

**Master of Business Administration (for Working Professionals)**  
*(integrated with Ph.D. (as per UGC regulations))*

**NCrF Level -6.5**

**For Academic Session 2023-24 & onwards**

**Skill Department of Management Studies**  
**(Skill Faculty of Management Studies & Research)**



**Shri Vishwakarma Skill University**  
**Dudhola, Palwal-121102, Haryana**

**Transit office: Plot 147, Sector 44, Gurugram-122001, Haryana**  
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## **Scheme and Syllabus for MBA (for Working Professionals)**

### **About the Program**

The MBA (for Working Professionals) is a 2-year program divided into 4 semesters specifically designed for corporate executives and managers already in the workforce. The program focuses on various aspects of business and Management and provides a strong foundation in business principles and practices, equipping with skills for career progression and cross vertical movement. The program will run in Hybrid mode (Offline and Online).

### **Program Outcomes:**

By the end of the program, the student will be able to:

PO1: Possess a broad knowledge base in business, management and entrepreneurship and apply it to make informed business decisions

PO2: Analyze complex business situations, understanding strategic plans, and identifying opportunities for growth and innovation.

PO3: Demonstrate effective leadership qualities, including the ability to motivate and inspire teams, make strategic decisions, and manage organizational change.

PO4: Evaluate business goals and align them with the strategies of the organization through right people management, networking & negotiation skills, operational management, technical management, cross-culture management and Team Management ethically & efficiently.

### **Program Educational Objectives (PEOs):**

PEO 1: To develop participants thinking ability and skills required for higher performance that will help them to transform their personal and organizational growth in a sustainable manner in the dynamic socioeconomic and business ecosystem.

PEO2: To groom the executives to work effectively and efficiently in multicultural and multidisciplinary teams so as to learn professionals leadership skills such as strategic decision-making, problem-solving, and analytical skills.

PEO3: To encourage the executives to pursue entrepreneurship and understanding self as a leader and how one can effectively drive change and increase shareholder value.

### **Program-Specific Outcomes (PSOs): By the end of the program, the student will be able to**

PSO1: Apply strategic knowledge of management to solve practical and day to day problems at work place.

PSO2: Analyze dynamic changes in an environment with an understanding of societal and ecological issues at

workplace and take critical decisions.

PSO3: Adapt the multi-disciplinary work environment and practice good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

PSO4: Analyse the business situation from strategic point of view and take global decisions effectively.

**Scheme**

Semester 1: 20 Credits

Semester 2: 20 Credits

Semester 3: 20 Credits

Semester 4: 26 Credits

**SEMESTER I**

Course Code	Subject	Mode	Faculty Allocated	C/ O	Credit				Notional Hours					Marks (Theory)			Marks (Practical)			To		
					T	Tu	P	To	T	Tu	P	O/A*	To	I	E	To	I	E	To			
EMP-611	Foundation Course by Harvard**	Online		Value Added Course (Self Paced)	0	3	0	3	0	45	0	45	90	-	-	-		10	10	10	0	
EMP-612	Human Resource management for Working Professionals	Online		Discipline Specific Core	2	0	0	2	30	0	0	30	60	30	70	10	0	-	-	-	10	0
EMP-613	Financial Reporting and Analysis for Managers	Offline		Skill Enhancement Course	3	0	0	3	45	0	0	45	90	30	70	10	0	-	-	-	10	0
EMP-614	Decision Sciences	Online		Interdisciplinary	3	0	0	3	45	0	0	45	90	30	70	10	0	-	-	-	10	0
EMP-615	Executive Communication and Personal Grooming	Offline		Ability Enhancement Course	1	2	0	3	45	0	0	45	90	30	70	10	0	-	-	-	10	0
EMP-606	Project-I	Online		Skill Enhancement Course	0	0	6	6	0	0	18	0	18	0	-	-	7	30	10	10	0	0
<b>Total</b>					<b>9</b>	<b>5</b>	<b>6</b>	<b>20</b>	<b>16</b>	<b>45</b>	<b>18</b>	<b>210</b>	<b>60</b>	<b>12</b>	<b>28</b>	<b>40</b>	<b>7</b>	<b>30</b>	<b>10</b>	<b>60</b>		

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### Semester II

Course Code	Subject	Mode	C/ O	Credit				Notional Hours				Marks (Theory)			Marks (Practical)			Total	
				T	Tu	P	To	T	Tu	P	O/A*	To	I	E	To	I	E		To
EMP-616	Marketing 2.0	Online	Discipline Specific Core	2	0	0	2	30	0	0	30	60	30	70	100	-	-	-	100
EMP-701	Leadership & Change Management	Online	Discipline Specific Core	2	0	0	2	30	0	0	30	60	30	70	100	-	-	-	100
EMP-617	Managerial Economics	Online	Interdisciplinary	2	0	0	2	30	0	0	30	60	30	70	100	-	-	-	100
EMP-618	Business Analytics for Decision Making	Offline	Value Added Course	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100
EMP-619	Project Management	Offline	Discipline Specific Core	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100
EMP-620	Project-II	Online	Skill Enhancement Course	0	0	8	8	0	0	24	0	180	-	-	-	70	30	100	100
<b>Total</b>				<b>12</b>	<b>0</b>	<b>8</b>	<b>20</b>	<b>180</b>	<b>0</b>	<b>240</b>	<b>180</b>	<b>600</b>	<b>150</b>	<b>350</b>	<b>500</b>	<b>70</b>	<b>30</b>	<b>100</b>	<b>600</b>

### Semester III(Tentative)

Cours	Subject	Mode	C/ O	Credit	Notional Hours	Marks	Marks
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e Code													(Theory)			(Practical)			To	
				T	T u	P	To	T	T u	P	O/A *	To	I	E	To	I	E	To		
EMP-710	Entrepreneurship and Innovation	Online	Interdisciplinary	2	0	0	2	30	0	0	30	60	30	70	100	-	-	-	100	
EMP-711	Global Strategic Management	Online	Discipline Specific Core	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100	
EMP-712	International Geopolitics	Online	Discipline Specific Core	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100	
	Elective-I	Offline	Discipline Specific Elective	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100	
	Elective-II	Offline	Discipline Specific Elective	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100	
EMP-713	Project-III	Self-paced	Skill Enhancement Course	0	0	6	6	0	0	18	0	18	0	-	-	-	70	30	100	100
<b>Total</b>				<b>14</b>	<b>0</b>	<b>6</b>	<b>20</b>	<b>210</b>	<b>0</b>	<b>180</b>	<b>210</b>	<b>600</b>	<b>150</b>	<b>350</b>	<b>400</b>	<b>70</b>	<b>30</b>	<b>100</b>	<b>500</b>	

#### Semester IV((Tentative)

Course Code	Subject	Mode	C/ O	Credit				Notional Hours					Marks (Theory)			Marks (Practical)			To
				T	T u	P	To	T	T u	P	O/ A*	To	I	E	To	I	E	To	
	Research	Offline	Value	4	0	0	4	60	0	0	60	12	3	70	100	-	-	-	100

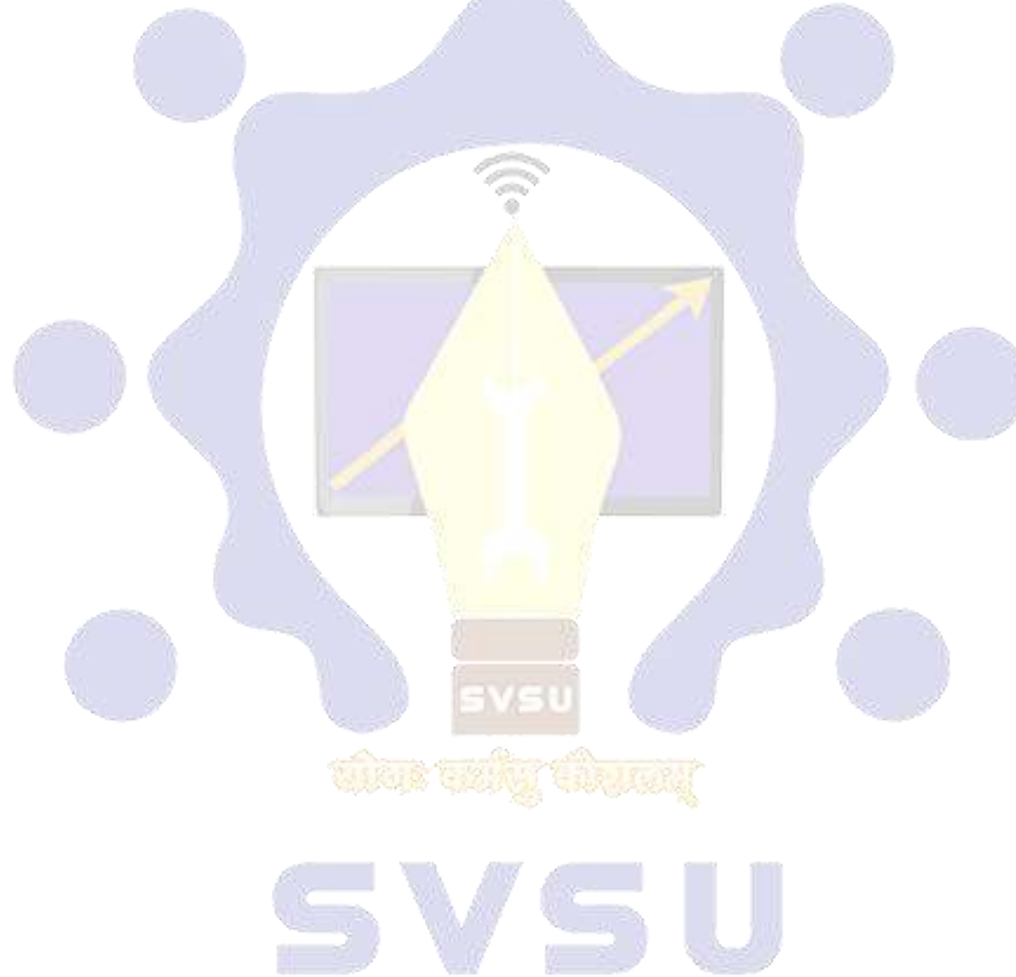
	Methodology	e	Added Course									0	0						
	Research and Publication Ethics	Online	Value added Course	2	0	0	2	30	0	0	30	60	30	70	100	-	-	-	100
EMP-707	Case / Research Seminar(Contemporary Issues in Business)	Self paced	Ability Enhancement Course	0	0	10	10	0	0	300	0	300	-	-	-	105	45	150	150
	Elective-III	Offline	Discipline Specific Elective	3	0	0	3	45	0	0	45	90	30	70	100	-	-	-	100
EMP-714	Project Dissertation	Self-paced	Skill Enhancement Course	0	0	7	7	0	0	210	0	210	-	-	-	175	75	250	250
	<b>Total</b>			<b>9</b>	<b>0</b>	<b>17</b>	<b>26</b>	<b>135</b>	<b>0</b>	<b>510</b>	<b>135</b>	<b>780</b>	<b>90</b>	<b>210</b>	<b>300</b>	<b>280</b>	<b>120</b>	<b>400</b>	<b>700</b>

### MBA Executive Electives

	Automotive Management		New Age Marketing		Business Analytics		Entrepreneurship and Family Business	
<b>Elective 1</b>	EMP-716	Service Operation Management	EMP-719	Service Marketing & Customer Relationship Management	EMP-722	Exploratory Data Analysis and Visualization	EMP-725	Social Entrepreneurship Small Business Promotion
<b>Elective 2</b>	EMP-717	International Business and Cross-Cultural Awareness	EMP-720	Digital Marketing	EMP-723	Predictive Analytics for Business	EMP-726	Managing Conflict in Family Business, Leadership and Team Work

<b>Elective 3</b>	EMP-718	Lean Management	EMP-721	International Marketing	EMP-724	Prescriptive Analysis for Business	EMP_727	Artificial Intelligence and Machine Learning in business
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**Pedagogical tools: Chalk and talk, Case Studies, Video case lets, simulations, Brainstorming, discussions, Project Based learning, Assignments, Role Plays**



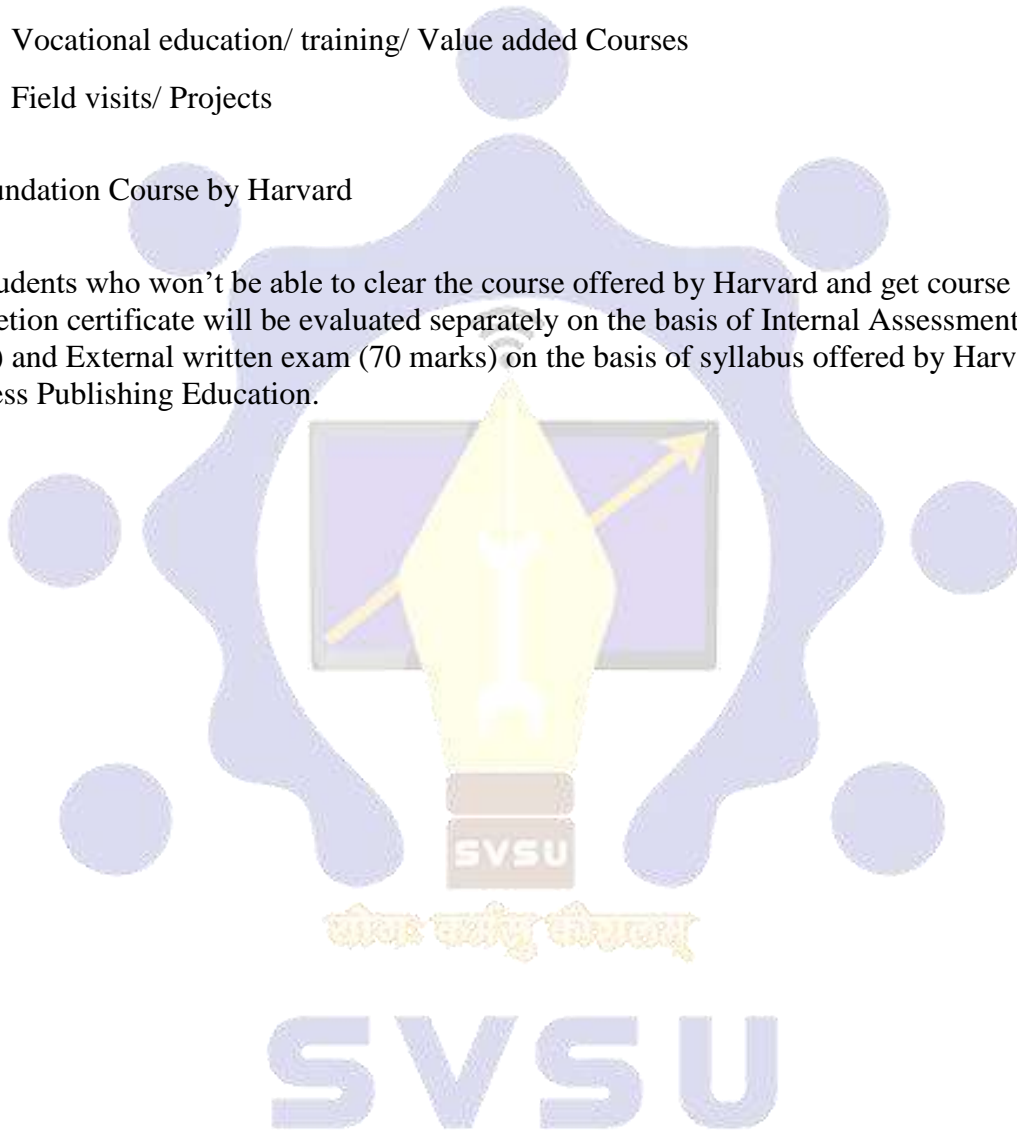


\* O/A- Other Learning Activities includes the following:

- End term Exam/ class tests/ case studies/ simulation/ quiz/ PPTs/ and other assessments
- Value education classes, Career Counselling sessions
- Events/ Competitions/ Workshops/ Expert Lectures
- Life skills-based education
- Social/ community work
- Vocational education/ training/ Value added Courses
- Field visits/ Projects

\*\* Foundation Course by Harvard

The students who won't be able to clear the course offered by Harvard and get course completion certificate will be evaluated separately on the basis of Internal Assessment (30 marks) and External written exam (70 marks) on the basis of syllabus offered by Harvard Business Publishing Education.



## Semester 1

### Course Title: Human Resource Management for the Modern Workforce

Course No. EMP-612

Course Credit: 2 (2-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

This course will give executives a better understanding of policies, human resource principles, the need of establishing a moral organizational culture, and how to use their employees to give organizations a competitive edge.

#### Learning Outcomes

**At the end of the course, the participant will be able to**

**CLO 1:** Understand the role of HR as a separate functional department, as well as the roles of HR as a strategic partner.

**CLO 2:** Develop broad understanding of the core HR functions ranging from Human Resource Acquisition to Separation

**CLO 3:** Explain the role of various components of a human resource system in improving organizational performance and workplace satisfaction

**CLO 4:** Develop insights into working in multinational settings and the global context of human resource management.

#### Course Content:

Module 1: Introduction to HRM- HR as Function, Line and Staff HRM's contributing role; HRM competencies and Roles, HRM & Strategy

Module 2: Job Analysis and Job Design- Concept of Job Analysis, Steps & Methods of Job analysis, Job Description, Job Specification, Job rotation.

Module 3 Human Resource Planning (HRP)- Need and Importance Forecasting Demand and supply for Employees-Balancing supply and demand considerations.

Module 4: Recruitment and Selection- Overview, Strategic recruiting, Sources of recruitment, Evaluation metrics for effectiveness, Selection and Placement.

Module 5: Employee Learning & Development- Overview, Process, Challenges, Employee Development and Career Management.

Module 6: Performance Management – Overview, Objectives of Performance Appraisal, Process, Performance appraisal and Performance Management, Sources of appraisals, Methods of appraisals, Pitfalls in Performance Appraisal, Potential appraisal.

Module 7: Compensation Management- Objectives, Nature and Purpose Minimum Wage, Fair Wage, Living Wage, Compensation Design, Job evaluation Methods, Pay Structures in India Vs. International Pay Structures.

Module 8: Rewards and Benefits- Performance related pay, Enterprise Incentive plans, Planning Benefits, Benefits as required by the law.

Module 9: Employee Relations and Collective Bargaining: Discipline, Disciplinary policies, procedures and rule, Objectives of industrial relations, Overview of Labor laws and Collective Bargaining

Module 10: HRM Trends: Global HRM, Organizational Culture and Climate, Organizational Change, Role of Technology in HR, Ethical Dilemmas.

Suggested Reading: (All Latest Editions)

1. Dessler G. and Varkkey, B., Human Resource Management, Pearson Education
2. Denisi A. et al., HR: A South Asian Perspective, Cengage Learning
3. Ivancevich J.M., Human Resource Management, McGraw Hill Education
4. Aswathappa, Human Resource Management, McGraw Hill Education
5. Mathis et al., Human Resource Management: South Asian Perspective, Cengage Learning
6. Mondy W., Human Resource Management, Pearson Education

The logo of SVSU (Sri Vasavi's University) is centered on the page. It features a stylized figure with arms raised, holding a glowing yellow triangle. Below the figure is a brown rectangular box with the letters 'SVSU' in white. Underneath the box is the Sanskrit motto 'श्रीवसु कर्मणि श्रीगणेशाय' in yellow. At the bottom of the logo is the acronym 'SVSU' in large, bold, blue letters.

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## Semester 1

### Course Title: Financial Reporting and Analysis for Managers

Course No. EMP-613

Course Credit: 3 (3-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

This course will help the executives to understand the financial information in a better way and to use various analytical tools for better financial decision making.

#### Learning Outcomes

At the end of the course, the participant will be able to

**CLO 1:** Understand the accounting and financial terminology, rules, its standards and principles.

**CLO 2:** Identify and differentiate among various financial analysis tools.

**CLO 3:** Analyze the financial position of the company and interpret for better decision making.

**CLO 4:** Develop accounting dashboards or models for providing sustainable solutions for handling financial data.

#### Course Content:

**Module 1:** Basics of Accounting: Meaning, Importance, Scope, Types, Golden Rules, Accounting concepts and conventions.

**Module 2:** Accounting Equation and Accounting Standards: Auditor's Report, Financial Reporting Standards- IAS, IFRS, GAAP, standard setting authorities and regulatory bodies

**Module 3:** Financial Statements: Understanding Income Statement: Components, revenue recognition, expense recognition, operating vs. non-operating components. Comparative Income statement and Common Size Income Statement

**Module 4:** Financial Statements-II: Understanding Balance sheet: Components of Balance Sheet, Marshalling of Assets and Liabilities, Measurement basis, Shareholder's comparative Balance Sheet, Common size Balance Sheet.

**Module 5:** Cash Flow Statement: Introduction to Cash Flow Statement: Major sections, Treatment of non-cash items, Direct vs. Indirect method. Usage of Cash Flow Statement for Managers

**Module 6:** Financial Analysis: Importance, tools and techniques used in financial analysis, Data extraction, Comparative analysis and interpretation, Common size analysis and interpretation, Trend Analysis and interpretation

**Module 7:** Ratio Analysis: Activity Ratio, Liquidity Ratio, Solvency Ratio, Profitability Ratio, Valuation Ratios, Dupont Analysis, Equity Analysis, Credit Analysis, Segment Reporting, Ratio Analysis and forecasting

**Module 8:** Financial Statement Analysis-Other Applications: Evaluating past performance, forecasting future performance, Assessing the Credit Quality of Potential Debt Investments, Screening potential equity investments, common adjustments to financial statements, Depreciation

**Module 9:** Financial Reporting for Inventory: Inventory cost. Inventory valuation Methods: LIFO, FIFO, NIFO, HIFO, Average Method, Weighted Average, Inventory measurement, Inventory Disclosures, Inventory Control – Importance, Methods: Lean manufacturing, Six Sigma, EOQ, JIT, Min-max control, VMI, Fix order quantity.

**Module 10:** Financial Reporting Quality: Meaning, Spectrum of Assessing Financial Report Quality, Fraud Triangle, Manipulation of Financial Frauds, Ethical consideration in Finance, Accounting warning signs

**Suggested Readings:**

1. Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012
2. Subramanyam, K. R. and John, J.W , "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India. 2015
3. Penman S.H., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014 Penman, S.H
4. Erich, A. H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014 Erich, A. H
5. "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill. 2014

The logo of SVSU (Sri Venkateswara University) is a large, stylized blue emblem in the background. It features a central figure with arms raised, surrounded by a circular border with dots. Below the emblem, the text 'SVSU' is written in a large, bold, blue font. Above the 'SVSU' text, there is a smaller line of text in Devanagari script: 'श्रीवत्सवः कर्मसु कौशलम्'.

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## Semester 1

### Course Title: Decision Sciences

Course No. EMP-614

Course Credit: 3 (3-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

This course equips MBA Executive students with advanced decision-making techniques and tools, enabling them to make informed and strategic choices in complex business environments. The course integrates quantitative analysis, behavioral insights, and technology-driven decision support systems.

#### Learning Outcomes

- CLO1. Understand the fundamental concepts of decision science and its applications.
- CLO2. Assess risks, uncertainties, and trade-offs in decision scenarios.
- CLO3. Incorporate behavioral considerations into decision processes.
- CLO4. Develop skills with advanced decision making tools
- CLO5. Apply decision theory tools for analysis and optimization.

#### Course Content:

**Module 1:** Introduction to Decision Science for Executives: Decision-making process and its components, Types of decisions and decision-making environments; Integrating decision science into strategic planning

**Module 2:** Decision-Making Models: Rational decision-making model, Normative vs. descriptive models, Decision trees and influence diagrams.

**Module 3:** Advanced Decision Analysis: Decision trees and sequential decision-making, Decision analysis under uncertainty and risk, Monte Carlo simulation for scenario analysis

**Module 4:** Multi-Criteria Decision Making: Multi-objective optimization for strategic decisions, Analytic Hierarchy Process (AHP) and its applications, Case studies in prioritizing projects and investments

**Module 5:** Game Theory and Strategic Decision Making: Basics of game theory and its applications, Nash equilibrium and its relevance in competitive strategies

**Module 6:** Cooperative vs. non-cooperative game models. Applications of Decision Science

**Module 7:** Problem formulation and model development in optimization, linear programming, introduction to integer programming and introduction to non-linear programming through SPSS.

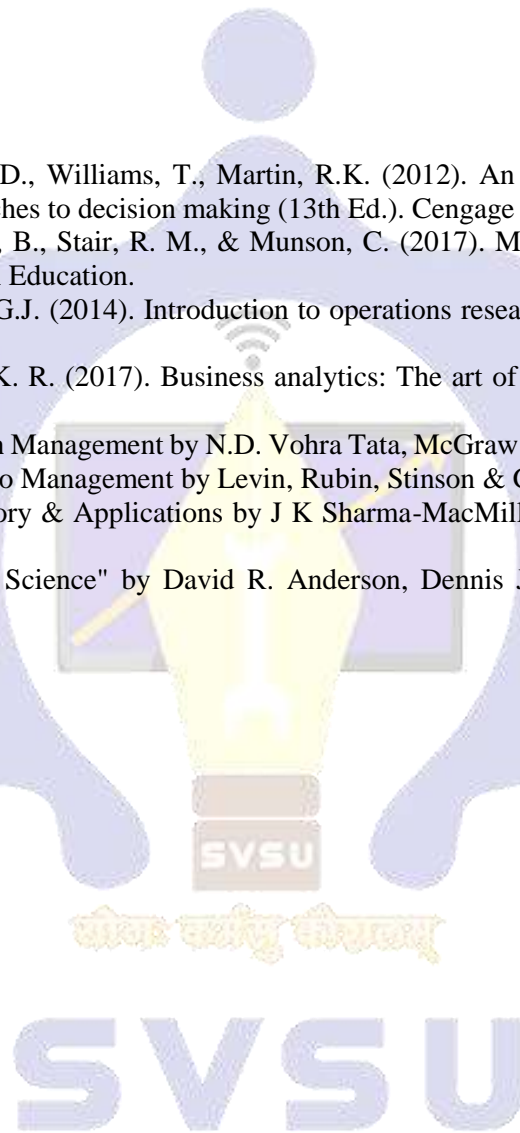
**Module 8:** Introduction to Optimization and Solver, Data envelopment analysis through DEAP Software

**Module 9:** Waiting line models, Simulation modelling and analysis

**Module 10:** Assignment and transportation models, Network analysis.

**Suggested Readings:**

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An introduction to management science: quantitative approaches to decision making (13th Ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
3. Hillier, F. & Lieberman, G.J. (2014). Introduction to operations research (10th Ed.). McGraw-Hill Education.
4. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
5. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition
6. Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner
7. Operations Research Theory & Applications by J K Sharma-MacMillan Publishers India Ltd., 4th Edition
8. Introduction to Decision Science" by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams.



## Semester 1

### Course Title: Executive communication and Social Skills

Course No. EMP-615

Course Credit: 3(1-2-0)

Max. Marks: 100 (70+30)

### Course Objectives

The objective of this program is to develop a holistic perspective of effective organisational , inter-functional and interpersonal communication processes and applicable competencies of communication. To appreciate the implications of communication strategies and the role of leadership processes in this regard. The significance of feedback processes and skills and data analytics and digital technologies in managing and leading at the enterprise and individual levels.

### Learning Outcomes

At the end of the course, the participant will be able to

CLO.1 Enhance through personal and professional growth through development of knowledge and skills.

CLO.2 improve listening skills, feedback giving and receiving skills, interpersonal skills and problem skills.

CLO.3 Understand the role of body language in effective communication.

CLO.4 apply data analytics capabilities for communication and decision making and enhancing feedback effectiveness.

### Course Content:

**Module 1: Communication Skills:** Business Communications, Verbal & non-verbal communications, Effective presentations, Managerial Writing

**Module 2: English communication:** Business English leading to employability, Cross Cultural dimensions including diversity.

**Module 3: Interpersonal skills:** Team work, conflict resolution empathy vs. sympathy, Managing Emotions, Handling difficult situations

**Module 4: Time and stress Management: Setting goals, prioritizing task, managing time effectively,** Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes for healthy lifestyle; Small changes and large rewards.

**Module 5: Etiquettes:** dining etiquette, business etiquette, and social graces, listening actively, being respectful, and showing appreciation for others.

**Module 6: Personal Grooming:** personal hygiene, dressing appropriately, and presenting oneself in a professional and polished manner, Executive presence.

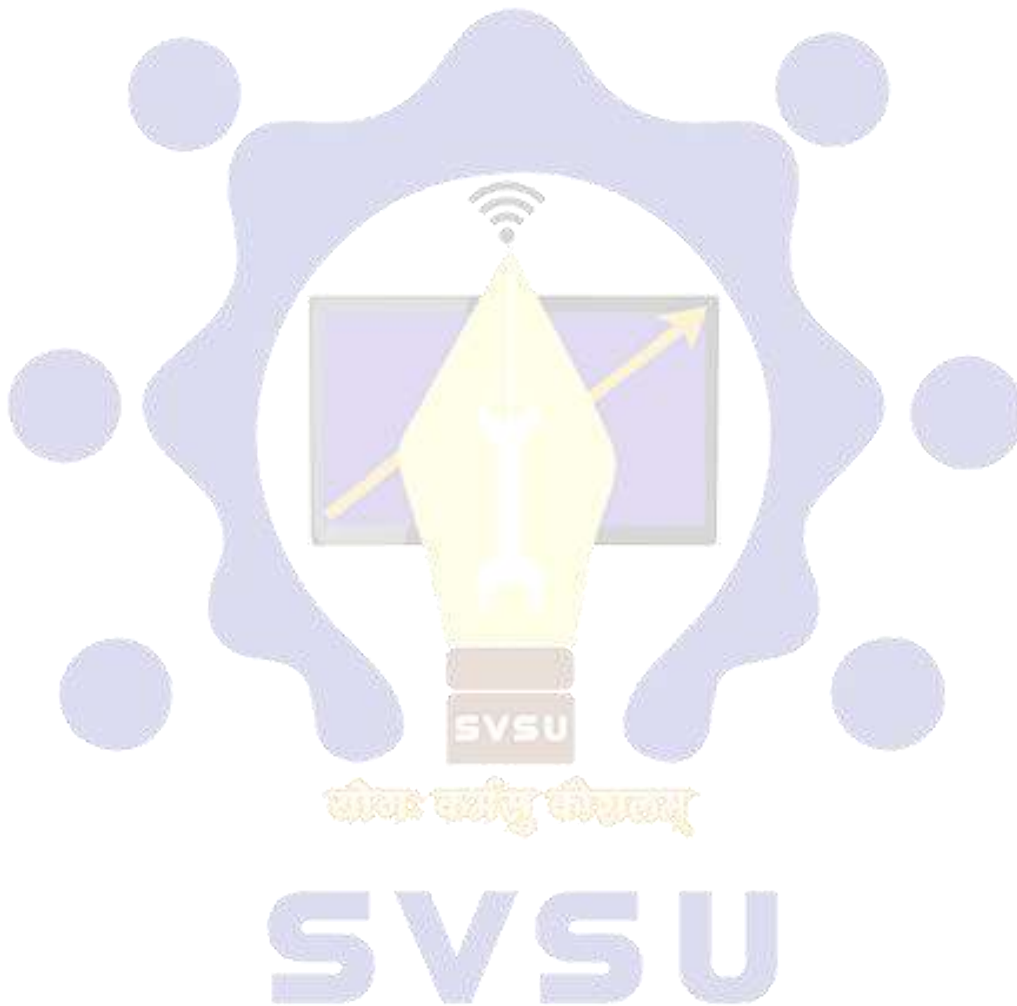


**Module 7: Body Language and Confidence building:** Positive first impression, how to project confidence through body language, and how to read and interpret the body language of others. How to build confidence and overcome self-doubt.

**Module 8: Emotional Intelligence and Leadership skills:** self-awareness, self-regulation and social skills. Team building, decision-making, and effective communication.

**Suggested Readings:**

1. Kushal Jin-Business Communication,VK India
2. Gupta C.B. (2019), Essentials of Business Communication. Sultan Chand & Sons.
3. Bhatia R.C. (2008), Business Communication, Ane Books Pvt. Ltd.



## Semester 1

### Course Title: Project-I

Course No. EMP-606

Course Credit: 6 (0-0-6)

Max. Marks: 100 (70+30)

#### Course Objective:

This course attempts to expose students to real life learning through projects where they can apply conceptual learning in their own area of work.

All students will have to take industry projects in their own area related to their day-to-day operations. All the students will submit their Project Reports within a period of 10 days from the last date of completion of their Projects. Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the period.



## Semester 2

### Course Title: Marketing 2.0

**Course Code: EMP – 616**

**Credit: 2 (2-0-0)**

**Marks: 100 (70+30)**

**Course Objectives:** This course prepares Executives with a foundational understanding of Product marketing, product management, marketing plan, marketing strategy, Marketing management and the digital marketing process, models around it, using both the academic and practical lenses.

#### Learning Outcomes

After taking this course Executives should be able to:

- CLO 1 Understand the History of Marketing and Marketing Innovation, Marketing Campaigns and the environment.
- CLO 2 Identify impact of digital space and digital marketing in reaching out to customers.
- CLO 3 Analyze experiential and/or service processes from a customer-centric perspective, with a critical thinking approach.
- CLO 4 Learning the management steps for marketing and international marketing.
- CLO 5 Implement sound analytical and managerial tools and processes to increase organizational results, as a consequence of increased customer satisfaction.

**Module 1: Marketing Fundamentals:** History; Marketing Principles; Analyze Marketing Mix; Segmentation, Targeting & Positioning; Marketing and sales approaches for start-ups and entrepreneurs; Marketing Channels; Marketing Control; Marketing Campaigns and the environment.

**Module 2: Marketing Plan:** Overview of marketing management: types, functions, and stages; Marketing Strategy; Business Value Proposition; Business Mission Statement; Difference between a marketing plan and a sales strategy; Competitive differentiation, Market share growth and brand expansion; Product Management.

**Module 3: New Age Marketing Tools:** The Digital Consumer and the Role of Search; Marketing Operations; Content Marketing; Web 2.0 concept; Websites and SEO; Keyword Planning; Advertising Overview; Affiliate Advertising; Email Marketing; Risk of Social Media Marketing; Online Listening

**Module 4: Creativity and innovation in customer experience management:** Customer Experience Management; Relationship building on the web; Conversations and Word of Mouth Marketing; Customer Satisfaction Measuring tools; Social Networking; Brand building, building trust and customer loyalty; Measuring Brand Equity.

**Module 5: Researching Service Quality:** Quality and Strategies: Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards; Managing the Marketing Mix for Quality; Factors affecting Service Quality Management; Near-shoring and Reshoring; Services and the Gig Economy.

**Module 6: Data Analytics and Marketing Automation:** Importance of data-driven decision making; Key Marketing Metrics, tools for data analytics and reporting; marketing automation benefits; implementing marketing automation tools; customer journey mapping.

**Module 7: Emerging Technologies in Marketing & Privacy Issues:** AI and machine learning applications in marketing; Virtual reality and Augmented Reality Marketing; smart assistants; Data Privacy Regulations; Ethical Considerations in data usage and targeting.

**Module 8: International Marketing & Environmental sustainability:** Management steps for marketing and international marketing; Budget for advertising and promotion; Green to Gold: The collaboration of the innovator, the investor, and the propagator; Green Innovations.

#### Suggested Readings:

1. Borges, Bernie, “Marketing 2.0 Bridging the Gap between Seller and Buyer through Social Media Marketing”.

2. Kotler, Kartajaya, and Setiawan (2010), “marketing 3.0”, John Wiley & Sons, Inc., Hoboken, New Jersey.
3. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
4. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
5. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
6. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
7. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 6,7,16,17]



## Semester 2

### Course Title: Leadership and Change Management

Course No. EMP-617

Course Credit: 3 (3-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

Through this course students will identify and assess key theoretical aspects of organization change initiatives; examine some successful and unsuccessful initiatives; increase their personal skills at initiating and managing change; and apply theory regarding the role of leadership in change initiatives at the organization and/or the team level.

#### Learning Outcomes

**At the end of the course, the participant will be able to**

**CLO 1:** Recognize the significant drivers of organizational change.

**CLO 2:** Describe the role leadership plays in anticipating and planning readiness and navigating organizational change.

**CLO 3:** Demonstrate the importance of effective change management.

**CLO 4 :** Increase business acumen by learning essential business terms, concepts, functions and managerial communication.

**CLO 5:** Identify the motivation of business leaders in achieving organizational advancement

#### Course Content:

**Module 1** Understanding and Leading Self, Leadership - Trait & Skills Approach, Followership, Motivating People for Change, Handling Resistance to change

**Module 2:** Building high-performance team, Leading across teams, Path-Goal Theory & Leader-Member Exchange Theory,

**Module 3:** Types of Leadership: Transformational, Authentic, Inclusive & Servant Leadership, Adaptive, Discursive & Team Leadership

**Module 4:** Gender & Leadership, Innovative Leadership, Leading by Doing, Leading by Design, The Failure Tolerant Leaders, Value Based Leadership

**Module 5:** Conflict Management, Negotiations in Change Management, Managing change in the VUCA World

**Module 6:** Change and organizational culture, Behavioral & Situational Approach, Culture & Leadership

**Module 7:** Change strategies, Organizing for Execution and Innovation, Handling Financial Aspects during Organizational Change

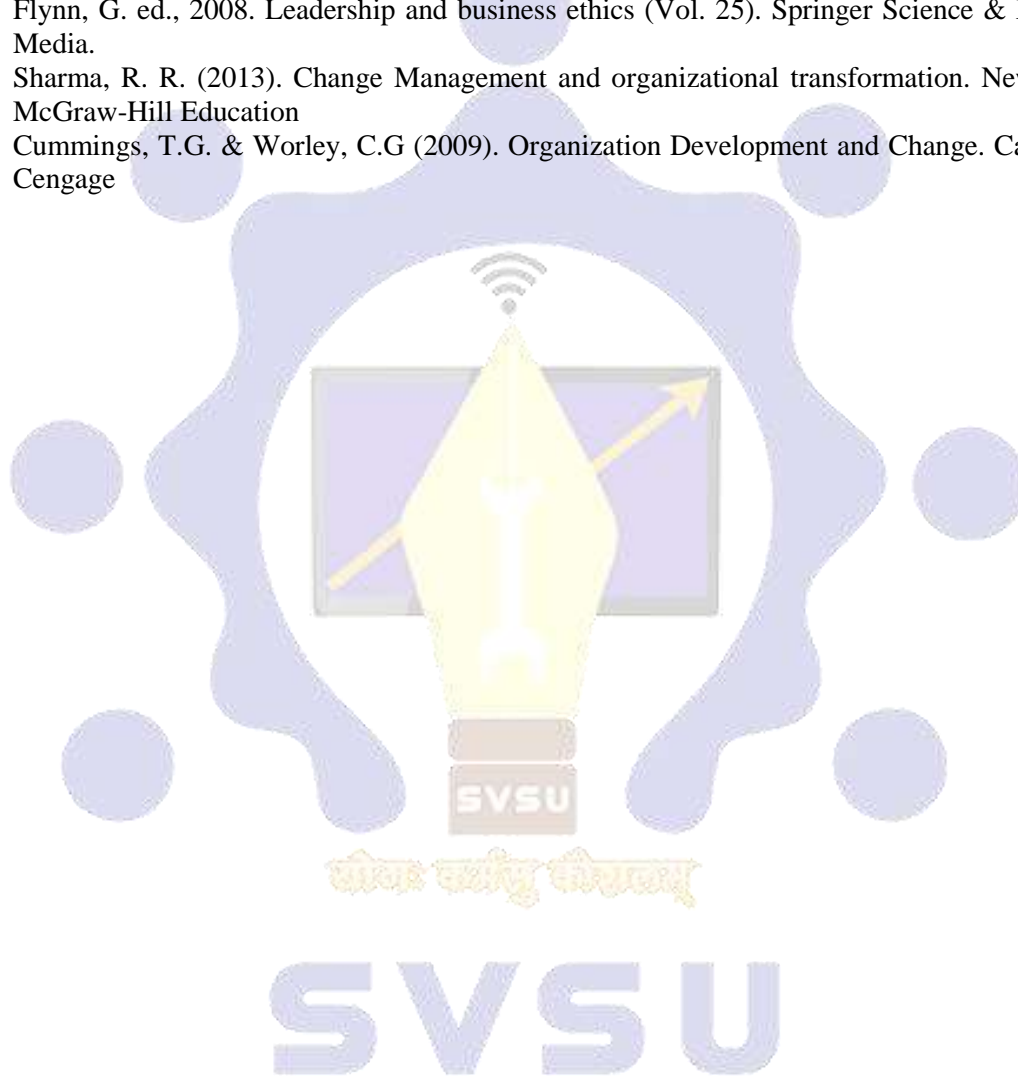
**Module 8:** Leadership in Complex Situations and their various styles, Communicating for change, the role of leadership in organizational change

**Module 9:** Metrics for monitoring change initiatives, Using Data Analytics to handle Change Management

**Module 10:** Working Effectively With Gen Z and Gen X, R-AAR Scenario Draft – Share for Peer Feedback, The 7 Traits of Change Readiness Understanding Score Response, Managing Vs. Leading Competencies

**Suggested Readings:**

1. **Koontz H., and Welrich H., Management, Mc Graw Hill**
2. **Robbins, Stephen P., Organizational Behaviour, Sultan Chand & Sons, Delhi**
3. **Prasad L.M., Organizational Behaviour, Sultan Chand & Sons, New Delhi**
4. Flynn, G. ed., 2008. Leadership and business ethics (Vol. 25). Springer Science & Business Media.
5. Sharma, R. R. (2013). Change Management and organizational transformation. New Delhi. McGraw-Hill Education
6. Cummings, T.G. & Worley, C.G (2009). Organization Development and Change. California. Cengage



## Semester 2

### Course Title: Managerial Economics

Course No. EMP-618

Course Credit: 2 (2-0-0)

Max. Marks: 100 (70+30)

### Course Objectives

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

### Learning Outcomes

After completing this course, the students will be able to:

- CLO 1 Understand the nature of managerial decision making and objective of a firm.
- CLO 2 Estimate demand.
- CLO 3 Understand the cost & price behavior of a firm.
- CLO 4 Understand macro-economic variables impacting business decisions.

### Course Contents:

**Module 1:** Introduction: Meaning of managerial economics, importance, nature, scope and principles; Managerial Economics: Micro and Macro Economics. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm.

**Module 2:** Managerial Theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.

**Module 3:** Understanding demand function: Law of demand, Elasticity of demand, its measurement and its significance in Managerial decision-making;

**Module 4:** Supply Analysis: Determinants and Elasticity; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.

**Module 5:** Production Function: Short-run and long-run costs and production functions; Cost curves and economics of scale Production Possibility Frontier, Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems)

**Module 6:** Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly.

**Module 7:** Pricing strategies and tactics. Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing

**Module 8:** National Income— Alternative concepts, measurement and determination of National income; Inflation— types, measurement and control: Monetary and Fiscal Policies.

### Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J,L. Pappas, Managerial Economics, Dryden Press, illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.

5. Mehta, P.L. Managerial Economics, Sultan Chand & Sons, New Delhi.
6. Thomas & Maurice, Managerial Economics: Concepts and Applications (SIE) 9 th edn McGrawHill Education
7. Geetika, Managerial Economics 3rd edn. McGraw hill Education





## Semester 2

### Course Title: Business Analytics for Decision Making

Course No. EMP-619

Course Credit: 3 (3-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

This course will help the executives to understand the business analytics concepts, data driven basics, research-oriented background and their role in decision making for business operations, issues and challenges.

#### Learning Outcomes

At the end of the course, the participant will be able to

**CLO 1:** Understand the meaning and role of business analytics, data, its types and visualization.

**CLO 2:** Develop hypotheses of study, testing and understand the errors involved.

**CLO 3:** Understand parametric and non-parametric tests for hypothesis testing.

**CLO 4:** Analyze the relationship between variables.

#### Course Content:

Module 1: Business Analytics and its role in decision making, relevance of data and statistics in business operations,

Module 2: Decision making with data, data types, variables for study, descriptive statistics, data visualization.

Module 3: Framing hypotheses for analysis, types of hypotheses, testing the hypotheses, type-I and type-II errors,

Module 4: Probability values, accepting and rejecting null hypothesis, conclusion of outcomes with hypotheses.

Module 5: Tests of significance; parametric and non-parametric tests for conclusion of results,

Module 6: Analyze and interpret the findings, communicating the results in a format.

Module 7: Correlation between variables of the study, developing relationship between variables, cause and effect relationships

Module 8: Framing models to forecast with relevant relationship between variables.

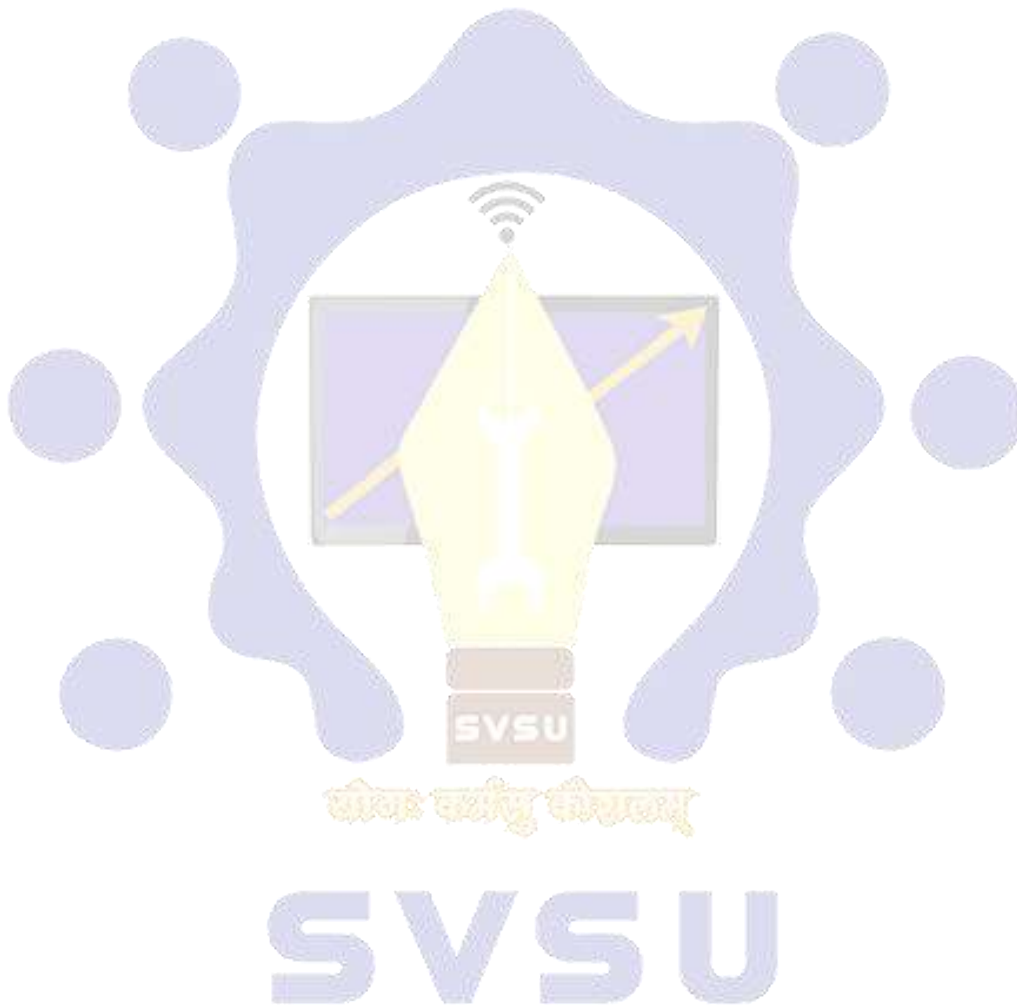
Module 9: Uncertainty of data, structural breaks in data, handling shocks in data sets,

Module 10: Cleaning and filtering data in excel sheet, multicollinearity issues in variables.

Softwares to be used: MS-Excel, SPSS

**Suggested Readings:**

- Jank, W. (2011). *Business analytics for managers*. Springer Science & Business Media.
- Albright, S. C., & Winston, W. L. (2014). *Business analytics: Data analysis & decision making*. Cengage Learning.
- Kimbrough, S. O., & Lau, H. C. (2018). *Business analytics for decision making*. CRC Press.
- Liebowitz, J. (Ed.). (2013). *Big data and business analytics*. CRC press.



## Semester 2

### Course Title: Project Management

Course No. EMP-620

Course Credit: 3(3-0-0)

Max. Marks: 100 (70+30)

#### Course Objectives

To develop critical thinking and knowledge in project Management's theory and practice. To help students develop the competence of analyzing the feasibility of the project. To provide the student with analytical skills for solving problems relating to project management.

#### Learning Outcomes

#### Course Content:

**Module 1:** Definition of a Project, Why Project Management, The Project Life Cycle, Strategic Management and Project Selection, Project Selection and Criteria, The Nature of Project Selection Models, Analysis under Uncertainty, Project Proposal and Project Portfolio Process

**Module 2:** Functions, Roles and Responsibilities of a Project Manager, Delegation of Authority, Building Project Team, Project Organisation. Pure Project Organisation, Matrix Organisation, the Project Team and Human Factors

**Module 3:** Generation and Screening of Project ideas – Procedure for Idea Generation, Monitoring the Environment, Corporate Appraisal, Project Rating Index

**Module 4:** Market and Demand Analysis, Situational Analysis, Conduct of Market Survey, Demand and Forecasting, Technical Analysis, Social Cost Benefit Analysis, Rationale for SBCA, UNIDO Approach, Saving Impact and its Values, Little Mirrlees Approach

**Module 5:** Financial Estimates and Projections – Cost of a Project, Means of Finance, Estimates of Sales and Production, Working Capital Requirement, Cost of Capital, Projected Cash Flow Statement, Projected Balance Sheet, Financing of a Project, Equity, Debentures, Term Loans, etc

**Module 6:** Measuring Project Profitability – Payback Period, Accounting Rate of Return, NPV, Internal Rate of Return and BCR Method, Assessment of Various Methods

**Module 7:** Project Cash Flow, Elements of a Cash Flow Stream, Cash Flow for a Replacement Project,

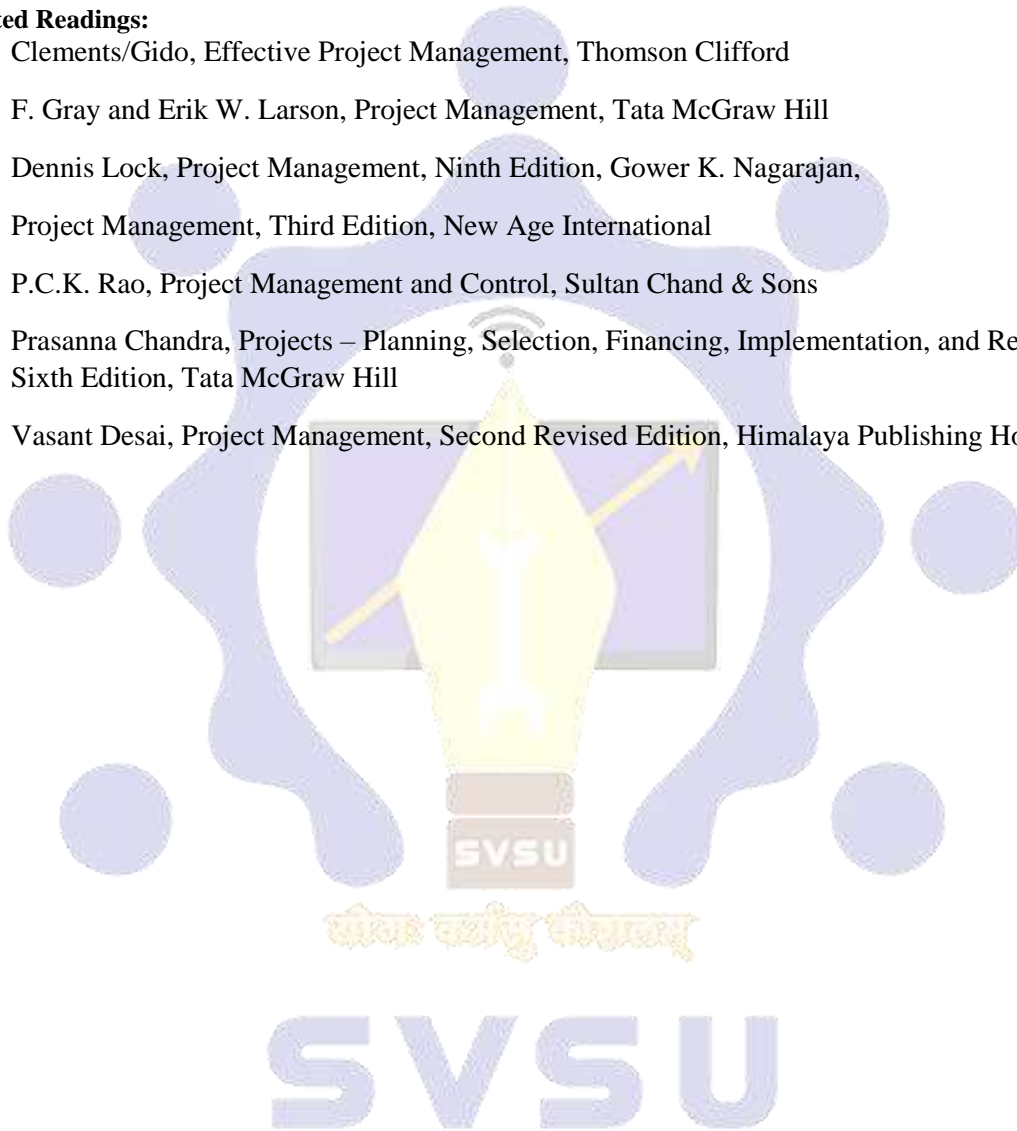
the Cost of Capital, WACC, Optimal Capital Budget

**Module 8:** Need and Importance of Work Break Down Structure, Project Execution Plan (PEP), Network Techniques of Project Management, CPM, PERT, Time Estimation

**Module 9:** Project Review and Administrative Aspects, Post Completion Audits, Abandonment Analysis

**Suggested Readings:**

1. Clements/Gido, Effective Project Management, Thomson Clifford
2. F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
3. Dennis Lock, Project Management, Ninth Edition, Gower K. Nagarajan,
4. Project Management, Third Edition, New Age International
5. P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
6. Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
7. Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House



## Semester 2

### Course Title: Project-II

Course No. EMP-610

Course Credit: 8 (0-0-8)

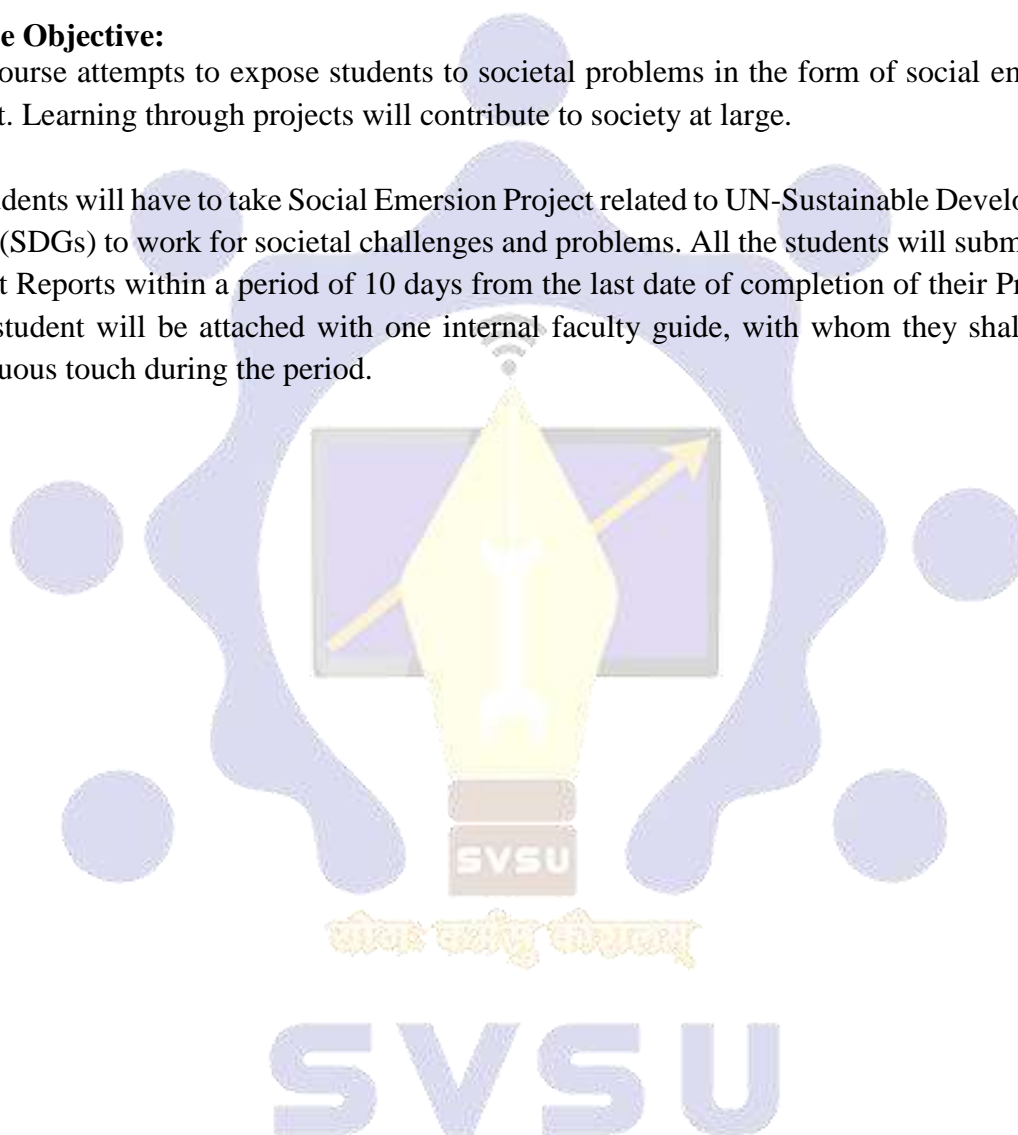
Max. Marks: 100 (70+30)

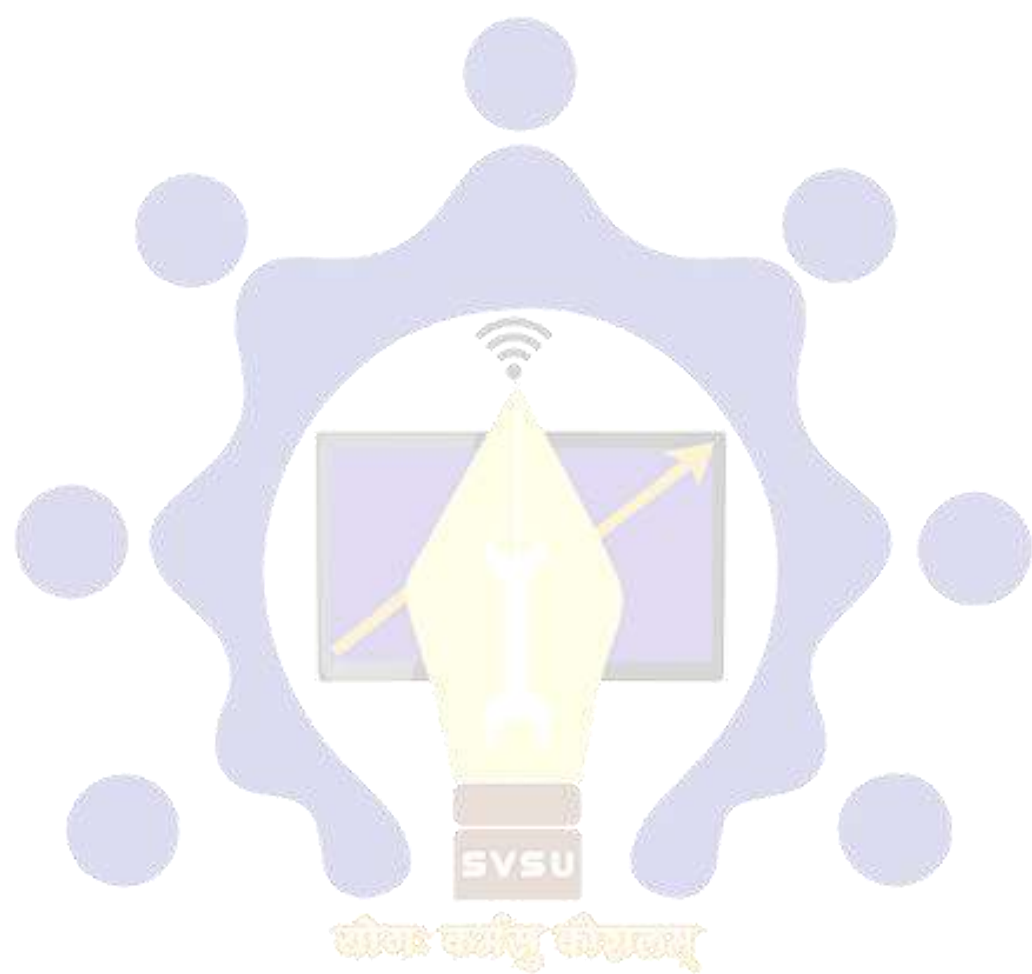
#### Course Objectives

##### Course Objective:

This course attempts to expose students to societal problems in the form of social emersion project. Learning through projects will contribute to society at large.

All students will have to take Social Emersion Project related to UN-Sustainable Development Goals (SDGs) to work for societal challenges and problems. All the students will submit their Project Reports within a period of 10 days from the last date of completion of their Projects. Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the period.





**SVSU**