

**Shri Rawatpura Sarkar University,  
Raipur**



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

(Effective from the session: 2023-24)



**Faculty of Management,  
Shri Rawatpura Sarkar University, Raipur  
Executive Master of Business Administration  
Semester-III  
Examination Scheme**

**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.



## Executive Master of Business Administration 2023-24

### PROGRAMME SPECIFIC OUTCOME

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



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S. N	Course Code	Th/P r	Subject	Type of Course	Teaching hours per week			TC	Examination Scheme				Total Marks
					L	T	P		Theory		Practical		
									EX	IN	EX	IN	
1	MEM 301	Th	Optimization Methods	Core	3	1		4	70	30			100
2	MEM 302	Th	Organizational Development	Core	3	1		4	70	30			100
3	Codes are given in the list of electives( 303 A - 309 B)	<b>Th</b>	Elective I (Paper – 1- A)	Core/ Elective	3	1		4	70	30			100
4	Codes are given in the list of electives( 303 A - 309 B)	<b>Th</b>	Elective I (Paper – 2- B)	Core/ Elective	3	1		4	70	30			100
5	MEM 310	<b>Pr</b>	Project work/ Viva-Voce	Core/Co mmon			4				70	30	100
<b>Total Contact hr per week: 16</b>				<b>Total Credit: 24</b>				<b>Grand Total Marks:</b>				<b>500</b>	



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**ELECTIVE SPECIALIZATION: - ANY ONE**

<b>HUMAN RESOURCES</b>	<b>MARKETING MANAGEMENT</b>	<b>FINANCE MANAGEMENT</b>	<b>PRODUCTION AND OPERATION</b>	<b>HOSPITAL MANAGEMENT</b>
HUMAN RESOURCES PLANNING & DEVELOPMENT (MEM 303-A)	MARKETING RESEARCH (MEM 304-A)	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (MEM 305-A)	PRODUCTION PLANNING AND CONTROL (MEM 306-A)	HOSPITAL PLANNING (MEM 307-A)
MANAGEMENT OF TRAINING AND DEVELOPMENT (MEM 303-B)	CUSTOMER RELATIONSHIP MANAGEMENT (MEM 304-B)	TAXATION AND TAX PLANNING (MEM 305-B)	QUALITY CONTROL, QUALITY ASSURANCE AND RELIABILITY (MEM 306-B)	MEDICAL TERMINOLOGY & PROCEDURES (MEM 307-B)



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<b>Course Title</b>	<b>OPTIMIZATION METHODS</b>				
<b>Course Code</b>	<b>MEM 301</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	Projects & Basic of optimization methods				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the optimization methods and its application.</li> <li>• To clear the assignment problems and bring out with proper solution.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT -I</b></p> <p>Optimization Methods: Meaning and Scope; Various Stages in Optimization Projects. Linear Programming Problem: Meaning of Linear programming- General Mathematical Formulation of LPP. Feasible and Optimal Solutions: Graphical Analysis- Simplex Method- Duality and Sensitivity Analysis. Advantages and Limitations of LPP.</p> <p><b>UNIT- II</b></p> <p>Transportation Model: Mathematical Formulation- Initial Basic Feasible Solution: North West Corner Method- Least Cost Method and Vogel's Approximation Method; Optimization (Minimization and Maximization) using Modified Distribution Method.</p> <p><b>UNIT- III</b></p> <p>Assignment Problem: Assignment Model as a Particular Case of Transportation Model- Formulation of Assignment Problems- Solution of Assignment Problems using Hungarian Method- Travelling Salesman Problem.</p> <p><b>UNIT -IV</b></p> <p>Waiting Line Models: Basic Queuing Process- Basic Structure of Queuing Models- Scope in Management Decisions and Solution to M/M/1: FCFS Model. Sequencing Model: Processing n Jobs through Two Machines- Processing n Jobs through Three Machines.</p> <p><b>UNIT- V</b></p> <p>Network Analysis: Shortest Route Problem- Network &amp; Time Estimation- Project Planning &amp; Control Using Critical Path Method (CPM) and Program me Evaluation &amp; Review Technique (PERT). Project Scheduling – Cost Slope- Crashing the Network- Estimation of Optimum Project Cost.</p>				
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• This subject will come up with proper knowledge regarding optimization methods.</li> <li>• Recall the theoretical foundations of various issues related to linear programming modeling to formulate real-world problems as a L P model</li> <li>• Explain the theoretical workings of the graphical, simplex and analytical methods for making effective decision on variables so as</li> </ul>				



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	<p>to optimize the objective function</p> <ul style="list-style-type: none"><li>• Identify appropriate optimization method to solve complex problems involved in various industries.</li><li>• Demonstrate the optimized material distribution schedule using transportation model to minimize total distribution cost</li></ul>
<b>Text Books</b>	<ol style="list-style-type: none"><li>1. A.M. Natrajan- “Operation Research”- Pearson Education</li><li>2. N. D. Vohra. “Quantitative Techniques”- New Delhi: Tata McGraw Hill Publication.</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. P. K. Gupta and D. S. Hira- “Operations Research”- New Delhi: Sultan Chand Publications-</li><li>2. F.S. Hiller &amp; Hiller- “Introduction to Management Science” Tata Mcgraw Hill HamdyTaha- “Operations Research” 8th Ed. Pearson 2007.</li></ol>



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<b>Course Title</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>				
<b>Course Code</b>	<b>MEM 302</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	Overview of organizational structure- team building.				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand organizational development</li> <li>• To understand the strategies in organization.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT-I</b> An overview of Organizational structure- Behavioral implication of organizational structure- factors influencing organizational structure. Organizational Effectiveness: Approaches- need and significance.</p> <p><b>UNIT-II</b> Organizational development: Definition- Assumptions- goals- process- objectives; Team Building- Planning &amp; Goal setting- OD interventions. Organizational change: Basic Concept and definition; Nature of Organizational Change</p> <p><b>UNIT-III</b> Organizational conflicts: Causes- nature- measures to resolve organizational conflicts; Inter Group behavior and collaboration- Managerial Grid; Sensitivity training; Transactional analysis; Inter-group and team building interventions.</p> <p><b>UNIT-IV</b> Organizational Culture and Climate: Organizational learning- power and politics in the organization- Cross culture dynamics.</p> <p><b>UNIT-V</b> The process of Empowerment- Management of gender Issues- Creativity in organization.</p>				
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• After completion of these courses the students will come up with better methods in developing any organization.</li> <li>• Gaining knowledge about organizational development process. • How to change and develop organizations</li> <li>• Better understanding of the change management model.</li> <li>• Skills needed to develop an action plan for the development process.</li> <li>• Better understanding of change resistance and how to handle it.</li> </ul>				
<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. French and Bell- Organisational Development- Pearson Education</li> <li>2. D.R. Brown- An Experimental Approach to Organization Behavior- Pearson Education</li> </ol>				





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	<ol style="list-style-type: none"><li>3. Carol P Harvey and M.June Allard- Understanding and managing diversity- PHI India</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. F. Luthans -Organisational Behaviour TMH- New Delhi</li><li>2. S.P. Robbins- “Organisational Behaviour”- Pearson Education</li><li>3. Prasad- Organisational Development for Excellence- McMillan- India.</li><li>4. Madhukar Shukla- Understanding Organization : Organization</li></ol>



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### SPECIALIZATION: HUMAN RESOURCES- 1

<b>Course Title</b>	<b>HUMAN RESOURCES PLANNING &amp; DEVELOPMENT</b>				
<b>Course Code</b>	<b>MEM 303 -A</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	Knowledge about the HRM and recruitments, job etc.				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Human Resource Management: Meaning, Benefits, Strategic planning and HR planning. Manpower Planning: Definition Objectives, benefits, limitations and problems. Linkage of HR planning with other HR function; Factors Influencing human resource planning. Work Measurement, method, work study.</p> <p><b>UNIT II</b> Human Resource Planning: tools, methods and techniques, Skill in verifying manpower inventory qualitative and quantitative aspects. HR Demand and Supply forecasting (. Job Analysis: Meaning, Purpose, Process, Methods of Collecting Data. Recruitment: Meaning, Modern Techniques of Recruitment; Sources- Internet Based, Placement Agencies.</p> <p><b>UNIT III</b> Human Resource Development: Overview, philosophy and goals of HRD, HRD culture, climate, HRD sub systems / process mechanisms, task analysis, motivational aspects of HRD, development supervision, counseling and mentoring.</p> <p><b>UNIT IV</b> Organizing for HRD, HRD for workers, HRD overview in Govt. and Private systems, HRD for health and family welfare, HRD in defense , police , voluntary organizations , manufacturing organization and infrastructure , and HRD in service industries (Banking , Hospital , event etc.), HRD audit.</p> <p><b>UNIT V</b> Changing environment of HRD: Internal and external factors, Internal factors: HR of country and changing demands of employers.</p>				
<b>Course outcome</b>	<ul style="list-style-type: none"> <li>The course will bring up the HRM knowledge &amp; Relation with the management</li> <li>Integrated perspective on role of HRM in modern business. Ability</li> </ul>				



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	<p>to plan human resources and implement techniques of job design</p> <ul style="list-style-type: none"><li>• Competency to recruit, train, and appraise the performance of employees</li><li>• . Rational design of compensation and salary administration</li><li>• Ability to handle employee issues and evaluate the new trends in HRM</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Gary Dessler, “Human Resource Management”, Pearson Education Gerard V McMohan, “Recruitment and Selection”, Prentice Hall of India</li><li>2. C.R. Greer,”Strategic Human Resource Management”, Pearson Education</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Lynton, R Pareek, U., „Training for Development“. 2nded. New Delhi, Vistaar, 1990</li><li>2. Pepper, Allan D., „Managing the Training and Development Function“. Aldershot, Gower, 1984</li></ol>



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<b>Course Title</b>	<b>MANAGEMENT OF TRAINING AND DEVELOPMENT</b>				
<b>Course Code</b>	<b>MEM 303 -B</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	The basic knowledge about the HRM				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Introduction to training and learning: Definition of training and learning; Pedagogy; Awareness of best practice and current trends; Understanding training methods (Off-the-Job Training Methods, On-the-Job Training Methods and Technology-Based Training Methods); Understanding the key elements of learning and learning transfer</p> <p><b>UNIT II</b> Training management: Developing training objectives (Tying training objectives to corporate objectives; Writing a company training policy; Developing a continuously learning organization); Developing a training plan (Conducting a needs analysis, Preparing training and development plans, Preparing the overall training budget, Designing and costing training courses); Trainers (The learning process and the trainer's role, Internal trainers versus external consultants).</p> <p><b>UNIT III</b> Training evaluation (Conducting evaluations, Keeping training records and managing a training system, Evaluating Return on Investment).</p> <p><b>UNIT IV</b> Systematic guide to training course development: Identification of training needs (Objectives, Methods, Knowledge, attitudes and aptitudes); Behaviour analysis; Development of HR in reference to objectives and institutional climate (Actual behaviour versus desired behavior, Definition of desired changes); Development of course content and teaching methods (Competency-based needs assessment approach; Task analysis process; Development of behavioural objectives components); Training course test and distribution (Control group participant selection and preliminary course evaluation, Pre and post training test preparation, Establishment of participant lists per session, Classroom setup, Development of theoretical content and visual teaching aids, Techniques and teaching methods).</p> <p><b>UNIT V</b> Evaluation (Types of evaluation, Values, Costing Training Programs, The Cost and Benefits of Training, Return on Investment, Utility Analysis).</p>				



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<b>Course Outcome</b>	<ul style="list-style-type: none"><li>• The course will bring up the HRM knowledge &amp; Training and Development with the management</li><li>• Understand the need and process of training need analysis in organizations.</li><li>• Understand the process of designing a training programme and its evaluation.</li><li>• Understand various training methods and their applicability in different organizational situations.</li><li>• Comprehend the tools and techniques of management development.</li><li>•</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Beunet, Roger ed., „Improving Training Effectiveness“, Aldershot, Gower, 1988</li><li>2. Buckley R &amp; Caple. Jim. „The Theory &amp; Practice of Training“. London, Kogan &amp; Page, 1995</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Lynton, R Pareek, U., „Training for Development“. 2nd ed. New Delhi, Vistaar, 1990</li><li>2. Pepper, Allan D., „Managing the Training and Development Function“. Aldershot, Gower, 1984</li><li>3. Rae, L., „How to Measure Training Effectiveness“, Aldershot, Gower, 1986</li></ol>



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**SPECIALIZATION –MARKETING MANAGEMENT-1**

<b>Course Title</b>	<b>RURAL&amp; SOCIAL MARKETING</b>				
<b>Course Code</b>	<b>MEM 304-A</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	To basic knowledge about marketing management.				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. To familiarize with the special problems related to sales in rural markets, and to help understand the working of rural marketing institutions.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT – I</b> Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.</p> <p><b>UNIT - II</b> Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.</p> <p><b>UNIT – III</b> Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.</p> <p><b>UNIT - IV</b> Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.</p> <p><b>UNIT - V</b> Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.</p>				
<b>Course outcome</b>	<ul style="list-style-type: none"> <li>After completion of the course student will come up the good skill in marketing and their practicing in rural sector .</li> <li>Gain Conceptual knowledge about rural marketing with special reference to Indian context</li> <li>Understand the Rural market distribution</li> <li>Acquaint the students with the appropriate concepts and techniques in the area of rural marketing.</li> </ul>				



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	<ul style="list-style-type: none"><li>• Know about the consumer behavior and trends in Rural marketing</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Balaram Dogra &amp; Karminder Ghuman, RURAL MARKETING: CONCEPT &amp; CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008</li><li>2. A.K. Singh &amp; S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007</li><li>3. CSG Krishnamacharylu &amp; Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Philip Kotler, MARKETING MANAGEMENT, Prentice - Hall India Ltd. New Delhi</li><li>2. Agarwal A.N, INDIAN ECONOMY, Vikas Publication, New Delhi.</li><li>3. Raddar Dutt Sundaram, INDIAN ECONOMY, Tata McGraw Hill. Publishers, New Delhi</li></ol>



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<b>Course Title</b>	<b>RETAIL MARKETING</b>				
<b>Course Code</b>	<b>MEM 304-B</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	To basic knowledge about the marketing management.				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>The course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools &amp; techniques.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT-I</b> Marketing Channels &amp; Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, and logistics of e-retailing.</p> <p><b>UNIT-II</b> Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.</p> <p><b>UNIT-III</b> Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying &amp; understanding consumer – Consumer demographics &amp; life styles, consumer needs &amp; desires, consumer shopping attitude, consumer decision process, retailer's action.</p> <p><b>UNIT-IV</b> Location , Operation &amp; Merchandise Management :Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.</p> <p><b>UNIT-V</b> Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.</p>				
<b>Course outcome</b>	<ul style="list-style-type: none"> <li>After the completion of the course student will come up the good skill of retail marketing .</li> <li>Understand the concepts of effective retailing</li> <li>Know the recent trends in retailing in India</li> <li>Possess the knowledge of various retail formats and will be understand the retail customer</li> </ul>				





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	<ul style="list-style-type: none"><li>• understand what marketing means to business executives and academics</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Berman , Barry and Joel Evans Retail Management</li><li>2. Cooper, J. Strategy planning in Logistics and Transportation</li><li>3. Cox, Roger and Paul Brittain Retail Management</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Levy &amp; Weitz Retailing Management.</li><li>2. Kotter , Philip Marketing Management</li></ol>



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### SPECIALIZATION – FINANCE MANAGEMENT-3

<b>Course Title</b>	<b>DERIVATIVES &amp; RISK MANAGEMENT</b>				
<b>Course Code</b>	MEM 305-A				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	3	1		4	
<b>Prerequisites</b>	To basic knowledge about the risk management in financial market .				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To enable students Understand the nuances involved in derivatives</li> <li>Understand the basic operational mechanisms in derivatives</li> <li>• <b>OUTCOME</b> Possess good skills in hedging risks using derivatives</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Derivatives ,Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.</p> <p><b>UNIT II FUTURES CONTRACT</b> Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.</p> <p><b>UNIT III</b> Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.</p> <p><b>UNIT IV</b> <b>SWAPS</b> Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.</p> <p><b>UNIT V</b> <b>DERIVATIVES IN INDIA</b> Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.</p>				
<b>Course outcome</b>	<ul style="list-style-type: none"> <li>• After the completion of the course student are understand the risk derivatives operation in market.</li> </ul>				



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	<ul style="list-style-type: none"><li>• Graduates will demonstrate the ability to communicate effectively both orally and in writing.</li><li>• Graduates will demonstrate knowledge of the legal and ethical environment impacting business organizations and exhibit an understanding</li><li>• appreciation of the ethical implications of decisions.</li><li>• Graduates will demonstrate an ability to work effectively with others.</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9th Edition, 2012</li><li>2. Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,–</li><li>3. PHI Learning, 2011.</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9th Edition, 2012</li><li>2. Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,–</li></ol>



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<b>Course Title</b>	<b>SECURITY &amp; PORTFOLIO MANAGEMENT</b>				
<b>Course Code</b>	<b>MEM 305-B</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	To basic knowledge about the finance management.				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• Understand the modes of issuing securities</li> <li>• Acquire financial evaluation technique of leasing and hire purchase</li> </ul> <b>OUTCOME</b> Good knowledge on merchant banking activities				
<b>Course Contents</b>	<p><b>UNIT-I</b> Portfolio Management and Portfolio analysis: : Meaning of Portfolio Management-Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager. Meaning of portfolio analysis- Risk and Return of Portfolio-diversification-Portfolios with more than two securities</p> <p><b>UNIT-II</b> Portfolio selection, Portfolio Revision and Evaluation: Selection of optimal Portfolio-Pricing of securities with CAPM.-: Need for Revision-Meaning of portfolio Revision Portfolio Revision strategies-Need for Evaluation-Evaluation perspective-meaning of Portfolio Evaluation- Measuring portfolio Return -Risk Adjusted Returns Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition.</p> <p><b>UNIT- III</b> Investment: Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment- Investment Avenues -Securities Trading Recent Developments in Stock Market.</p> <p><b>UNIT-IV</b> Fundamental and Technical Analysis: Economy analysis- Industry analysis- Company analysis. Meaning of Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Market Indicators- Technical vs Fundamental Analysis- Efficient Market Hypothesis (EMH)</p> <p><b>UNIT-V</b> SECURITIES REGULATION - The Securities and Exchange Commission - The International Organization of Securities Commissions - Registration of Securities - Investor Protection - Manipulation of Security Prices - Insider Trading - Tender Offer - White Collar Crimes Related to Securities.</p>				
<b>Course outcome</b>	<ul style="list-style-type: none"> <li>• After the completion of the course student will come up the good skill of financial service .</li> <li>• To provide a theoretical and practical background in the field of</li> </ul>				



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	<p>investments.</p> <ul style="list-style-type: none"><li>• Designing and managing the bond as well as equity portfolios in the real world.</li><li>• Valuing equity and debt instruments.</li><li>• Measuring the portfolio performances.</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. S. Kevin, Security analysis and Portfolio Management, PHI, 2010, 2nd Edition, New Delhi. Nalini PravaTripathy, Financial Services, PHI Learning, 2011.</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI,, 2010.</li><li>2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,</li><li>3. . Reilly, Brown: "Analysis of Investments and Management of Portfolios", Cengage Learning, New Delhi, 2013 Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.</li></ol>



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**SPECIALIZATION: - PRODUCTION MANAGEMENT**

<b>Course Title</b>	<b>PRODUCTION PLANNING AND CONTROL</b>				
<b>Course Code</b>	<b>MEM 306 A</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	The basic knowledge about the production and operation management				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To develop a broad conceptual framework based on the research which has done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real-world problems on the other in production planning and control.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Production Planning – Introduction, Basic Concepts and Advantages. Functions of Operations Planning: Planning, Routing, Scheduling, Dispatching and Inspection. Types of Planning – Strategic Planning, Tactical Planning and Operational Planning.</p> <p><b>UNIT II</b> Facility Planning – Introduction and Scope, General Procedures for Facility Locations, Facility Location Models – Simple Median Model and Centre of Gravity Model, Aggregate Planning – Concept, Nature and Advantages, Variables used in Aggregate Planning, Aggregate Planning and Strategies.</p> <p><b>UNIT III</b> Capacity Planning – Meaning, Importance of Capacity Decisions, Determining Capacity Requirements, Design and Effective Capacity, Major Considerations of Effective Capacity, Break – Even Analysis: Single Product Case and Multiproduct Case .</p> <p><b>UNIT IV</b> Material Requirement Planning – Introduction, Need for Material Planning, Basic Material Requirement Planning: Concept and Implementation, Independent versus Dependent demand; Lumpy Demand; Lead Time; Common Use Time; and Time Phasing.</p> <p><b>UNIT V</b> Inventory Control – Meaning, Types of Inventory, Pressure for Low Inventory, Pressure for High Inventory, Inventory Reduction Tactics, Inventory Techniques – ABC Analysis and Economic Order Quantity (EOQ). Forecasting – Importance and Features, Different types of Forecasting Techniques for Estimating Demand.</p>				
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>The course will come up with enhancing student production management skills. and production planning and ERP knowledge</li> <li>Recognize the objectives, functions, applications of PPC and forecasting</li> </ul>				



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	<p>techniques</p> <ul style="list-style-type: none"><li>• Explain different Inventory control techniques. 3. Solve routing and scheduling problems</li><li>• Summarize various aggregate production planning techniques.</li><li>• Describe way of integrating different departments to execute PPC functions</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Burbidge, John L. Principles of Production Control. London, Danald and Evans, 1981.</li><li>2. Caubang, Ted C. Readings, on Production Planning and Control, Geneva, ILO.</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.</li><li>2. Mc Leavey, Dennis W and Narasimhan, S.L. Production and Inventory Control. Boston , Allyn and Bacon, 1985.</li><li>3. Peterson, R and Silver, E.A. Decisikon systems for Inventory-Management and Production Planning. New Youk John Wiley, 1979.</li><li>4. Vollmann, T.E. etc. Manufaturing Plannning and Control. Homewood. Lllinois. Richard D Irwin, 1988.</li></ol>



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<b>Course Title</b>	<b>QUALITY CONTROL, QUALITY ASSURANCE AND RELIABILITY</b>				
<b>Course Code</b>	<b>MEM 306 B</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	The basic knowledge about the purchasing and material management				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organization and quality control assurance reliability.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Introduction to Quality Control and Total Quality System, Quality control in service sector</p> <p><b>UNIT II</b> Some philosophies and their impact on Quality Management practices, tools and standards</p> <p><b>UNIT III</b> Fundamental of statistical concepts and techniques in quality control and improvement Graphical methods of Data presentation and quality improvement</p> <p><b>UNIT IV</b> Statistical process control using control charts Control chart for variables Control chart for attributes</p> <p><b>UNIT V</b> Process capability analysis Acceptance sampling plans for attributes and variables Reliability Design of experiment and Taguchi method</p>				
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>After the completion of the course student will come up the good knowledge in material management and cost reduction techniques</li> <li>Attain the basic techniques of quality improvement, fundamental knowledge of statistics and probability</li> <li>Use control charts to analyze for improving the process quality.</li> <li>Describe different sampling plans</li> <li>Acquire basic knowledge of total quality management</li> <li>Understand the concepts of reliability and maintainability</li> </ul>				
<b>Text Book</b>	<ol style="list-style-type: none"> <li>Mitra A., Fundamentals of Quality Control and Improvement, Pearson Education, 2nd Edition, 2001. Quality Management: Creating and Sustaining Organizational Effectiveness, 2nd ed. Summers, ISBN: 978-81-203- 3999-6, PHI. Total Quality Management, Suganthi&amp; Samuel, ISBN:</li> </ol>				





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	978-81-203-2655-2, PHI.
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.</li><li>2. Mc Leavey, Dennis W and Narasimhan, S.L. Production and Inventory Control. Boston , Allyn and Bacon, 1985.</li></ol>
<b>Course Outcomes</b>	<ul style="list-style-type: none"><li>• After the completion of this course, student will gain the efficient knowledge about the inventory and purchasing management.</li><li>• Discuss in detail the evolution of purchasing through procurement</li><li>• Demonstrate in-depth knowledge of the procurement cycle and purchasing cycle</li><li>• Understand the role of procurement in an organisation</li><li>• Identify needs in purchasing, plan a schedule and issue a purchasing order</li><li>•</li></ul>
<b>Text Books</b>	1.Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill
<b>Reference Books</b>	1.Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill



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### SPECIALIZATION: - HOSPITAL MANAGEMENT

<b>Course Title</b>	<b>HOSPITAL PLANNING</b>				
<b>Course Code</b>	<b>MEM 307 A</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	To basic knowledge about Hospital management.				
<b>Course Objective</b>	The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital planning.				
<b>Course Contents</b>	<p><b>UNIT I</b> Types of Hospital Organization &amp; Statutory Requirements for Planning.</p> <p><b>UNIT II</b> Steps in Hospital Planning: 6 • Need Assessment • Appointment of Planning Teams/Consultants • Appointment of Architect • Size of the Hospital • Design of the Hospital • Selection of the Contractor</p> <p><b>UNIT III</b> Preparation of Architect's Brief. Selection of the Size, Preparation of the Master plan. Preparation of Schedule of Accommodation. Layout, Grouping, Zoning &amp; Phasing of Activities. Circulation &amp; Movements of Patients, Staff, Visitors</p> <p><b>UNIT IV</b> Planning for 8 • Outpatient Department/Accident/Emergency • Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward</p> <p><b>UNIT V</b> Planning for Water supply, Electricity, Drainage &amp; Sewage disposal. Planning for Equipment &amp; Purchase. Planning for various categories of Staff, Administrative action for Appointment, Training</p>				
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>• The course will come up with enhancing student hospital management skills .techniques, procedure</li> <li>• Describe the health systems of various Countries including India</li> <li>• Discuss and learn public health care system in India</li> </ul>				



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	<ul style="list-style-type: none"><li>• Develop, implement and manage various public health programs</li><li>• Critically analyze the various components of health care delivery system in India</li></ul>
<b>Text Book</b>	1. Hospital Planning & Administration – WHO Monograph Series 54 – By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi.
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Hospital &amp; Nursing Homes : Planning, Organization, &amp; Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi.</li><li>2. Principles of Hospital Administration &amp; Planning – By B.M. Sakharkar – Jaypee Brothers.</li></ol>



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<b>Course Title</b>	<b>MEDICAL TERMINOLOGY &amp; PROCEDURES</b>				
<b>Course Code</b>	<b>MEM 307 B</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>3</b>	<b>1</b>		<b>4</b>	
<b>Prerequisites</b>	To basic knowledge about the medical technology.				
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>The course is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT I</b> Fundamentals of Medical Terminology • Word Roots • Prefix • Suffix • Abbreviations &amp; Symbols, Introduction to Anatomy &amp; Physiology</p> <p><b>UNIT II</b> Organs &amp; Systems 1..Gastrointestinal 2. Respiratory 3. Circulatory 4. Renal 5. Reproductive 6. Nervous 04. Common Diseases &amp; Procedures. Gastrointestinal • Cholecystitis • Cholelithiasis • Appendicitis • Intestinal Obstruction • Hernia • Peritonitis Gastroscopy: Endoscopy, Laparotomy, Laparoscopy</p> <p><b>UNIT III</b> Common Diseases &amp; Procedures. Respiratory • Tuberculosis • Bronchial Asthma • Respiratory Failure • Pulmonary Embolism • Pneumonia Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation.</p> <p><b>UNIT IV</b> Circulatory • Hypertension • Coronary Artery Disease • Arrhythmias • Cardiac Arrest Renal, Nephrotic Syndrome • Urinary Tract Infection • Renal Failure • Renal / Bladder Stones Intravenous Pyelography, Cystoscopy, Urinalysis Hemodialysis, Peritoneal Dialysis.</p> <p><b>UNIT V</b> Reproductive • Female – Breast Cancer/Self Examination Menstrual Disorders, Dysmenorrhea, Premenstrual Syndrome (PMS), Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultrasound, Laparoscopy, IVF, Tubectomy, D &amp; C. • Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of Prostate (TURP)</p>				
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>The course will come up with enhancing student healthcare management skills and techniques, procedures in medical terminology.</li> <li>Analyze how medical terms are built using common word parts.</li> <li>Properly spell, define, and pronounce medical terms associated with each of the major body systems</li> <li>Identify and define the word parts most frequently associated with the</li> </ul>				



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	<p>major body systems.</p> <ul style="list-style-type: none"><li>• Interpret common abbreviations used in medical terminology and avoid errors when using them.</li></ul>
<b>Text Book</b>	<ol style="list-style-type: none"><li>1. Principles of Anatomy &amp; Physiology – By Gerard J. Tortora.</li><li>2. Anatomy &amp; Physiology in Health &amp; Illness – By Anne Waugh – Churchill Livingstone.</li></ol>
<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Anatomy &amp; Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.</li></ol>