

Shri Rawatpura Sarkar University, Raipur



Examination Scheme & Syllabus for Executive Master of Business Administration Semester-I

(Effective from the session: 2022-23)



**Faculty of Management,
Shri Rawatpura Sarkar University, Raipur
Executive Master of Business Administration
Semester-I
Examination Scheme
(Effective from the session: 2022-23)**

PROGRAMME OUTCOME

1. **Management Knowledge:** Acquire knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems.
2. **Problem analysis:** Demonstrate critical thinking skills in understanding managerial issues and problems by collecting and analyzing data.
3. **Development of solutions:** Design solutions for management problems by applying the contemporary methods in management sciences to enhance organizational efficiency and to find innovative business solutions.
4. **Behavioral skills:** Improve the verbal and non-verbal communication skills and acquire leadership skill and team work capabilities through participation. Demonstrate hands-on experience in administration and research.
5. **Ethics:** Apply ethical principles and understand the impact of the professional management solutions in societal and environmental contexts
6. **Entrepreneurial Perspective:** To identify business opportunities and acquire entrepreneurial traits to evaluate and manage their own business successfully.
7. **Global Perspective:** Students should be able to demonstrate their ability to analyze and evaluate the political, economical, social, legal and technological global environment
8. **Life-long learning:** Ability to engage in independent and life-long learning in the context of managing unpredictable societal and global issues.
9. To apply the fundamental knowledge of management sciences to optimally solve the complex business problems.
10. To inculcate in students the ability to gain multidisciplinary knowledge through simulated problems, case analysis, projects and industrial training.
11. To demonstrate the practice of professional ethics and standards for societal and environmental well-being.



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PROGRAMME SPECIFIC OUTCOME

- Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the
- PO1 knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution
- PO2 frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- PO3 Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
- PO4 Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
- Leadership and Team Work - Ability to collaborate in an organizational context and across
- PO5 organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business
- PO6 issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
- Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial &
- PO7 leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
- Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable
- PO8 development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects
- Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value
- PO9 underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
- PO10 Life Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.



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S.N	Course Code	Th/Pr	Subject	Type of Course	Teaching hours per week			TC	Examination Scheme				Total Marks
					L	T	P		Theory		Practical		
									EX	IN	EX	IN	
1	MEM 101	Th	Principles of Management and Organizational Behavior	Foundati on	3	1		4	70	30			100
2	MEM 102	Th	Managerial Economics	Foundati on	3	1		4	70	30			100
3	MEM 103	Th	Accounting and Finance for Managers	Core	3	1		4	70	30			100
4	MEM 104	Th	Marketing Management	Core	3	1		4	70	30			100
5	MEM 105	Th	Human Resource Management	Core	3	1		4	70	30			100
6	MEM 106	Th	Research Methods for Management	Core	3	1		4	70	30			100
Total Contact hr per week: 24				Total Credit: 24				Grand Total Marks:				600	

Course Title	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR							
Course Code	MEM 101							
Course Credits	L	T	P	TC				
	3	1		4				



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Prerequisites	This course presents the principles of management, emphasizing managerial functions and behavioral concepts and its practical applications in the organization.
Course Objective	<p>On successful completion of the course the students should have:</p> <ul style="list-style-type: none"> • Understood the principles and functions of management. • Learnt the scientific decision-making process and problem-solving techniques. • Learnt modern management process.
Course Contents	<p>UNIT- I Management: Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society: Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.</p> <p>UNIT -II The Nature of Organizing - Organizational Structure: Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.</p> <p>UNIT -III The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.</p> <p>UNIT -IV Organizational Behavior : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organization Behaviour. Organizational Behaviour responses to Global and Cultural diversity. analytical social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organization Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.</p> <p>UNIT -V Stress - Nature, sources, Effects, influence of personality, managing stress-Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour: team decision making. Issues in Managing teams. Organizational change - Managing planned change. Resistance</p>



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	to change - Approaches to managing organizational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.
Course Outcome	<ul style="list-style-type: none">• The students to learn the basic functions, principles, concepts of management and behavioral aspects in the organization.• Demonstrate understanding of the role of managers in an organization• Summarize the elementary concepts, principles and theories of management• Examine the managerial functions having an impact on the organizational effectiveness• Identify the contemporary issues and challenges in management
Text Book	1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
Reference Books	<ol style="list-style-type: none">1. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.2. Robbins.S.P., Fundamentals of Management, Pearson, 2003.3. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.4. Umasekaran, Organisational Behaviour.5. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004



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Course Title	MANAGERIAL ECONOMICS				
Course Code	MEM 102				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	This course presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making.				
Course Objective	<ul style="list-style-type: none"> On successful completion of the course the students should have: Understood the principles economics. Learnt the demand analysis and various cost aspects in the business .Learnt the market structure and the decision making process for various markets. Learnt the profit, profit policies, cost volumes relationship. Learnt the macro environment of the business. 				
Course Contents	<p>UNIT -I Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.</p> <p>UNIT- II Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function. Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.</p> <p>UNIT- III Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.</p> <p>UNIT -IV Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.</p> <p>UNIT -V National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies</p>				
Course Outcome	<ul style="list-style-type: none"> The students will learn the basic principles of economics and its application in the decision making in the business. Experiment with the Production Function and Production Costs. Experiment with the Market Structures 				



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	<ul style="list-style-type: none">• Explain fiscal and monetary policy of an economy.• Explain the concept of national income.
Text Book	1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
Reference Books	<ol style="list-style-type: none">1. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.2. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.3. P.L. Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004



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Course Title	ACCOUNTING AND FINANCE FOR MANAGERS				
Course Code	MEM 103				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	This course presents the principles of accounting, preparation of financial statements, analysis of financial statements, costing techniques, financial management and its functions.				
Course Objective	<ul style="list-style-type: none"> On successful completion of the course the students should have: understood the principles and objectives of accounting., learnt the preparation of financial statements and the various techniques of analyzing the financial statements, learnt the costing methods and its application in decision making. learnt the basic objectives of financial management, functions and its application in financial decision making. 				
Course Contents	<p>UNIT- I Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.</p> <p>UNIT -II Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems</p> <p>UNIT -III Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety – Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems</p> <p>UNIT -IV</p>				



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	<p>Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting</p> <p>UNIT -V</p> <p>Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.</p>
Course Outcome	<ul style="list-style-type: none">• The students to learn the basic principles of accounting and preparation and analysis of financial statements and also the various functions of financial management• Explain the concepts of accounting as per International Standards• Make use of financial statement of business entities.• Analyze the financial statement of corporate entity.• Examine financial statement for decision making.
Text Book	<ol style="list-style-type: none">1. Advanced Accountancy - R.L.Gupta and Radhaswamy
Reference Books	<ol style="list-style-type: none">1. Management Accounting - Khan and Jain2. Management Accounting - S.N.Maheswari3. Prasanna Chandra, “Financial Management – Theory and Practice”, Tata McGraw Hill, New Delhi (1994).4. I.M.Pandey, “Financial Management”, Vikas Publishing, New Delhi.



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Course Title	MARKETING MANAGEMENT				
Course Code	MEM 104				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	This course presents the various concepts of marketing, buyer behaviour, marketing mix and the analysis of the market.				
Course Objective	<ul style="list-style-type: none"> On successful completion of the course the students should have:understood the various concepts of marketing.learnt the buyer behaviour and market segmentations.learnt the product mix, channels of distribution and promotion of a product.learnt about the market and analyzing the market conditions. 				
Course Contents	<p>UNIT-I Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.</p> <p>UNIT -II Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.</p> <p>UNIT -III Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.</p> <p>UNIT -IV</p>				



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	<p>Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.</p> <p>UNIT -V</p> <p>Identifying and analyzing competitors, Designing competitive strategies for leaders, challengers, followers and nichers: Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing effort Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.</p>
Course Outcome	<ul style="list-style-type: none">• The students will to learn the basic of marketing, process, product mix, marketing channels, product promotion and the market.• Apply different strategy models of marketing in marketing environment.• Illustrate the concept of Segmentation, Positioning & Targeting.• Explain the concept of Product & marketing mix.• Discuss pricing and promotion mix strategies.• Identify the marketing channels.
Text Book	<ol style="list-style-type: none">1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
Reference Books	<ol style="list-style-type: none">1. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.2. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.3. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.4. Marketing Management – S.Jayachandran - TMH, 2003.



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Course Title	HUMAN RESOURCE MANAGEMENT				
Course Code	MEM 105				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	This course presents the human resource functions, recruitment, placement, training, development, compensation, managing quality, labour relations and employee security.				
Course Objective	<ul style="list-style-type: none"> On successful completion of the course the students should have: understood the changing environment of the HRM and the role of the HR managers. learnt the recruitment process and the application of the IT. learnt the importance of the training and development. learnt about the pay plans, performance appraisal and compensation. learnt the importance of the labour relation, the employee security and collective bargaining. 				
Course Contents	<p>UNIT I</p> <p>Human Resource Function: Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers.</p> <p>UNIT II</p> <p>Recruitment & Placement: Job analysis: Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization. Recruitment and selection process: Employment planning and forecasting -</p>				



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	<p>Building employee commitment: Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.</p> <p>Employee Testing & selection: Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.</p> <p>UNIT III</p> <p>Training & Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.</p> <p>Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.</p> <p>Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions and transfers.</p> <p>UNIT IV</p> <p>Compensation & Managing Quality: Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation. Pay for performance and Financial incentives: Money and motivation - incentives for operations employees and executives - Organization wide incentive plans - Practices in Indian organizations. Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.</p> <p>UNIT V</p> <p>Labour relations and employee security: Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.</p>
<p>Course Outcome</p>	<ul style="list-style-type: none"> • The students to learn the importance of the human resources, recruitment and training and also the importance of the labour relations in the organization. • Illustrate Concept of Training • Classify the performance appraisal methods. • Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM • Demonstrate competence in development and problem-solving in the area of HR Management



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Text Book	<ol style="list-style-type: none">1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource
Reference Books	<ol style="list-style-type: none">1. Management, Third edition, PHI/Pearson.2. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.3. Dr. R. Venkatapathy & Assisi Mencheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.4. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.



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Course Title	RESEARCH METHODS FOR MANAGEMENT.				
Course Code	MEM 106				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	This course presents the basic concept of research design, hypotheses, sampling techniques, testing the significance and report writing.				
Course Objective	<ul style="list-style-type: none"> On successful completion of the course the students should have: understood the basic of the research methods .learnt the various techniques of sampling. learnt the various methods of analysis of data and its applicability in the decision making, learnt to write a good research report. 				
Course Contents	<p>UNIT -I Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.</p> <p>UNIT- II Hypothesis: - meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.</p> <p>UNIT -III Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection: - Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.</p> <p>UNIT -IV Test of Significance: - Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non-Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminate analysis. (NO Problems). SPSS and its applications.</p> <p>UNIT -V Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.</p>				



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Course Outcome	<ul style="list-style-type: none">• The students to learn the importance of the research, various methods of analysis of data and its applications in the business management• Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.• Be able to formulate research problem and develop a sufficiently coherent research design• Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.• Have a basic awareness of data analysis, including descriptive & inferential measures.
Text Book	1. Kothari C.R.- Research methodology
Reference Books	<ol style="list-style-type: none">1. Rao K.V. Research methods for management and commerce – sterling2. Zikmund, Business Research Methods3. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hil