,  
Kannur

- Copy To: 1. The Examination Branch (through PA to CE).  
2. PS to VC / PA to PVC / PA to R / PA to CE  
3. DR / AR 1 (Acad).  
4. The Computer Programmer (for uploading in the Website)  
5. SF / DF /FC /.

Forwarded / By Order

  
SECTION OFFICER



**KANNUR UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT STUDIES THAVAKKARA, KANNUR**

**Regulations and Scheme of the MBA (Executive) programme to be offered  
by the Department of Management Studies, Kannur University (2024  
Admission onwards).**

**1. Introduction**

The MBA (Executive) program is designed for working professionals who wish to advance their education and career without having to leave their jobs. It offers a flexible schedule, with classes typically held in the evenings, making it easier for participants to balance their professional, personal, and academic commitments. A strong foundation in business administration and management principles is expected to equip participants with the confidence to take on key roles in business or pursue entrepreneurial ventures.

**2. Title and duration of the Programme**

This degree shall be called *MASTER OF BUSINESS ADMINISTRATION*. The duration of this Programme shall be a minimum of two years consisting of four semesters.

**3. Admission Eligibility**

A pass in any bachelor's degree examination (10+2+3 or above pattern) of Kannur University or any other Indian or Foreign University duly recognized by the Kannur University as equivalent thereto. Candidates to be eligible to apply for admission to the programme are required to have scored not less than 50 % marks in aggregate or letter grade B under the grading system in the qualifying examination. However, candidates belonging to the other backward communities are eligible for a concession of 5percent marks (or equivalent grade) in the qualifying examination. Those belonging to scheduled caste/ scheduled tribes having secured a pass (or equivalent grade) in the degree examination are eligible to apply for admission to the programme. The candidates should have minimum of two years' work experience (Government or Private organizations).

**4. Admission Procedure**

Admission to MBA (Executive) degree programme of the Department will be based on the marks obtained in qualifying examination, Group Discussion, and Personal Interview in the ratio 80:10:10. Based on these criteria the Rank List for MBA (Executive) admission will be



prepared. While preparing the rank list, if there are same index marks for more than one candidate, he/she will be ranked on the basis of marks obtained in the qualifying examination. Even after this, if there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher.

Reservation rules approved by Kannur University from time to time shall be followed strictly in the admission to the Programme.

## **5. MBA (Executive) Programme Focus**

### **5.1. Graduate Attributes (GAs):**

At the end of the MBA programme the learner shall exhibit:

1. Proficiency in Communication, Collaboration, Teamwork and Leadership
2. Research Aptitude, Scholarship & Enquiry
3. Proficiency in ICT, Digital Literacy and Life-Long Learning Orientation
4. Entrepreneurship & Intrapreneurship Orientation
5. Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
6. Develop the ability to manage people, resources and time.

### **5.2. Programme Objectives (POs):**

The MBA course of the department is designed with the following objectives

1. Develop and improve the awareness and knowledge about functioning of local and global business environment and society.
2. Competencies in quantitative and qualitative techniques.
3. Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.
4. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.
5. Understanding leadership roles at various levels of the organization and leading teams.

## **6. Programme Structure**

**6.1. Programme Duration** : The MBA (Executive) Programme shall be completed within a period of minimum of two years (four semesters) and maximum four years after joining the programme. If a candidate does not pass a course within the regular schedule, he/she shall re-appear for the course examination along with the subsequent batch.



**6.2 Credits** : One credit is equivalent to 15 hour of teaching (lecture or tutorial) or 30 hours of practical or field work in a Semester. The total minimum credits required to complete MBA (Executive) programme is 106. The total credits in different semesters are as follows,

Semester	Total credits
I	24
II	24
III	24
IV	28
Total	100

**6.3. Scheme of the Programme:** The MBA (Executive) programme shall include Core Courses and Elective Courses. While the core courses are compulsory for all candidates and cannot be substituted by any other course, elective course is an optional course to be selected by a student out of such courses offered by the department.

All courses offered for the next semester will be announced within 10 days of the end of the previous semester, depending upon the availability of faculty and the demand for the courses. The student within a maximum of 10 working days after the commencement of the classes can change the elective course with the consent of Head of the Department.

*Semester I and II* : The first two semesters shall have six core courses each. All these courses will be of 4 credits.

*Semester III:* The third semester will have three core courses of 4 credits each and three elective courses of 4 credits each. The candidates shall select three electives from the list of electives offered by the Department at the beginning of the semester.

*Semester IV:* Fourth semester will have two core courses having 4 credits each and three elective courses having 4 credits offered by the Department at the beginning of the semester. In addition, the candidates are required to do their Project Work, which will be problem centered, based on a management/business related domain. The Project work shall be carried out under the supervision of a faculty member of the department/ external supervisor approved by the Head of the Department. This project work is of 6 credits which involves 180 hours of practical or field work. The candidate can start doing the work related to this project work from start of third



semester itself, but will be evaluated in the fourth semester. The report of problem centered project work is to be submitted on or before the date fixed by the Department.

#### 6.4.Course Structure:

#### FIRSTSEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBEMBA01DSC01	Principles & Practices of Management	C	4	40	60	100
MBEMBA01DSC02	Managerial Economics	C	4	40	60	100
MBEMBA01DSC03	Accounting for Managers	C	4	40	60	100
MBEMBA01DSC04	Data Analysis for Decision Making	C	4	40	60	100
MBEMBA01DSC05	Business Environment	C	4	40	60	100
MBEMBA01DSC06	Human Resource Management	C	4	40	60	100
Total			24			

#### SECONDSEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBEMBA02DSC07	Operations Research	C	4	40	60	100
MBEMBA02DSC08	Organisational Behaviour	C	4	40	60	100
MBEMBA02DSC09	Marketing Management	C	4	40	60	100
MBEMBA02DSC10	Financial Management	C	4	40	60	100
MBEMBA02DSC11	Production and Operation Management	C	4	40	60	100
MBEMBA02DSC12	Research Methodology	C	4	40	60	100
Total			24			



### THIRDSEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
					ESA	TOTAL
MBEMBA03DSC13	Management Information System	C	4	40	60	100
MBEMBA03DSC14	Business Law, Ethics & Corporate Governance	C	4	40	60	100
MBEMBA03DSC15	Business Analytics	C	4	40	60	100
	Elective I	E	4	40	60	100
	Elective II	E	4	40	60	100
	Elective III	E	4	40	60	100
Total			24			

### FOURTHSEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBEMBA04DSC16	Strategic Management	C	4	40	60	100
MBEMBA04DSC17	Entrepreneurship Development & Project Management	C	4	40	60	100
	Elective IV	E	4	40	60	100
	Elective V	E	4	40	60	100
	Elective VI	E	4	40	60	100
MBEMBA04DSC21	Project Report	C	6	40	60	100
MBEMBA04DSC22	Viva-Voce	C	2		100	100
Total			28			
<b>Total credits for the Programme</b>			<b>100</b>			

(C—Core course, E—Elective course, CA—Continuous Assessment, ESA—End Semester Assessment)

**6.5. Specialisation:** During the MBA (Executive) Programme, each student shall opt for three elective courses in third semester and three elective courses in the fourth semester from the list of electives offered during the semester. The list of elective courses shall be decided by the Department Council at the beginning of the respective semester depending upon the availability of faculty and the demand for the courses.



## 7. Attendance:

7.1 The minimum attendance required for the Course shall be 60% of the total number of classes conducted for that semester. Those who secure the minimum attendance in a semester alone will be allowed to register for the End Semester Examination.

7.2 Condonation of attendance to a maximum of 10 days in a Semester subject to a maximum of two spells within the programme will be granted by the Vice- Chancellor. Benefit of Condonation of attendance will be granted to the candidate on health grounds on production of genuine supporting documents with the recommendation of the Head of the Department.

7.3 A candidate who is not eligible for Condonation shall repeat the Course along with the subsequent batch.

## 8. Evaluation:

8.1 Evaluation of a candidate in a course shall be conducted through Continuous Assessment (CA) and an End Semester Examination (ESE). The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points.

8.2 For all courses, the CA and ESE will be in the ratio 40:60 (40 marks for CA and 60 marks for ESE for a course with 100 marks).

8.3. *Continuous Assessment:* Continuous Assessment shall be done by the faculty member engaging the course. Continuous Assessment (CA) shall be based on a predetermined transparent system involving periodic written tests, assignments, seminars and any component decided by the teacher depending on the course. The percentage of marks assigned to various components for internal evaluation may be as follows:

Sl.No.	Component	Marks
1.	Two test papers	16
2.	Seminars/ Presentation of case study/ Minor Projects/ any other relevant method	16
3.	Assignments / Book review /G.D	8
	Total	40

8.3.1 If these components and ratio of weightages assigned to the components are not ideal for a course, the faculty member teaching the course can change it. Then, the mode of assessment and weightages for different components in the CE should be presented to the department council and it should be approved. The same should be communicated to the students opting for the course at the commencement of the course.



8.3.2 Details of Continuous Evaluation marks shall be transmitted to the Controller of Examinations. A copy of all records of Continuous Evaluation shall be maintained in electronic format in the Department and shall be made available for verification by the University. There is no provision for the improvement of CA as per this regulation.

*8.4 End Semester Examination:* The End Semester Examinations of each semester will be conducted by the Controller of Examinations. The tabulation registers for each semester shall be prepared and maintained by the Examination Branch. The duration of the End Semester Examination shall be three hours for a four credit course.

8.4.1 The Board of Examiners, consisting of faculty members teaching the courses or external examiners as members will function as the Pass Board with the Head of the Department or a nominee of the Vice Chancellor as its Chair.

8.4.2 The grades finalized by the pass board will be forwarded to Controller of Examinations by the Head of the Department / Chairman of the Board of Examiners.

8.4.3 Single valuation system shall be followed and revaluation will be permitted to the needy candidates.

8.4.4 In the case of Project Work to be conducted in fourth semester, the evaluation will also consist of both CA (40%) by the faculty guide and ESE (60%). The ESE for this Project Work will be evaluated by two external examiners and will consist double evaluation of report (50%) and Viva Voce (50%).

8.4.5 The Viva-Voce evaluation in the fourth semester will consist of only ESE and will be conducted by two external examiners.

## **9. Grading**

9.1. An alphabetical Grading System shall be adopted for the assessment of a student's performance in a course as mandated by the UGC.

9.2. The grading shall be based on a 10-point scale in direct grading system.

9.3. The following table gives the WGPA and corresponding letter grade and grade points in a course.



WGPA	Letter Grade	Grade Points
9.5 and above	O	10
8.5 and above but less than 9.5	A+	9
7.5 and above but less than 8.5	A	8
6.5 and above but less than 7.5	B+	7
5.5 and above but less than 6.5	B	6
5.0 and above but less than 5.5	C	5
Less than 5.0	F	0

9.4. The minimum weighted grade point average (CA+ESE) needed for a successful completion of a course is 5 (Grade C)

9.5. A student who has failed in a Course can reappear for the End Semester Examination of the same Course along with the next batch without taking re-admission or choose another Course in the subsequent Semesters of the same Programme to acquire the minimum credits needed for the completion of the Programme.

9.6. There is no provision for improvement of CE or ESE. A student who has successfully completed the CE requirements, can also appear for the ESE in subsequent semesters, subject to the maximum duration permitted.

9.7. Performance of a candidate at the end of each Semester is indicated by the Semester Grade Point Average (SGPA) and is calculated by taking the weighted average of grade points of the courses successfully completed in that semester. The following formula is used for the calculation. The average will be rounded off to two decimal places.

$$SGPA = S_j = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

Where  $C_i$  is the credit of  $i^{\text{th}}$  course and  $G_i$  is the grade point scored by the candidate in the  $i^{\text{th}}$  course.  $S_j$  is the grade point average of  $j^{\text{th}}$  semester.

9.8. The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by the student over all the semesters of a programme.

$$CGPA = \frac{\sum(C_j \times S_j)}{\sum C_j}$$

Where  $C_j$  is the total credits earned in  $j^{\text{th}}$  semester and  $S_j$  is the SGPA of the  $j^{\text{th}}$  semester.



9.9.The Formula for calculating the percentage of marks is  $CGPA \times 10$ . This will be expressed as a percentage in the Final Grade Card.

9.10.Based on the CGPA the overall letter grade of the student and the classification shall be in the following way.

CGPA	Overall Letter Grade	Classification
9.5 and above	O	Outstanding
8.5 and above but less than 9.5	A+	Excellent
7.5 and above but less than 8.5	A	Very Good
6.5 and above but less than 7.5	B+	Good
5.5 and above but less than 6.5	B	Average
5.0 and above but less than 5.5	C	Pass
Less than 5.0	F	Fail

9.11.Appearance for Continuous Evaluation (CE) and End Semester Examination (ESE) are compulsory, and no Grade shall be awarded to a candidate if the candidate is absent for CE or ESE or both.

9.12. A student who fails to complete the Programme/Semester can repeat the full Programme / Semester once, if the Department Council permits to do so. Absence in an examination will be marked by zero grade point.

## 10. Grade Card

10.1.The Controller of Examinations shall issue semester wise Grade Cards in digital form only, based on the details submitted by the Head of the Department. On completion of the Programme, Consolidated Grade Card and Certificates (hard copy) will be issued.

10.2.The Grade Card shall contain the following.

- a) Title of the Courses taken
- b) The credits associated with, and grades awarded for each Course.
- c) The number of credits (Different Category of Courses) separately earned by the student and the SGPA.
- d) The total credits separately earned by a student till that Semester.

10.3.The consolidated grade statement issued on completion of the Programme shall contain the name of the Programme, the Department/School offering the Programme, the title of the Courses taken, the credits associated with each course, grades awarded, the total credits (category wise) separately earned by the student, the CGPA and the class in which the student is placed.



## **11. Transitory Provision**

11.1. Notwithstanding anything contained in these regulations, the Vice Chancellor shall for a period of one year (may be revised) from the date of coming into force of these Regulations, have the power to provide by order that these Regulations shall be applied to any Programme with such modifications as may be necessary.

## **12. Department Council**

12.1. All regular teachers of the Department shall be members of the Department Council.

12.2. The Department Council subject to these Regulations shall monitor every academic programme conducted in the Department.

12.3. The Department Council shall prescribe the mode of conduct of courses, conduct of examinations and evaluation of the students.



DEPARTMENT OF MANAGEMENT STUDIES KANNUR UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)  
DETAILED SYLLABUS  
(2024 Admission)

SEMESTER I

MBEMBA01DSC01: PRINCIPLES AND PRACTICES OF MANAGEMENT

Credits: 4

Course Objectives:

This course enables the students to develop the essential knowledge of the fundamental management concepts, tools and techniques that aid in problem solving and decision making. It helps to develop the managerial skills required to create a productive work environment.

Course Learning Outcomes:

1. Describe the management principles and identify the key competencies needed to be an effective manager.
2. Illustrate the importance of planning and prepare a course of action for achieving the objectives.
3. Develop an ability to focus on organizational structure and on the allocation of human resources.
4. Appraise the sources of influence to inspire the actions of other organizational members and evaluate the best control methods.

Course Contents:

Module I

Introduction to Management - Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession.

Evolution of Management - Classical Approach - Behavioral Approach - Quantitative Approach - Contemporary Approach.



Nature of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives.

Decision-making - Types of Decisions and Decision-making conditions – Decision-making Process - Techniques of Decision-making.

## Module II

Organizing - Organization Structure - Types of Organization Structure - Formal and Informal Organization - Span of Control - Delegation - Departmentation.

Meaning of Staffing - Manpower Planning - Job Analysis - Recruitment - Selection - Placement and Orientation - Training and Development - Performance appraisal.

Directing - Importance of Motivation - Theories of Motivation - Early Theories of Motivation - Contemporary Theories of Motivation.

Leadership Qualities and Styles - Communication Concepts - Methods of Communication - Barriers to Communication - Nature of Control - Control Process - Control Techniques.

## Module III

Principles of Business Communication- Types of Business Communication-Methods and media of Communication- Process of Business Communication- Basics of Communication (7Cs) - Corporate Communication- Barriers to poor Organizational Communication - Listening Skills - Legal issues in Communication.

Written communication- Structures and methods of written communication - Letter for different kinds of situations - Business plans - Report writing.

## Module IV

Verbal and nonverbal Communication in business - Business presentations – Interviewing - Art of negotiation Communication skills during a conflict.

Effective Leadership Communication - Communication across cultures through different mediums - Business Etiquettes across cultures - Resume writing and cover letters - Group Discussions and Interviews - Conducting meetings - Ethics and Communication.

## Suggested Readings:

1. Drucker, P. F. The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management. New York: Harper Business.
2. DuBrin, A.J. Management Essentials. New Delhi: Cengage Learning India Private Limited.



3. Griffin, R.W. Management Principles and Practices. New Delhi: Cengage Learning India Private Limited.
4. Koontz, H., & Weihrich, H. Essentials of Management: An International, Innovation and Leadership Perspective. New Delhi: McGraw-Hill Education (India) Private Limited.
5. Robbins, S.P., & Coulter, M. Management. New York: Pearson Education.
6. Bovee, C., & Thill, J.V., & Raina, R.L, Business Communication Today, Pearson
7. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P, Effective Business , Boston: McGraw-Hill Companies.
8. Mukerjee, H. S, Business Communication, New-Delhi: Oxford University Press
9. Philip S Atkinson, Helen Reynolds, Business Writing and Procedures, American Book Company
10. Post Emily, The Etiquette Advantage in Business, New York: Collins.
11. Sandra, M. O, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

#### MBEMBA01DSC02 : MANAGERIAL ECONOMICS

Credits: 4

#### Course Objectives:

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.

#### Course Learning Outcomes:

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Familiarize with the demand side of market and decisions related to it
3. Learn the production problems and analyze how managers make input purchase decisions
4. Explore the various market structure and how supply is determined in each structure.
5. Analyze the business cycle and familiarizing indicators of economic activity.

#### Course Contents:

##### Module I

Introducing Management Students to Microeconomic – nature and scope of managerial economics . Decision Making – concept and steps.



Fundamental Concepts affecting Business Decisions– The incremental concepts - Marginalism - Equi-marginal Concept –The time perspective - Discounting principle – opportunity cost principle.

## Module II

Law of demand: Meaning, Factors affecting the demand, Reasons for downward slope of the demand curve, Exceptions to the law of demand. Concept of Elasticity of Demand-. Basic idea about different types of elasticity – Price, Income and cross. Concept of demand forecasting.

The production function –Law of variable proportions– Law of returns to scale –Basic idea about Cost concepts.

## Module III

Market Structure– concepts and characteristics of different market structure – Perfect, Imperfect competition, Monopoly, Monopolistic Competition , Duopoly and Oligopoly.

Economic concept of pricing – Factors affecting pricing, Methods of pricing.

## Module IV

National Income– Concepts on – Gross Domestic Product –Gross National Product –Net National Product– Measurement of National Income.

General idea on Business Cycles and Contra Cyclical Policies.

## Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K & Mansfield E, Managerial Economics: Theory, Applications and Cases , W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. Microeconomics. McGraw Hill Education.
3. D.M. Mithanil, Money and Banking– International Tradeand Public Finance, Himalaya Publishing House, Mumbai.
4. Joseph E. Stiglitz & Carl E Walsh Economics , W. W. Norton & Company
5. Geetika, GhoshP.,& Roy Chowdhury, P, Managerial Economics, McGraw Hill Education.
6. Hirschey, M, Managerial Economics: An Integrative Approach, Cengage Learning.
7. Koutsoyiannis, A, Modern Microeconomics , Palgrave, McMillan.
8. Mark, H, Fundamentals of Managerial Economics , Cengage Learning.
9. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S, Managerial Economics , Pearson.
10. Aryamala T, Business Economics , Vijay Nicole Imprints Private Limited.



## MBEMBA01DSC03: ACCOUNTING FOR MANAGERS

Credit: 4

### Course Objectives:

The Objective of the course is to develop an insight in to the postulates, principles and tools of financial accounting from the managerial perspective. The course also aims to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

### Course Learning Outcomes:

1. Explore how accounting decisions affect real company practices.
2. Learn the concepts of Deprecation, and the accounting practices employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Practice financial statement analysis and evaluation of company performance.

### Course Contents:

#### Module I

Accounting – Branches of accounting – Financial Accounting–Systems of Book Keeping - Double Entry Book Keeping - Generally Accepted Accounting Principles (GAAP) - Accounting concepts and conventions - Journal–Ledger - Cash Book – Bank Reconciliation Statement - Trial Balance

#### Module II

Depreciation– Methods of charging depreciation– Final Accounts-Trading and Profit and Loss Account- Balance sheet.

#### Module III

Management Accounting- Meaning – Objectives – Scope – Importance - Distinction between financial, cost and management accounting - Financial statement analysis – tools – comparative financial statements – common size financial statements – trend analysis – Ratio Analysis– Du Pont analysis.



#### Module IV

Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement  
Cash Flow Analysis – Cash Flow Statement – International Accounting Standards–IFRS.

#### Suggested Readings:

1. Shukla, M.C: Advanced Accountancy, S. Chand & Co , New Delhi.
2. Jain, S.P and Narang K.L : Advanced Accountancy, Kalyani Publishers, Lucknow.
3. Pandey I.M: Financial Management, Vikas Publishing House, New Delhi.
4. Maheswari,S.N :Financial Management, Sultan Chand & Sons, New Delhi.
5. Gupta, R.L & Gupta, V.K: Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi.
6. Iyenkar, S.P: Cost accounting, Sultan Chand & Sons, New Delhi.
7. Anthony, R.N., Hawkins, F.D & Merchant, K.A, Accounting: Text and Cases Tata McGraw Hill.
8. Needles B.E., Powers, M & Crosson S.V, Principles of Financial Accounting SouthWestern College/West.
9. Hilton, R.W & Platt, D.E, Managerial Accounting, Tata McGraw Hill.

#### MBEMBA01DSC04: DATA ANALYSIS FOR DECISION MAKING

Credit:

#### 4 Course Objectives:

Organizations today handle huge amount of data. Hence Data collection, presentation and analysis are becoming very crucial for important decision making. Managers should possess the skills to extract useful information from data and apply them in the business and industrial scenario. This introductory course will develop participants with such skills.

#### Course Learning Outcomes:

1. Understand different sources of data
2. Ability to summarize and present data.
3. Understand the scope of Sampling and Inferential statistics.
4. Identify areas for application of Statistical Techniques in Business and industry.
5. Understand how to use the appropriate tools during data analysis.
6. Ability to forecast using regression tools.



## Course Contents:

### Module I

Data analysis and its importance for managers, role of Statistics in Data Analysis – Data collection, Quality of data, Charts and Diagrams, Descriptive Statistics., Measures of Central Tendency and Dispersion.

Probability, Basic Concepts, Theorems: Addition, Multiplication, Conditional Probability, Business Applications. Random Variable. Probability distributions. Binomial, Poisson and Normal distributions.

### Module II

Statistical Inference: Population, Sample, Sampling Distribution. Hypothesis Testing, Type I and Type II Errors, t-test, Z-test, Analysis of Variance (One-way & Two –way).

### Module III

Chi-Square test, Sign test, Mann-Whitney U-test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. (Applications)

### Module IV

Correlation Analysis: Understanding and applications of Simple, Partial and Multiple Correlation. Introduction to Regression and its applications.

### Suggested Readings:

1. Aczel, Amir D., Souder Pandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S. C., & Winston, W. L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
5. Beri, G. C., Business Statistics, Tata Mc.Graw Hill Education, New Delhi.
6. Vora, N. D., Quantitative Techniques in Management, Tata Mc.Graw Hill Education, New Delhi.



## MBEMBA01DSC05: BUSINESS ENVIRONMENT

Credit: 4

### Course Objectives:

This course seeks to sensitize the students to the various micro and macro environmental factors within which they will operate as managers. The course also helps in sensitising the students about ecology, its different aspects and how it plays an important role in business.

### Course Learning Outcomes:

1. It provides the students to acquaint an understanding of economic rules of government in the Indian context.
2. It provides the interface between economic growth, poverty and inequality
3. It helps to understand the success and failure of private and public partnership in the Indian context.
4. It also helps to assess the forces for and against globalization.

### Course Content:

#### Module I

Business Environment- Concept- significance-environmental factors- relationship between business and environment, types of business environment—internal, external, micro and macro environment, Environmental Analysis- stages, approaches and benefits, Environmental awareness and scanning for business planning- SWOT- PEST, Porters' five forces model - balance scorecard.

Economic Environment - Phase of Economic Development and its impact, GDP Trend, Structural changes in the economy since independence- Agriculture, Industry, Service sectors - performance of various sectors. Economic Reforms- Liberalisation, globalization & Privatisation and its Impact in the economy.

#### Module II

Political Environment – Industrial policy - Five year planning – NITI AYOJ - – Industrial sickness, Inclusive growth - rural development implications of economic environment to business, Goods and Services Tax (GST) concepts and features.

Overview of the Indian financial system- Money market & Capital Market, Monetary System,



Role of Central Bank, Role of Banks; Role of Financial Institutions. Fiscal System - Government Budget and Taxation Measures, Fiscal Deficits and Inflation,

### Module III

Social and Cultural Environment - Indian social structure- caste and family systems- religions, customs-culture- transitions – demographic changes- savings and consumption habits- Business implications. Natural Environment and Business, impact on business, Environment Impact Assessment Report (EIA) – National Green Tribunal (NGT).

Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO. Economic effects of technology –social consequences

### Module IV

Investment Environment - Capital market institutions - SEBI & its functions – Foreign investment in India – portfolio investments - NBFC's institutional structure and Finance-Insurance- Types of Insurance -Role and Functions of IRDA – Functions of FICCI and CII.

International Business – Introduction, Trends, Challenges and Opportunities - International business vs Domestic business - International Business Environment - Foreign Trade Promotion measures and Organization in India. Regional economic integration.

#### Suggested Readings:

1. Business Environment, Shaik Saleem, Pearson Education.
2. Business Environment, Vivek Mittal, Excel Books.
3. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons.
4. Cherunilam Francis, Business Environment -Text and Cases, New Delhi: Himalaya Publishing House Pvt Ltd.
5. Justin Paul, Business Environment -Text and Cases, Tata McGraw Hill Education, NewDelhi.

## MBEMBA01DSC06: HUMAN RESOURCE MANAGEMENT

Credit:

#### 4 Course Objectives:

The course is designed to familiarize students on the strategies, policies and systems for managing people professionally in the context of the rapidly evolving aspirations of individuals and changing business scenario. It covers the basic concepts, techniques, and



practices of human resource management that promotes employee motivation and performance in order to achieve the organizational objectives.

#### Course Learning Outcomes:

1. Recognize the foundations of managing human resources in the organizations in terms of functions, roles, strategies, policies and procedures.
2. Explain how the tasks of Human Resources Planning, Job Analysis, Recruitment and Selection can be executed in the organization.
3. Analyze the tools and techniques for the training, development and performance appraisal of the employees.
4. Outline the various aspects of Industrial Relations in terms of its Functions, Objectives and Disputes.

#### Course Contents:

##### Module I

Introduction to Human Resource Management (HRM): Concept of HRM - Evolution of HRM - Objectives - Functions - Competencies - Structure of the HRM Department - General and Specific HR Strategies - Formulating HR Policies - HR Procedures - HRIS Functions - HRM Trends and Opportunities - Challenges of HRM

##### Module II

Human Resource Planning (HRP): Purpose and Process of HRP - Job Analysis Purpose and Methods - Recruiting Goals - Sources of Recruitment - Selection Process - Tests - Interviews - Placement - New Employee Orientation - Promotion - Demotion - Transfer.

##### Module III

Training, Development and Compensation: Concept - Determining Training Needs - Methods of Training - Approaches to Management Development - Training Evaluation - Talent Management - Career Planning - Individual Centred and Organization Centred - Performance Appraisal Process - Methods of Performance Appraisal - Objectives and Types of Compensation - Development of a basic pay system - Pay structures – Incentives. Retention and exit policies.

##### Module IV

Industrial Relations: Concept of Industrial Relations - Function – Objectives - Linkage between Human Resource Management and Industrial Relations - Industrial Disputes - Causes - Economic - Managerial - Political - Prevention of Industrial Disputes - Statutory measures - Non Statutory Measures - Settlement of Industrial Disputes - Conciliation - Adjudication - Arbitration - Mediation - Recent Trends in Industrial Relations - Future of Industrial Relations in India. Industrial safety.



Suggested Readings:

1. Armstrong, M., & Taylor, S. Armstrong's Handbook of Human Resource Management Practice. London: KoganPage.
2. Aswathappa, K. Human Resource Management: Text and Cases. New Delhi: McGraw-Hill Education (India) Private Limited.
3. Bohlander, G.W., & Snell, S.A. Principles of Human Resource Management. New Delhi: Cengage Learning India Private Limited.
4. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. Fundamentals of Human Resource Management. New Jersey: John Wiley & Sons.
5. Sharma, R.C. Industrial Relations and Labour Legislation. New Delhi: PHI Learning Private Limited.

## SEMESTER II

### MBEMBA02DSC07: OPERATIONS RESEARCH

Credit:

#### 4 Course Objectives:

Managers are to be trained to use various Optimization tools for solving realistic but complex problems in business and industry. They should be able to formulate the scenario and use appropriate tools for finding the optimal solutions.

#### Course Learning Outcomes:

1. Understand different types of models.
2. Develop the ability to formulate as models
3. Learn various Operations Research tools
4. Develop the skills to use appropriate tools for real life problems.
5. Analyze and compare different decision making tools.
6. Implement the O.R tools in real life scenario.



Course Contents:

Module I

Introduction to Operations Research: Objectives and Business Applications of Operations Research, Models in O.R.: Introduction, Linear Programming Problem(LPP) Formulation, Graphical Method, Simplex Method, Duality, Basic Concepts of Sensitivity Analysis.

Module II

Transportation Models: North-west Corner Method (NWC), Vogels Approximation Method, Assignment Model, Hungarian Method, Minimisation of cost.

Module III

Network Models: Critical Path Method (CPM), Program Evaluation Review Technique (PERT), concepts of Crashing, Resource Smoothing, Resource levelling.

Module IV

Queuing Theory: M/M/1 Queue (System with Single Server), Monte-Carlo Simulation, Applications in Queuing Models.

Decision Theory: Decision Making under Risk and uncertainty, Game Theory, Decision Tree, OR, Application of Software for solution.

Suggested Readings:

1. Taha, H.A., Operations Research, (2017)- An Introduction, Pearson Education, India.
2. Sharma, J.K., Operations Research (2017)-Theory and Applications, Macmillan.
3. Hiller, F. S. and Lieberman, (2017) Introduction to Operations Research, Tata Mc.GrawHill.
4. Kanti Swarup, Gupta, P. K., Mamohan, (2015) Operations Research- Principles and Practice, (10th Ed.), Sulthan Chand & Sons, New Delhi.
5. Mital, K.V. and Mohan C., Optimization Methods in OR System Analysis, New Age (P) Ltd., (3rd Ed.),

MBEMBA02DSC08: ORGANIZATIONAL BEHAVIOUR

Credit: 4

Course Objectives:



This course aims to help students appreciate the why and how of individual as well as group behaviour which are important for them to adapt to the changing corporate environment. It helps to develop the interpersonal abilities in the students so as to apply their understanding in the dynamics of the workplace.

#### Course Learning Outcomes:

1. Identify the challenges and opportunities managers have to consider while applying Organizational behaviour concepts.
2. Describe how personality, attitudes, emotions, perception and motivation contribute to Organizational behaviour.
3. Develop an understanding of the groups as well as the teams in organizations.
4. Analyze the techniques for managing resistance to change and evaluate the Organizational Development Interventions required for its smooth functioning.

#### Course Contents:

##### Module I

Introduction to Organizational Behaviour - Emerging Challenges and Opportunities - Contributing disciplines to the Organizational behaviour field - Organizational Behaviour Model - Basic individual differences (biographical characteristics and ability).

Attitudes - Sources of Emotions and Moods - Personality - The Myers-Briggs Type Indicator - The Big Five Personality Model - Values.

##### Module II

Perception - Factors influencing Perception - Attribution theory - Shortcuts in Judging Others - Influences on Decision making.

Elements of Motivation - Theories of Motivation - Maslow's Hierarchy of Needs Theory - McGregor's Theory X and Theory Y - Herzberg's Two-Factor Theory - Goal-Setting Theory - Reinforcement Theory - Equity Theory.

##### Module III

Nature of Groups - Types - Concept of role, status, norms, size, cohesiveness and diversity - Stages of Group Development - Groupthink - Groupshift or Group Polarization- Group Decision Making Techniques.

Groups versus Teams - Communication Process - Types - Barriers - Approaches to Leadership - Power - Politics.

##### Module IV



Organizational Change - Forces of Change - Kurt Lewin Model - Levels of Change - Types of Change - Steps in Managing Change - Resistance to Change.

Organizational Development - Interventions - Transactional Analysis – Sensitivity Training - Process Consultations - Third party Interventions - Individual Counselling.

Suggested Readings:

1. Champoux, J.E. Organizational Behaviour- Essential Tenets for a New Millennium. Cincinnati OH: South Western College Publishing.
2. Luthans, F. Organizational Behaviour: An Evidence-Based Approach. New Delhi: McGraw-Hill Education (India) Private Limited.
3. Nelson, D L, Quick, J.C., & Khandelwal. P. ORGB: A South Asian Perspective. New Delhi: Cengage Learning India Private Limited.
4. Pareek, U., & Khanna, S. Understanding Organizational Behaviour. New Delhi: Oxford University Press.
5. Robbins, S. P., Judge, T.A., & Vohra, N. Organizational Behaviour. New Delhi: Pearson Education.

## MBEMBA02DSC09: MARKETING MANAGEMENT

Credit:

### 4 Course Objectives:

Objective of this course is to facilitate understanding of the conceptual framework, tools and techniques relevant to marketing management. The course introduces the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. It may help the student to develop the skill for solving the strategic marketing problems faced by marketing managers.

### Course Learning Outcomes:

1. Familiarize the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Explore the marketing mix and marketing environment
4. Learn segmentation, targeting and positioning

### Course Contents:

#### Module I

Introduction to Marketing - Meaning and Scope of Marketing - Marketing Philosophies and corporate orientation towards marketplace - Marketing Management Process An Overview -



Concept of Marketing Mix - Understanding Marketing Environment - Understanding the impact of Macro and Micro environment on Marketing - Marketing information system and Fundamentals of Marketing Research - Customer Value - Holistic Marketing - Global Marketing.

#### Module II

Consumer markets and business markets- Consumer Buying Behavior - Organizational Buying Behaviour - Demand Forecasting - Market Segmentation, Targeting and Positioning- Niche & Local Marketing - Effective segmentation criteria - Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP - Market oriented strategic planning - formulation of marketing strategy and key drivers of marketing strategy - Preparation of a marketing plan - Competitor analysis - Marketing Warfare Strategies.

#### Module III

Product and Pricing Decisions - Product Concept - Planning and Development - Types of Products - Product Levels - Major Product Decisions - Product Life Cycle - New Product Development and consumer adoption process – Branding - Packaging and labeling decisions - Pricing Decisions - Determinants of Price - Pricing Process - Policies and Strategies. Promotion decisions - Integrated Communication process - Role of Promotion in Marketing - Promotional tools - Advertising - personal selling - publicity and sales promotion.

#### Module IV

Designing Distribution Channels - Managing Conflicts and Controls in Channels – Introduction to Inventory management – Warehousing - Transportation and insurance - Building customer satisfaction - Value and retention - Emerging trends and issues in marketing – Societal marketing - Digital marketing - Green Marketing - Introduction to Marketing analytics - Customer Relationship Management - Rural marketing – Social media marketing – Search engine optimization - Other emerging trends.

#### Suggested Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileswar Jha;“Marketing Management – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar,“Marketing management-Text and Cases”, Tata McGraw Hill.
3. Etzel,M., Walker,B., Stanton,W.and Pandit, Marketing Management, Tata McGraw Hill, New Delhi
4. Ramaswamy,V.S and Namakumari, S Marketing Management: Global Perspective Indian Context,Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.



6. Louis E. Boone and David L.Kurtz Principles of Marketing, Cengage Learning.
7. Pride,William,M.,andO.C.Ferrell Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.
8. Etzel Walker : Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi 9. McCarthy E.J : Basic Marketing: A managerial approach, Irwin, New York.

## MBEMBA02DSC10: FINANCIAL MANAGEMENT

Credit:

### 4 Course Objectives:

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. It considers the main financial decision facing a company, approaches as to how these decisions are made and introduces analytical tools that can assist in financial decision-making.

### Course Learning Outcomes:

1. Comprehend the role of financial manager, objectives of financial management and sources of finance.
2. Identify the problem and formulate the best alternative investments decisions.
3. Apply the quantitative financial tools in make strategic investment and financing decisions, calculating and interpreting the cost of capital for companies.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Analysis of working capital management of the company

### Course Content:

#### Module I

Concept of finance- Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Finance decisions, Agency conflict and agency cost, Time Value of Money concept & problems.

Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach, Problems



## Module II

Financing Decisions - Capital Structure, Theories - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure. Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, Problems

EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage. Capital Budgeting under constraints (Capital Rationing), Financial Distress, Problems.

## Module III

Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice, Problems

## Module IV

Working Capital Management - Overview; Working Capital needs and Estimation; Cash Management; Inventory Management; Receivables Management; Current Assets Financing; Problems.

### Suggested Readings:

1. I.M.Pandey, Financial Management, 11th edition, Vikas Publishing, India.
2. Prasanna Chandra, Financial Management : Theory and Practice, 8th edition, McGraw Hill, India
3. Eugene F. Bridgham, Micheal C. Ehrhardt, "Financial Management: Theory and Practise" South Western Cengage Learning.
4. M Y Khan, P K Jain, "Fianacial Management" Tata McGraw Hill Publishing Company Limited, New Delhi.
5. Lawrence J. Gitman, Roger Juchau, Jack Flanagan, "Principles of Managerial Finance" Pearson Australia (6th Edition).
6. James C. Van Horne, John Martin Wachowicz, "Fundamentals of Financial Management" Prentice Hall.

## MBEMBA02DSC11: PRODUCTION AND OPERATIONS MANAGEMENT

Credit: 4

### Course Objectives:

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional



domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same.

#### Course Learning Outcomes:

1. Assess the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Explore the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Learn different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.

#### Course Content:

##### Module I:

Production and Operations Management: Introduction to Production and Operations Management-

Importance of Production as a Function- Scope of Production and Operations Management- Types of Production Systems

Operations Strategy and Trends: Strategic Operations Management- Elements of Operations Strategy- 5 Ps of Operations- Emerging Trends in Operations Management

##### Module II:

Plant Location and Layout: Plant Location- Nature of Plant Location- Steps in Location Planning- Location Models

Plant Layout: Factors Influencing Plant Layout- Principles and Techniques of Layout  
Materials Handling: Principles, Types and Design of Systems

##### Module III:

Materials Management: Inventory and Vendor Management- Vendor Rating- EOQ (Economic Order Quantity) and Reorder Point- MRP-I, MRP-II - Basics of Supply Chain Management (SCM) – ERP.

Advanced Materials Management: Selective Inventory Control (SIC)- Just-in-Time (JIT) and Kanban- Basics of ERP and Vendor-Managed Inventory (VMI)

##### Module IV:

Production Planning and Quality Management: Production Planning- Role of Production Planning and Control- Master Production Schedule- Scheduling, Loading, and Routing



## Quality Management and Lean Systems: Total Quality Management (TQM)- Six Sigma and Lean Operations-

### Suggested Readings:

1. Starr. Martin K., Production Management -Systems and Synthesis
  2. Senthil, New Production Operations Management
  3. Panneerselvam, Production and Operations Management
  4. Elwood, S. Buffa &Rakesh K. Sarin, Modern Production/Operations Management
  5. Norman Gaither, Production and Operations Management
  6. Kanishka Bedi, Production and Operations Management
  7. Joseph G. Monks, OperationsManagement
  8. W. GrantIreson&EngeneL.Grant,Handbookof IndustrialEngineering andManagement. 9. EveretteAdam Jr., RonaldEbert,ProductionandOperations Management
- MBEMBA02DSC12: RESEARCH METHODOLOGY

Credit: 4

### Course Objectives:

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

### Course Learning Outcome:

1. Learn to define research problems and formulate research hypothesis.
2. Explore research design.
3. Prepare questionnaire and collect data.
4. Learn to analyze the data and to present a research report.

### Course Content:

#### Module I

Introduction to Research - Definition - Meaning - Concepts - Importance of research in managerial decision making - Types of Research.

Research Process - Defining the Research Problem - Problem Formulation and Statement of Research Problem - Formulation of Research Hypotheses - Ethics in Business Research.

#### Module II

Research Design - Exploratory – Descriptive - Diagnostic/ Conclusive and Experimental Researches – Details and applications – Sources and collection of data – Primary and Secondary data sources.



Sampling Designs - Probability and Non-probability Sampling Designs - Sampling procedures - Types of sampling plans - Sample size determination - Common sources of error in sampling and data collection.

### Module III

Methods & Techniques of Data Collection – Observational and other survey methods - Personal interviewing - Telephone interviewing and Self-administered surveys – Development and designing of tools of data collection.

Measurement scales - Validity and Reliability of the tools of data collection - Questionnaire design.

### Module IV

Field work in research and data processing – Classification and Tabulation – Analysis and interpretation of data – Testing of Hypothesis – Parametric and Non-parametric tests – Introduction to Univariate, Bivariate and Multivariate Data analysis.

Use of Statistical Software Packages - Reporting of Research - Types of Reports - Format of Report - Presentation of Reports.

Suggested Readings:

1. Wilson, Jonathan, Essentials of Business Research, Sage.
2. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
3. Kothari, C.R., Research Methodology-Methods & Techniques.
4. O.R. Krishnaswami & M. Ranganatham, Methodology of Research in Social Sciences, Himalaya Publishing.

