UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management Studies

Master of Business Administration
(Service Management)

Semester Scheme

II\textsuperscript{nd} Semester Exam. June 2017
## Electives in Semester-II:

MGS B01- Human Resource Planning and Development  
MGS B02- Entrepreneurship and New Venture Management  
MGS B03- Community Based Organization Management and Field Work  
MGS B04- Organization Change, Effectiveness and Innovation  
MGS B05- Family Business Management  
MGS B06- Business Ethics, Corporate Governance and CSR
Financial Management

Subject Code: MGS201  
Credits: 04

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Financial Management and various dimensions related to Investment, Capital and Dividend managerial decisions. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Financial Management
Objectives, Contemporary Financial Environment, Fundamental Concepts (Risk and Return, Time value of Money), Behavioral Finance, Sources of Short Term and Long Term Finance.

Investment Decisions
Nature, Cost of Capital, Leverage, Capital Structure Theories, Capital Budgeting, Risk Analysis in Capital Budgeting,

Operating Decisions
Working Capital Management, Cash Management, Financing Current Assets, Inventory Management

Reward and Dividend Decisions

References
1. IM Pandey, Financial Management, Vikas Publication
Business Legislation and Regulation

Subject Code: MGS202
Credits: 03

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Business Law and various dimensions related to Regulations for businesses. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Indian Contract Act 1872

Companies Act 2013 and Mercantile Acts

Other Acts
Laws related to Women Protection at Workplace, Basics of Cyber Laws, Basics of Intellectual Property Right Act, RTI Act

Regulatory Framework in India
Concept of Regulatory Organizations, RBI (Objectives and Functions), IRDA (Objectives and Functions), SEBI (Objectives and Functions), TRAI (Objectives and Functions), PFRDA (Objectives and Functions), FSDC (Objectives and Functions), Competition Commission, NGT

References
1. Avtar Singh, Mercantile Law, Estern
2. SK Tuteja, Business Law for Managers, Sultan Chand
3. RL Nowlakha, Mercantile Law, RBD
Business Research and Data Analytics

Subject Code: MGS203
Credits: 03

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Research in Business and Analysis of Data and various dimensions related to Business Research and Data Analytics. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Business Research
Meaning, Significance, Research Process, Approaches (Inductive and Deductive, Scientific and Non Scientific), Features of a Good Research, Types of Research

Research Design
Research Problem, Hypothesis Formulation, Defining Research Design, Sources of Information (Primary and Secondary), Methods of Primary Data Collection (Interview, Observation, Designing Questionnaire, Schedule), Sample Design (Universe, Sample Size, Validity Analysis and Reliability Analysis, Probability and Non Probability Sampling, Errors in Sampling, Scaling Techniques),

Data Processing and Analytics
Tabulation and Classification of Data, Level of Significance, Uni-variate Analysis (Mean, Mode, Median, Dispersion), Bi-variate Analysis (Correlation, Regression, Cluster Analysis, Analysis of Variance), Parametric and Non Parametric Tests (t-Test, z-Test, t-Test, Chi-Square, One and Two Way ANOVA, Mann-Whitney Analysis, Kruskal-Wallis), Basics of SPSS

Report Writing and Decision Making
Format of Report, Guidelines for Effective Report Writing, Reaching to Conclusions

References
2. Maxwell Joseph, Qualitative Research Design, Sage Publication
3. Dwivedi, Research methods in Behavioural Science, Mcmillian

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Strategic Planning

Subject Code: MGS204
Credits: 04

Introduction
Meaning, Levels, Vision, Mission and Objectives, Strategic Decision Making and Approaches, Strategic Business Units, Corporate Planning Process, Competitive Advantage and Core Competencies, Profile- Competitive., Porter’s Competitive Strategies- Cost Leadership and Differentiation, Environment Scanning and Appraisal, Organizational Appraisal, Strategic Advantage Analysis, Porter’s Five forces Model of Competition, Value Chain Model,

Strategy Formulation and Portfolio Analysis
Consolidation Strategies, Growth (Mergers, Acquisition, Joint Venture, Licensing, Franchising, Strategic Alliance, Diversification), Retrenchment Strategies, Modernization, Synergy, GAP Analysis, GE-9 Cell Model, BCG Matrix, Selection of Matrix, Factors affecting Strategic Choice

References
1. Hesterly and Barney, Strategic Management and Competitive Advantage, Pearson
2. Wheelon and Hunger, Strategic Management and Business Policy, Pearson
3. Azhar Kazmi, Business Policy, Tata McGraw Hill
Managerial Economics

Subject Code: MGS205
Credits: 04

Objectives: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Micro and Macro Economics in Managerial Decision Making and various dimensions related to Demand, Supply, Production, Cost, Revenue, Market and Macro Economic Variables. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Managerial Economics
Basic Concepts, Scope, Positive and Normative, Deductive and Inductive Analysis, Objectives of Firms

Theory of Consumer Behavior
Utility Analysis (Cardinal and Ordinal), Theory of Demand, Elasticity of Demand and Business Decision Making, Demand Forecasting (Importance, Quantitative and Qualitative Techniques)

Production, Revenue and Cost

Market Structure
Perfect Competition, Monopolistic, Oligopoly, Duopoly, Monopoly, Monopsony, Market Equilibrium

Macro Economics

Reference
1. VI Moje, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
2. RL Varshney and KL Maheshwari, Managerial Economics - 21st edition, Sultan Chand and Sons.
Human Resource Planning and Development

Subject Code: MGS B01
Credits: 04

Human Resource Development – Concept, Need, Mechanism, HRD as a total system

Principles in designing HRD system


Job Design – Concept and Approaches, Job Characteristics, Model to work motivation


TA evaluation of the training program, Designing training program, Employee empowerment, Concepts and approached, Human Resource Audit

References:
1. Edwin B Flippo, Principles of Personnel Management
2. Hioy, S. Pyars, and Leslie W Rue, Human Resource and Personnel Development
3. Randeil and S. Schuler, Effective Personnel Management
4. Paul Pigors and Charles A Myres, Personnel Administration
Entrepreneurship and New Venture Management

Subject Code: MGS B02  
Credits: 04

Objective: The course has been designed keeping in mind the specific need of students to understand and appreciate the concept of Entrepreneurship as a career option. This subject aims at making students familiar with various dimensions and the process of creating a new venture. It also aims to equip students with knowledge, skill and competencies to develop into an entrepreneur.

Introduction
Entrepreneurship (Nature, Importance, Drawbacks, Evolution), Entrepreneurial Process, Creativity (concept and process), Innovation, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Role of Entrepreneurship in Society and Economy

Idea to Feasibility
Idea and Opportunity identification (Sources, Methods), Feasibility Analysis (Technical, Social, Legal, Economic, Market, Financial, Managerial)

Business Plan
Objective, Features of a winning Business Plan, Structure

Implementation

Growth and Future
Growth and Stabilization Strategies, Managing Competitive Advantage, Institutional Assistance to New Enterprises, Exit strategies, Worldwide patterns observed in Entrepreneurship

References
Community Based Organization Management and Field Work

Subject Code: MGS B03
Credits: 04

Introduction to NGOs and CBOs
Concept, Functions, Significance, Functional Challenges, Formation of an NGO (Trust, Societies and Company), Current Status and Trends of NGOs and CBOs in India, Volunteering (Meaning, Significance)

Management of CBOs and NGOs
Project Formulation and Documentation, Financial Management (Resource Mobilization, Major Funding Agencies in India – Government and Private/Corporate Funders, Pre-Requisites for Fund Raising, Tax Advantages, Rules Regarding Receiving Funds from Foreign) HRM (Unique HR challenges for NGOs, Managing Paid and Unpaid Volunteers, Developing Systems Oriented Organization, Leadership Role in NGOs) Social Marketing (Conducting Community Meetings and Community Mobilization, Designing Campaigns, IEC Activities, Advocacy for the Cause)
Organization Change and Effectiveness and Innovation

Subject Code: MGS B04
Credits: 04

Change Management

Innovation Management
Family Business Management

Subject Code: MGS B05
Credits: 04

Introduction to Family Business
Meaning, Family Business Members, Unique Features, Significance for Economy, Advantages, Dilemmas and Challenges, Indian Family Businesses (Issues, Challenges, Success Stories and Status)

Family Business Dynamics
Articulating Vision and Values, Family Business Interaction (Family Communication, Family Councils, Family Employment Policy, Family Advisors, Family Team Work, Family Governance, Family Leadership), Cultural Blur, Family Conflicts, Cross Generational Conflicts, Conflict between Family and Professional Management, Demutualization, Managing Non Family Employees, Professionalizing the Boardroom

Future of Family Business
Succession Management (Meaning, Succession Paradox, Affecting, Transition Process), Building Financial Security, Role of Founder after Retirement and Future Leadership

References:
1. Peter Leach, ‘Family Businesses: The Essentials’, Profile books
2. Ernesto J. Poza, ‘Family Business’, South Western publications
Business Ethics, Corporate Governance and CSR

Subject Code: MGS B06
Credits: 04

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Ethics, Corporate Governance and Corporate Social Responsibility and various dimensions related to being a socially responsible organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Overview of Business Ethics
Concept of Ethics | Meaning of Business Ethics, Nature of Business Ethics, Significance, Arguments For and Against, Framework for Ethical Decision Making, Factors Affecting Business Ethics (Individual Factors, Organizational Factors, Environmental Factors)

Corporate Governance
Meaning, Accountability Issues, Code of Conduct, Mechanism of Corporate Governance, Current Context of CG in India, Objectives and Strategies, Role of Independent Directors, Board Structure, Accounting Standards & Accounting Disclosures

Corporate Social Responsibility
Concept of CSR, Significance, Good Corporate Citizenship, Balancing Profits and Social Objectives, Strategic CSR

References
1. SK Chakrabarti, Management by Values Towards Cultural Congruence, Oxford Univ. Press
3. Ackerman, The Social Challenge to Business