

UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management Studies

Master of Business Administration

Semester Scheme

IIIrd / IVth Semester Exam 2016-2018

(A)


Dr. Registrar
Academic
University of Rajasthan, Jaipur

Semester Scheme
Master of Business Administration
2016-18

Course Category:

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

Contact Hours:

L: Lecture

T: Tutorial

P: Presentation

S: Self Study

Master of Business Administration (MGM)

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Master of Business Administration: Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM 301	Strategic Execution	CCC	4	3	1	0	3	0
2	MGM 302	Quantitative Techniques	CCC	4	3	1	0	3	0
3	MGM 303	Summer Internship Project	CCC	4	3	1	0	3	0
4	MGM 304	Project Formulation and Implementation	CCC	4	3	1	0	3	0
5		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
6		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
7		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
8		Specialization Elective (Functional Area-II)	ECC	4	2	1	1	3	0
9		Specialization Elective (Functional Area-II)	ECC	4	2	1	1	3	0
Total Credits in the Semester				36					


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Master of Business Administration: Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM 401	Global Business Management	CCC	4	3	1	0	3	0
2	MGM 402	E- Business	CCC	4	3	1	0	3	0
3	MGM 403	Multi-Disciplinary Research Project	CCC	4	3	1	0	3	0
4	MGM 404	Contemporary Business and Management Issues	CCC	4	3	1	0	3	0
5		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
6		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
7		Specialization Elective (Functional Area-II)	ECC	4	2	1	1	3	0
8		Specialization Elective (Functional Area-II)	ECC	4	2	1	1	3	0
9		Specialization Elective (Functional Area-II)	ECC	4	2	1	1	3	0
Total Credits in the Semester				36					

Specialization (Functional) Electives Areas III and IV Semesters:

Students are advised to refer and select papers in their area of specialization from the list appended herewith.


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Specialization (Functional) Elective Papers

Marketing Specialization	
MGM E01	Consumer and Organizational Buying Behavior
MGM E02	Integrated Marketing Communications
MGM E03	Retail and Sales Management
MGM E04	Supply Chain Management
MGM E05	Services Marketing
MGM E06	Strategic Product & Brand Management
MGM E07	Rural Marketing
Human Resource Management	
MGM F01	Employee Relationship Management
MGM F02	Manpower Planning and Management
MGM F03	Performance Appraisal and Compensation Management
MGM F04	Knowledge Management and Learning Organization
MGM F05	Strategic HRM
MGM F06	Counselling Skills for HR Managers
MGM F07	International HRM
Financial Management	
MGM G01	Investment Management and Securities Analysis
MGM G02	Marketing of Financial Services
MGM G03	Behavioral Finance
MGM G04	Financial Institution Management
MGM G05	Indian Financial System
MGM G06	Commodity and Derivatives Securities
MGM G07	Consumer and Retail Finance
Rural Development	
MGM H01	Management of Rural and Agro Based Industries
MGM H02	Rural Credit and Finance
MGM H03	Rural Project Planning and Management
MGM H04	Rural Society and Polity in India
MGM H05	Management of NGOs
MGM H06	Natural Resources Management

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Program Administration

1. The medium of instruction and examinations shall be English.
2. There will be a component of continuous assessment as per University rules. This will be conducted by the Institute under supervision of the Director. The SGPA for this continuous evaluation will be determined as per University rules and guidelines.
3. No candidate shall be considered to be eligible to pursue End of Semester Examinations unless he/she passes the Continuous Internal Assessment with 25% marks. Continuous Internal Assessment will consist of Written Test (weightage 70% in calculation of Internal Continuous Assessment result) and Presentation / Assignments / Projects / Viva (weightage 30% in calculation of Internal Continuous Assessment result).
4. The rules of passing, readmission and EOSE (end term semester exam) will be as per University rules and guidelines.
5. Courses/papers are inter-changeable from one year to another. The optional are given separately for each semester.
6. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups. Only a few optional groups will be introduced, keeping in view the teaching faculty / students' position.
7. There will be 7 questions out of which the candidate is required to answer 5 questions. Out of 7 questions one will be a case/ problem which will be compulsory. The exercise/ case can be from any part of the syllabus.
8. No candidate shall be considered to have pursued a regular course or study unless he/she is certified by the Director of the Institute to have attended 75%



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of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.

9. Promotion from one semester to another will be as per University rules.
10. The CGPA (of the end term University exam EoSE) will be determined as per University rules and guidelines.
11. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
12. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.
13. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.
14. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
15. A student will opt for total 10 specialization papers. 5 out of these will be from one functional area and 5 from another during his III and IV semesters. He / She cannot choose from more than two functional areas.
16. Respective subject teachers may announce resources and references in the classes.
17. There should be adequate number of students willing to opt for an elective (if the number is less than 10 then the elective will not be offered).


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Master of Business Administration Semester III


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Strategic Execution

Subject Code: MGM301

Credits: 04

Objectives: The learning objectives of the course are to describe the nature and scope of strategy implementation and to analyse the interrelationship between the various elements of implementation. It will also help students to learn the implementation of strategies as an integrating framework for multi-level multifunctional changes.

Contents

Strategy Implementation – Nature, Scope and Focus, Implementation of strategy through Structures, Impact of global strategy on structure, Functional Strategies.

Leadership and Strategy Implementation - Leaders as strategic change agents, Process implementation, Role of motivation, Communication in Implementation, Feedback loops

Implementing Strategic Change - The role of organizational culture in embedding change, Culture as intervening variable for innovation, Successful Mergers and Acquisitions, Quality and Productivity programs

Balanced Score Card and strategy maps as tools of implementation

Cases

References

1. Saloner, Garth Andrea Shepard and Joel Podolny, Strategic Management(2001), John Wiley; New York
2. Gupta Vipin, Kamala Gollakota and R Srinivasan, Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India
3. Wheelan, Thomas and J David Hunger: Concepts in Strategic Management and Business Policy. Pearson India
1. Mascarenhas, Oswald.A.J, Business Transformation Strategies: The Strategic Leader as Innovation Manager, Sage Publishing, New Delhi.
5. Henry Anthony, Understanding Strategic Management, Oxford University Press


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Quantitative Techniques

Subject Code: MGM302

Credits: 04

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate Quantitative Techniques for managerial decision making and various dimensions related to the application of such techniques in any organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Game Theory and Applications – Concepts, Zero Sum Game, Pure and Mixed Strategy

Transportation and Assignment Theory and Applications – Concepts, Methods

Decision Theory and Applications - Decision under Uncertainty, Decision under Risk, Methods

Queuing Theory and Applications– Concepts, Methods


Probability Theory and Applications - Set theory, Sample space, Probability function, Events, Axioms, Conditional Probability, Independent events, Random Variables, Expectations

Linear Programming – Concepts, Methods (Simplex, Duality, Graphical)

Case Studies and application of all these techniques for managers

References

1. Levin and Kiripetuck – Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian


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Summer Internship Project

Subject Code: MGM303

Credits: 04

Objective: The Summer Internship has been designed keeping in mind the specific need of managers to appreciate the practical on hand experience and exposure of corporate working. It will facilitate students to correlate the theory with practice in a real time world. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization for 06-08 weeks. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester as approved by the Institute. Report must be an original work. Each student will be attached with one internal project guide, with whom they shall be in continuous touch during the training period.

Evaluation

The project report will be evaluated by an external examiner appointed by the University. The evaluation will be through Viva Voce on components like Content, Presentation, Analysis and Feedback from the Organization.


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Project Formulation and Implementation

Subject Code: MGM304

Credits: 04

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Project Formulation and Implementation. It will also deal with various dimensions related to the managerial decision making regarding managerial projects. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Project Meaning, Importance and Scope. Types of Projects, Project Life Cycle, Identification of Project Opportunities. Generation and Screening of Project Ideas, Market, Technical and Economic Feasibility Studies.

Project Appraisal - Concepts, Phases of Capital budgeting, Levels of Capital budgeting, Estimation of Project Cash flows, Payback period, NPV of inflows, IRR concepts. Risk Analysis (Economic, Industry Risk, Company, Financial), Sensitivity Analysis, Social Cost Benefit Analysis, Shadow Price of Investment, Social Rate of Discount, Value of Foreign Exchange

Work Breakdown Structure, Contractor Schedule, PPBS, Accomplishment Cost Procedure, Project Training and Control, Project Information System.

Implementation and Control, Monitoring and Control of Project Cost and Time, Project Audit, Ex- Post Evaluation.


Cases

References:

1. Erik Larson and Clifford Gray, 'Project Management: A Managerial Process', McGraw Hill
2. Harold Kerzner, 'Project Management: A System Approach to Planning, Scheduling and Controlling', Wiley publications
3. R. Gupta, 'Project Management', Prentice Hall India
4. Bhalla, V. K. (2008). Financial management and policy. New Delhi: Anmol Publications.
5. Chandra, P. (2009). Projects: Planning analysis, selection, financing, implementation and review (7th ed.). New Delhi: Tata McGraw Hill.
6. Clifford, F. G., & Larson, E. W. (2007). Project management the managerial process. New Delhi: McGraw-Hill.


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Master of Business Administration
Semester IV


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Global Business Management

Subject Code: MGM401

Credits: 04

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

Contents

Introduction to global Business – Globalization (concept, evolution. Drivers, Challenges. Opportunities) Stages of global involvement- EPRG framework. Global trends and Economic Systems.

Balance of Payments International Trade Theories. Instruments of Trade Policy and Trade Barriers.

International Economic Institutions – GATT, WTO, IMF, World Bank, UNCTAD. Global Monetary System – Exchange rate mechanism. Floating Exchange Rate mechanism.

Regional Economic Integration and groups – EU, NAFTA, ASEAN, SAARC, BRICS, APEC.

Issues in Global Marketing – Product decisions, Pricing decisions, Advertising and Promotion, Global distribution and logistics decisions. Global market research.

Global Market selection and entry strategies. Global Production Decisions. Global HRM decisions.

India as an emerging market. Evolution of India's economic development – pre-liberalization and post liberalization phases. Trends in India's foreign trade.

References

1. Charles Hill and Arun Jain, '*International Business*', McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, '*International Business*', Pearson.
3. Rakesh Mohan Joshi, '*Global Business Management*', Oxford Press.
4. Francis Cherunilam, '*International Business*', PHI.
5. Warren J Keegan, '*Global Marketing*', Pearson.
6. Cateora, Graham and Salwan, '*International Marketing Management*', McGraw Hill.
7. Warren Keegan – Global Business Management
8. Charles Hill & Arun Jain. International Business

E-Business

Dr. Registrar
University of Jammu

Objective: The course is designed to expose students to the ever-expanding e-commerce ecosystem. This course will help budding entrepreneurs to understand and help them in setting up of their business ideas with the help of internet. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to e-Business

Definition of e-commerce | e-Commerce versus traditional commerce | Components of the internet | Extranet | Mobile commerce | Components in a mobile network| Models of E-Business (B-B, B-C, C-C, G-C, B-G, G-B, C-G), Types of E-Business (E-Marketing, E-CRM, E-SCM, E-Procurement, E-Commerce), Online Revenue Models, Current Status and Trends in E-Business.

Development and growth of e-Commerce

International e-Commerce |Components of an international e-Commerce strategy | On line shopping | Integrated value chain | On line brokerage

Internet protocol and security

Internet protocols |Security issues in e-Commerce environment| E-Business Architecture and Infrastructure; E-Business Designs| Implementation - E-Business Strategies, Selling on E-Commerce Platforms, Legal Issues, Success stories in E-Business in India and World, Competition in Indian E-Business world (Issues and Strategies)

Procurement

How it works | Types of procurement | Trends in supply chain management


Electronic payment systems

Electronic payment systems | Legal and ethical issues in e-commerce | e-Cash | Mobile commerce| mobile payment models

References

1. Brahm Canzer, E-Business, Cengage Learning
2. Chaffey, E-Business and E-commerce Management, Pearson
3. Laudon, E Commerce, Pearson

Multi-Disciplinary Research Project



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Subject Code: MGM403

Credits: 04

Objective: This paper provides opportunities to students to work on different dimensions of business and industry in real world and will facilitate students to undertake unforeseen situations with knowledge, skill and competences.

The project shall be submitted by the student under the guidance of a research supervisor to be allotted by the Institute and will be evaluated by an external examiner appointed by the University.


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Contemporary Business and Management Issues

Subject Code: MGM404

Credits: 04

Objectives: This paper will provide opportunity to the students to comprehend contemporary business and management issues and to harness changes so as to develop skills for accessing and assimilating information from data. It will also help them to develop analytical skills for assessing the impact of current trends on current and future business decisions and skills for written presentations.

Contents

Contemporary Business Situation- Competition, Consolidation and Form of Cartels. Role of Regulators like TRAI, SEBI, Competition Controller, PFRDA, IRDA, RBI to address to Contemporary Business and Industry Issues. Issues and Concern of Contemporary Business.

Disruptive Innovation and Start-Up- Idea, Funding and Assessment. Review of Select Disruptive Innovation.


Good Manufacturing Practices and Good Governance Issues. Technology Interface, Issues Before Indian Companies Becoming MNCs. Impact of Changes in Fiscal and Monetary Policies e.g. GST.

Business Practises of Global Corporations Operating in India- Developing Functional Strategies for Coupetitiveness in an Emerging Market. Impact of Protectionism on Indian MNCs. Structural Changes in Family owned Business Houses and Preparedness for Competition and Level Playing field .

Managing Issues of IPR. Benchmark Management and Business Practices of select organizations in India. Case Study of Reliance Industries, Flipkart.

References

1. Contemporary reports, publications critiques, books articles will be used to teach the paper and the concerned Faculty will inform about the references topic wise.
2. Ruchir Sharma, Breakout Nations - In search of Next Economic Miracles (2012) Allen Lane. London.
3. Ruchir Sharma, The Rise and Fall of Nations - Forces of Change in the Post-Crisis World, Norton and Company.
4. World Development Report.
5. India Investment Report.
6. Economic Survey.


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**Specialization (Functional) Elective Papers
Marketing Area**


Dr. M. C. S. Srinivasan
Professor

Univ.

Consumer and Organizational Buying Behavior

Subject Code: MGME01

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of Consumer and Organizational Buying Behavior and various dimensions and managerial implication of consumer and organizational buying behavior in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Consumer Behavior

Concept, Diversity of Consumer Behavior, Characteristics of Indian Consumers, Consumer Needs, Motives (Positive and Negative, Rational and Emotional), Consumer Relevant Reference Groups (Opinion Leaders, Family Decisions Making and Consumption Related Roles, Family Life Cycle, Social Class and Consumer Behavior, Influence of Culture on Consumer Behavior), Consumer Decision Making Models, Post Purchase Behavior (Consumer Satisfaction*Concept and Models - *Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance*, Consumer Delight, Consumer Complaint Behavior), Consumerism (Evolution and Effects)

Organizational Buying

Concept, Comparison with Consumer Buying, Economic Influence, Political Influence, Legal Influence, Supplier's Influence, Technology Influence, Customer Influence, Government Influence, Labor Influence, Analyzing Buyers' Strengths and Negotiation Capabilities, Organizational Influences on Buying Behavior (Buying Roles, Market Response, The Organizational Buying Decision Process, Buying Tasks, Interpersonal Influencing in Organizational Buying)

Reference

1. Schillman and Kaunk, Consumer Behaviour, Prentice Hall of India
2. Assael, Consumer Behaviour and Marketing Action, Ohio
3. Mowen and John, Consumer Behaviour, Macmillian

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Integrated Marketing Communication

Subject Code: MGME02

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of integrated marketing communications and various dimensions associated with IMC for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Introduction - Concept, Communication Models, Process, Importance, Advantages, Partners in IMC

Elements of IMC - Advertising (Classification, Types, Advertising Appropriation, Advantages and Limitations), Sales Promotion (Types, Relationship between Sales Promotion and Advertising), Publicity and PR (Types, Relationship with Advertising), Personal Selling, Direct Marketing, Interactive and Digital Marketing, Community Relations, Industrial Relations, Government Relations, Employee Relations, Events, Trade Fairs and Exhibitions, Successful IMC Campaigns

Developing IMC Campaign - IMC Message Design, Elements Integration Strategies, Creative Side of IMC, Ethics and Social Responsibility in IMC campaigns, Evaluating Marketing Communication Programs

References

1. Belch and Belch, Integrated Marketing Communications, McGraw Hill
1. Aaker David, Advertising Management, PHI
2. Sirgy and Don, Integrated Marketing Communications, Cengage

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Retail and Sales Management

Subject Code: MGME03

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of Retail business management and various dimensions and managerial implication of consumer and organizational buying behavior in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Marketing Channels - Definition, Importance, Functions of Marketing Channels, Types, Decisions in Channel Management, Wholesaling (Concept, Importance, Functions, Trends), Retailing (Concept, Importance, Functions)

Retail Management - Retail Formats, Retail Location, Store Design and Layout, Store Image, Store Façade, Store Administration (Floor Space Management, Managing Store Inventories and Display), Merchandising (Concept, Importance, Functions, Steps in Merchandising Planning), Category Management (Definition, Process), Private Label Brands, Planning Retail Communication (Managing In-Store Promotions and Events)

Integrated Marketing Channels - Channels for Consumer Goods, Industrial Goods and Services (Horizontal, Vertical, Multichannel Marketing Systems), Channel Management (Channel Selection, Channel Conflicts and Resolution, Channel Performance Evaluation), Technology in Distribution (Bar Coding, RFID, Electronic Payment Systems) | E-tailing

Sales Management - Introduction, Objectives, Nature, Responsibilities, Approaches to Personal Selling, Selling and Negotiation Skills, Process of Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing Sales Force, Automation in Personal Selling

References

1. Barry Berman, Retail Management, Pearson
2. Bajaj and Tuli, Retail Management, Oxford
3. Levy and Weitz, Retailing Management, McGraw Hill
4. Still, Cundiff, Govani, Sales Management, Pearson


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Supply Chain Management

Subject Code: MGME04

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of supply chain management and various dimensions and managerial implication of SCM for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Introduction - The Supply Chain Revolution, Generalized Supply Chain Model, Supply Chain and Networks, Extended Organization, Logistical Value Proposition, Logistical Operating Arrangements, Supply Chain Synchronization

Supply Chain Application - Procurement and Manufacturing(Quality Imperative, Procurement-Manufacturing-Logistical Interfaces), Information Technology Framework (Information System Functionality, Comprehensive Information System Integration, Communication Technology, ERP Implementation, ERP System Design, Supply Chain Information System Design), Inventory (Inventory Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainty, Inventory Management Policies and Practices), Transportation (Transport Functionality, Principles and Participants, Transportation Service, Transportation Economic and Pricing, Transport Administration, Documentation), Warehousing (Strategic Warehousing, Warehousing Operations, Warehousing Ownership Arrangements, Warehouse Decisions), Packaging And Materials Handling (Packaging Perspectives, Packaging For Efficient Materials Handling)

Operational Integration - Global Strategic Positioning, Global Supply Chain Integration, Supply Chain Security, International Sourcing, Network Integration (Enterprise Facility Network, Warehouse Requirements, Total Cost Integration), Relationship Development and Management

References

1. Chopra and Kalra, Supply Chain Management, Pearson
2. Sople, Supply Chain Management, Pearson
3. Khalid Zaidan, Supply Chain Management, Createspace


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Services Marketing

Subject Code: MGMF05

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of marketing services specifically and various dimensions and managerial implication of services marketing for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Introduction - Emergence of GATS in World Trade, Service Sector and Indian Economy, Gaps Model of Service Quality, Consumer Behavior in Services (Search, Experience, Credence Properties and Consumer Choice), Customer Expectations (Meaning, Types, Influencing Factors, Customer Perceptions, Customer Satisfaction, Service Quality and Service Encounters, CRM in Services)

Services Marketing Mix - Product, Price, Place, Promotion, Physical Evidence, Process, People

Marketing of Services Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services. Emerging Issues in Service Marketing - Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing.

References

1. Services Marketing, Rao, Pearson Education.
2. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books.
3. Service Management, Operations, Strategy, Information Technology, Fitzsimmons & Fitzsimmons, McGraw Hill.
4. Marketing of Services, Hoffman & Bateson, Cengage Learnings.
5. Services Marketing, Zeithaml and Bitner, McGraw Hill.
6. Services Marketing, Lovelock and Chatterjee, Pearson.
7. Services Marketing, Nargundkar, McGraw Hill.


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Strategic Product & Brand Management

Subject Code: MGME06

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of brand as a source of competitive advantage and various dimensions and managerial implication of effective brand management for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

The Marketing Process. Product – meaning, levels, classification

Product line decisions. Distinction between products and services. Managing products through PLC. PLC and product profitability.

Product development – idea generation-concept development-business strategy & commercialization.

Brands – meaning-strategies and brand positioning.

Building brands- brand elements and brand value. Building marketing programs to build brand equity.

Branding decisions. Brand associations & co-branding. Brand equity. Brand equity management. Brand equity measurement. Sources of brand equity. Strategies for growing and sustaining Brand equity.

Brand Recall.

References

1. Keller, Parameshwaran and Jacob, Strategic Brand Management, Pearson
2. Kirti Dutta, Brand Management, Oxford
3. Harsh Verma, Brand Management, Pillappa
4. Philip Kotler - Marketing Management
5. David Aaker Building Brands
6. Kevin Keller – Strategic Brand Management
7. Cravens & Piercy – Building Brands


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Rural Marketing

Subject Code: MGME07

Credits: 04

Objective: The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of marketing of agricultural products and rural marketing. It aims at making students familiarize with various dimensions and managerial implication of rural and agricultural marketing for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content


Overview of Rural Markets and Rural Marketing - Rural Economy in India, Rural Marketing (Meaning, Scope, Characteristics of Rural Markets, Taxonomy of Rural Markets, Changing Patterns, Attractiveness of Rural markets, Challenges and Constraints)

The Rural Consumer - Classification and Characteristics of Rural Consumers, Unique Rural Consumer Behavior, Innovation Adoption, Factors Influencing Rural Consumer Behavior, Rural Shopping Habits and Growing Consumerism, Rural Market Segmentation, Targeting, Positioning


Strategies for Indian Rural Marketing - Product Strategy, Rural Branding, Product Life Cycle, Rural Pricing, Rural Distribution, Rural Communication Mix

References

1. Kashyap, Rural Marketing, Pearson
2. Rais Ahmed, Agriculture and Rural Marketing, Regal
3. Ramkishan, Rural and Agriculture Marketing, Jaico


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Specialization (Functional) Elective Papers
Human Resource Area


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Employee Relationship Management

Subject Code: MGMF01

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Employee Relationship Management and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Labor Relations - Meaning, Objectives, Importance, Approaches to Industrial Relations (Unitary, Pluralistic, Marxist), Role of Three Actors to Industrial Relations - State, Employer & Employees, Causes for poor IR, Developing sound IR, Ethical approach to IR, Idea of Trusteeship (Principles, Features), Code of Conduct, Characteristic Features of IR in India, Law on IR, Collective Bargaining (Meaning, Importance, Union Bargaining Process), Productivity Bargaining

Trade Unions - Meaning, Objectives, Types, Functions, Theories of Trade Unions, Trade Union Law, Trade Unionism in India, Issues and Problems, Employees Associations, Managerial Unionism

Industrial Disputes - Definition, Causes, Types, Prevention, Settlement, Industrial Dispute Act (Conditions to Strikes, Lock-outs, Lay-off & Retrenchment and Laws relating to Standing Orders), Grievance & Disciplinary Procedure, Labor Court, Industrial Tribunal, National Tribunal, Role of Judiciary and its Impact, ILO

Career Management and Quality Circles - Career Planning, Factors affecting Career Choices, Career Stages, Career Anchors, Need for Career Planning, Individual and Organizational Problems in Integration, Integration Process, Quality Circles (Meaning, Objectives, Process)

Cases

References

1. Elizabeth Aylott, Employee Relations, Kogan
2. Singh and Kumar, Employee Relations Management, Dorling Kindersley
3. Paul Blyton, Dynamics of Employee Relations, Palgrave Macmillan

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Manpower Planning and Management

Subject Code: MGMF02

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of acquiring and developing human resource and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Manpower Planning – Introduction, Rationale, Process, Factors affecting MRP

Manpower Planning – National, Corporate, Unit

Manpower Planning and Strategic Planning

Manpower Forecasting – Process, Linking business process planning with Manpower planning, Manpower demand, Forecasting techniques – Market Analysis, Replacement Analysis, Trend analysis, Expert Forecast, Delphi, Nominal group, Regression analysis, Wastage Analysis, Redeployment, Work Analysis.


Manpower Supply, Simple and Change Models Markov Analysis.

Management Succession – Succession Planning and Replacement, Career Planning, Performance Planning, Potentials Appraisal

Cases

References

1. Werner and Randy, Human Resource Development, Cengage
2. Ashok Kumar, Human Resource Development, New India Publishing
3. Gareth Roberts, Recruitment and Selection, Jaico


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Performance Appraisal and Compensation Management

Subject Code: MGMF03

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of performance appraisal and compensation management for employees and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Performance Management - Definition, Objectives, Need for Appraisal, Essentials, Problems, Methods (Traditional and Modern Methods- Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers)

Wage and Salary Administration - Nature, Scope, Process, Factors Influencing, Wage (Theories, Types), Incentives (Definition, Types, Individual Incentives, Organization Wide Incentives, Non-financial Incentives, Fringe Benefits)

Incentives and Retirement Plans - Basic Pay, Calculation of Total Compensation Package (Provisions for Dearness Allowance, Various Methods of Compensating Cost of Living), Executive Compensation Plan, Retirement Plan and VRS

Planning For Improved Competitiveness - Diagnosis and Bench Marking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems

Cases

References

1. Goel D. Performance Appraisal and Compensation Management, PHI
2. Jordan, Performance Appraisal, Harvard Press
3. Dipak Bhattacharya, Compensation Management, Oxford


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Knowledge Management and Learning Organization

Subject Code: MGMF04

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Knowledge Management and Learning Organizations and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Learning Organization - Concept of Learning Organization, Need for Learning, Organizational Learning: A Capabilities-Based View, Learning Tools and Techniques (Systems Thinking, Benchmarking and Process Mapping), Measuring Learning: The Intellectual Capital, Architecting a Learning Organization

Knowledge Management- Introduction, Meaning of Knowledge, Components (Data, Information, Knowledge, Wisdom), Organizational Knowledge Mapping Techniques, Knowledge Life Cycle, Value of Knowledge, Global Knowledge Economy, Knowledge-Based Competition

Strategies and Application - Knowledge-Creation and Acquisition Processes, Developing Knowledge Management Framework, Knowledge Management Systems, KM Strategies, Knowledge and Culture, Knowledge Measurement (Framework and Techniques), Implementation Barriers, Recent Tools in Knowledge Management and Intelligent Support Systems, Intellectual Capital

Cases

References

1. Carla O'Dell and Elliott, Knowledge Management, McGraw Hill
2. Shelda, Knowledge Management, Wiley.
3. The Learning Organisation, The Economist Intelligence Uni, Orient Longman


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Strategic HRM

Subject Code: MGMF05

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Human resource management to gain competitive advantage and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Introduction- Meaning, Need, Importance, Linking HR Strategy with Business Strategy, Strategizing HR Processes (Recruitment and Retention, Training and Development, Performance Appraisal and Compensation Management), Gaining Competitive Advantage through HR, VRIO Framework

Manifestation of HR Strategies - HR and Change Management, HR and OD Interventions (General OD Competencies, OD Skills, Designing OD Interventions - *Personal, Team, Intergroup and Systems*, Evaluation, Future of OD), Human Side of Mergers and Acquisitions

Evaluating the HR Function - Scope, Importance, 5 C Model, HR Scorecard, Challenges in Evaluating HR Impact

Cases

References

1. Jeffrey, Strategic Human Resource Management, Cengage
2. Tamija Agarwal, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson


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Counseling Skills for HR Managers

Subject Code: MGMF06

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of counseling and various dimensions of such activities in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Introduction - Meaning, Significance, Features of Good Counseling, Historical Evolution, Approaches to Counseling (Psychoanalysis, Behaviorism, Humanism), Objectives, Process of Counseling (Beginning to Termination to Follow Up), Counseling Knowledge, Skills and Attitude, Dimensions of Counseling, Basics of Counseling

Organizational Application - Changing Behaviors, Techniques of Counseling, Role Conflicts of Managers and Counseling, Application of Counseling in Specific Organizational Situations (Dealing with Problem Subordinates, Performance Management, Absenteeism, Employee Exit, Employee Retention, Stress Management through Counseling, Change Management, Alcoholism and Other Behavioral Problems), Ethics in Counseling, Evaluation of Counseling

Cases

References

1. Kavita Singh, Counselling Skills for Managers, PHI
2. Premvir Kapoor, Counselling and Negotiation Skills for Managers, Dream-tech Press
3. AlokSatsangi, Counselling Skills for Managers, Laxmi Publishers


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International HRM

Subject Code: MGMF07

Credits: 04

Objective: The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of counseling and various dimensions of such activities in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Introduction to IHRM – Meaning, Scope, Reasons for going global, Difference between domestic HRM and IHRM, Forces of change and Global work environment, Challenges

Organizational dynamics and IHRM, Role of culture in IHRM, Culture and employee management issues, Organization processes in IHRM, Linking HR to international operations

Issues and Challenges in International Recruitment, Selection and Transfers, International Training and Development


Issues and Challenges in International Performance Appraisal and Compensation Management

Global HR Issues – Re-entry and career issues, Standardization and adaptation of work practices, HR implications for language standardization, HRM in host country context, Monitoring HR practices of Host subcontractor

Cases

References

1. Peter J Dowling and Danice E Welch, International HRM, Cengage Learning
2. Ashwathappa, International HRM, TMH


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Specialization (Functional) Elective Papers

Finance Area


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Investment Management and Securities Analysis

Subject Code: MGMG01

Credits: 04

Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept and application of Investment management and security analysis and various dimensions of such decisions and analysis in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Investment - Nature and scope of investment analysis, Elements of Investments, Avenues of investment, Risk & Return, Savings and Investment in India- Types, Trends and Lesson

Capital Market - Products, Regulations, Trends in Primary and Secondary market, Role of Intermediaries and Share Market Index

SEBI guidelines on public issue, Terminology, Private Placement, Bid and Book Building, Trading Mechanism, Listing of security, Depository & Depository Participations

Technical Analysis, Fundamental Analysis - Theory, Review and Assessment


Recent Developments in Indian Stock Market, Investors Protection

Introduction to Portfolio Management, Markowitz, EMH, APT, Evaluation of Portfolio Model

Cases

References

1. P. Pandian, Security Analysis and Portfolio Management
2. Cheney and Muses, Fundamentals of Investments, Paul, New York
3. Madhumati and Rangrajan, Investment Analysis and Portfolio Management


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Marketing of Financial Services

Subject Code: MGMG02

Credits: 04

Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept of Financial Services and various dimensions of managing financial decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Concept, Nature and scope of financial services; Regulatory framework for financial services; Recent trends in marketing of financial services

Marketing of Capital Market Products, Pricing Strategies, Marketing and Branding of Banking and Insurance Products

Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards- Process, Evaluation and Documentation

Marketing and Types of Mutual funds; Comparison, Pricing and Promotion Strategies, Creation of Financial Brand, Venture Capital

Evaluation of M&A and other Strategic Options

Cases

References

1. MY Khan, Financial Services, Tata McGraw
2. Agashe, Financial Services Market and Regulations, Himalaya


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Behavioral Finance

Subject Code: MGMG03

Credits: 04

Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept of Behavioral Financial and various dimensions of Behavioral Finance in managerial decision making in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Concepts of Behavioral Finance, Assumptions, Types of Investors, Elements and Causes of Behaviors, Factors Affecting Behavioral Finance, Type of Behavioral Biases- Over Confidence, Loss Aversion, Anchoring, Diversification, Disposition Effect, Herding, Optimism, Narrow Framing.

Conventional Finance V/s Behavioral Finance, Theories of Behavioral Finance- Human Informatics, Processing Arbitrage, EMH, Anomalies

Behavior Finance & Indian Investors, A real time assessment of investors regarding their behavior during bullish, bearish, near miss opportunity and alternate opportunity

Cases

References

1. MM Sulphrey, Behavioural Finance, PHI
2. William Forbes, Behavioural Finance, Wiley
3. Suchita Singh and Shilpa, Behavioural Finance, Vikas Publishing


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Financial Institution Management

Subject Code: MGMG04

Credits: 04

Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept of Rural Finance and various dimensions of managing financial products specific to rural areas. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

The Role and Importance of Financial Institutions in India, Types, Policy, Performance
Development Banks, Role of Development Banking in Industrial Financing in India
Strategy and Growth Assessment


Banking Law and Regulation, Provisions of RBI's Operations, Monetary Policy, Management and Operations of Financial Institutions in India

Evaluation of Investment Banks in India, Role of Financial Institutions in Social Development of India
FI, FHS, Funding by VC

Cases

References

1. Bhalla, V.K.; Indian Financial System, Delhi, Anmol Pub. Pvt. Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz; Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B.; Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A.; Development Banking. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R.; Financial Institutions. Ontario, Irwin Dorsey, 1985.


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Indian Financial System

Subject Code: MGMG05

Credits: 04

Contents

Concept, Evolution of Indian Financial System since ancient India, Learnings from Kautailaya's Arthshastra

Intermediation, organization and operation of Indian Financial System

Regulatory Framework for Indian Financial System- Institutions, Instruments and Development

Role of Policy Initiatives and Government Interventions, Emergence of Industrial, Commercial and Trade Finance Bodies

Evaluation of Linkage with Global System, Terminologies, Interface, Payment Gateway and Channels


Rural Finance- BC, Micro and Indigenous System, Reforms in Financial System: The unfinished Agenda

Assessment Government Initiatives- MUDRA, MSME

Cases

References

1. Indian Financial System- Patrak, Pearson Education-2003
2. Indian Financial System- Macliraju- Vikas Publishing House -2008
3. Indian Financial System- Khan, Tata McGraw-Hill -2004


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Commodity and Derivative Securities

Subject Code: MGMG06

Credits: 04

Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept of Commodity and Derivative Securities and various dimensions of managerial financial decisions related to commodity and derivatives in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Introduction to Derivatives Market - Exchange traded markets, over the counter markets, Types of traders - hedgers, speculators and arbitragers, Forwards, futures, options, swaps and other derivative contracts

Overview of Indian derivatives market, Financial & Commodity Mechanics of Futures and Options Markets - Background, Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, taxation.

Pricing Derivatives - Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.


Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swap option

Derivatives Mishaps and learning: This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them

Cases

References

1. Hull, Options, Futures and Derivatives, Pearson
2. Gardner, Future and Options, Macmillian
3. Gardner, Derivatives, Macmillian


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Consumer and Retail Finance

Subject Code: MGMG07

Credits: 04

Contents

Concept, Types and Needs of Consumer & Retail Finance, Need Assessment and Documentation

Product- Features, Comparison, Mortgage, Home, Personal and Educational Loan, LAS, LAP
Assessment of Process

Pricing- Open Price, Mark-Up Price, Pseudo Price, PLR

Placement- Standalone, Combo and Cross Placement, Promotion and Placement. Branding,
Endorsement

Institution- Banking, NBFC, Insurance, Mutual Funds

Distribution- Channel Partner, Boutique, Anchor, DSA, Online, E-distribution, POP, POS


Evaluation- Pay Back, ROI, EMI, Charge and Collateral, Recovery Mechanism

Client Acquisition and Retention Strategy


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Specialization (Functional) Elective Papers

Rural Development Area


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Management of Agro and Rural Based Industries

Subject Code: MGMH01

Total Credits: 04

Course contents

Concept, Nature, Scope and Types of Agro Based Industries, Characteristics and Significance of Agro Based Industries, Choice of Agro-based Industries, Problems relating to location and size, Growth of agro based industry, Innovation, Classification, New models, Product Development, Planning marketing mix, Choices of appropriate technology for development of rural industries, Manpower Development for Rural Industries, Quality and Reliability of Rural Products, Importance & role of ABI in the economic development of India

Financing to Agriculture sector (Overview, Challenges, Opportunities, Demand side of AF, Supply side of AF)

SWOT Analysis of ABIs in India. Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India, Food processing sector, APMC Act, Future scenarios, Methods of Sales of agricultural products, Agents and Marketing Agencies, Commodity Markets and Trading

Gandhian approach to Rural Industrialization, Rural Entrepreneurship, Role in Rural Industrialization, Government policies & incentives for Agro Based Industries, State Govt. policies incentives & facilities for promotion of ABI challenges & opportunities, Use of biotechnology in ABIs

Cases

References

1. Problems of Development of Tribal Areas : S.G. Deogonker
2. Rural : Planning of one country : Black, John Donald, Vestocott
3. Rural Organization, Agriculture series and Job Opportunities in Agriculture; Un. Eca.
4. Management Research Method for Agricultural, ; Agarwal abd Heady
5. Agricultural Decision Analysis : Jack R. Anderson John L. Dillon and Brian Hardaker
6. Agricultural Bargaining Power : George W. Ladd


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Rural Credit and Finance

Subject Code: MGMH02

Total Credits: 04

Course contents

Understanding Rural Finance, Present situational overview, MDG Challenges, Perspective of rural finance, Rural Agriculture finance (Sources, Understanding rural client and their financial need), Financial Service needs

Financial Inclusion (Understanding , Objectives , Opportunity ,Contemporary models and recent experiment), Theory of three pillars,New Banking Paradigm, Bank initiatives and Challenges, Financial Exclusion (Understanding , Causes), Importance of financial literacy


Microfinance Models,Co-operatives operation and reforms , PACS ,Micro Insurance -Benefits and Challenges, Commercial bank (Policies and Objectives before and after nationalization of banks),Branch expansion policy and programs,Emergence of RRBs policy (Objectives , Functions , Progress and Achievements), Role of Payment Banks in Rural Economy, MUDRA Bank, CGTMSE, Micro Finance

Financial management of rural industries,Tools of Financial analysis and control,Financial forecasting and budgeting,Methods of raising rural credit,Control of investment in receivables and inventories

Cases

References:

1. Transformation of Agriculture : G.B.Singh
2. Management in Agricultural Finance :S.C.Jain
3. Production Credit Management in Changing Agriculture : Desai and Desai
4. Capital and Finance in Agriculture :UN,UEDD
5. Agriculture Finance :Murray and Nelson
6. Agricultural Price Analysis :Geoffrey S. Shepherd


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Rural Project Planning and Management

Subject Code: MGMH03

Total Credits: 04

Course Content

Definition of Project - A Systems Model for Development Projects, Importance of Project Approach to Rural Development - Need for and Scope of Project Management, Project Planning and Management Cycle

ZOPP methods, Genesis, Concept, Project Cycle Management, Participatory Project Cycle Management

Concept of Planning, Situational analysis and Identification of Needs, Participatory methods, Project strategy, Preparation of plan, Logical Framework Analysis: Concept, Basic Principles, Steps in Constructing a Logical Framework

Environment for Project Identification - Basic Steps in Project Identification Selection of Project Size, Location and Technology, Pre-feasibility Brief

Aspects of Rural Project Appraisal – Social Benefits, Community Development and Feasibility Assessment.

Sensitivity Analysis in Rural Projects, Role of NABARD, SIDBI and Assessment of IRDP.

References:

1. Report of Ministry of Rural Development, Government of India.
2. India Annual Issue, DAVP Publication.
3. Reports of Various Committees setup by Government of India.


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Rural Society and Polity in India

Subject Code: MGMH04

Total Credits: 04

Course Contents

Understanding Rural Areas and Rural Development: What is rural area, Definition of urban area, Statutory towns, Census town, urban agglomeration (UA), out growths (OGs), Methodologies to define rural, and Criteria for distinguishing the rural social world from the urban social world, what is rural development.

Rural society in India: Social differentiation and stratification of rural society, Indological Perspective, Structural- Functional Perspective, Marxian Perspective, Subaltern Perspective, Non- Brahmanical Perspective, Jajmani System in Rural Society.

Concept of development, social justice & weaker sections of society: Meaning of Development, concept of underdeveloped-developing and Third World countries, Defining social justice, types, weaker sections of the society, Basis for identifying weaker sections of society


Social exclusion & Social capital: Definition and multidimensionality of social exclusion, active and passive exclusion, Types of Capital, Sources and Dimensions of Social Capital of Social Capital.

Growth with equity and inclusive growth: Understanding the concept of growth, Equity: concept and meaning, gender equity, factors influencing equity, growth versus equity, Concept of inclusive growth.

Gender and development: Differences related to sex and to gender, Women's triple roles, Gender needs, Women in Development (WID) and Gender And Development (GAD).

References

1. A.R.Desai, 'Rural Sociology in India' Popular Prakashan
2. B.D.Chattopadhyaya, 'Land System and Rural Society in Early India', Manohar Publications
3. David L. Brown and Kai A. Schallit, 'Rural People and Communities in the 21st Century: Resilience and Transformation, Polity Press publications


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Management of NGOs

Subject Code: MGMH05

Total Credits: 04

Contents

Theories of NGO Management, Problems of Accountability, Transparency and Governance, Concepts of Community and Social Capital, Context of 'Civil Society'

Typology of NGO and NGO Activity, NGO Activities in Political Advocacy, Policy Change and Development, NGO Relations with Communities and Grassroots Organizations Government, Donors and Philanthropic Agencies, Analysis of NGO Roles as Project Implementers, Technical Assistance Providers, Intermediaries, Partners, and Advocates

NGO Legal and Regulatory Framework, Accountability to Donors, Governments Stakeholders, NGO Organizational Design, Human Resource for NGOs, Strategies for NGO Growth, Fundraising and Income Generation Strategies and Practices

Management of Development and Social Sector, Projects, Dealing with Community Pressures, and Local Cultural Issues, Use of Information Technology in Managing NGOs

References

1. Blakely, E., & Bradshaw, T. K. (2002). *Planning local development: Theory and practice* (3rd ed.). New Delhi: Sage.
2. CAPART. (1999-20002). *Prayas case studies of NGO success in rural development*. New Delhi: CAPART.
3. Chandra, P. (2005). *NGOs in India: Role, guidelines & performance appraisal*. New Delhi: Akansha Publishing house.
4. De Neulville, R., & Desousa, L. (2009). *Government NGOs and anti-corruption vices and virtues*. London: Routledge.


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Natural Resources Management

Subject Code: MGMH06

Total Credits: 04

Contents

Land Resources

Land Use Pattern, Changes in Land Use Pattern, Factors Influencing Changes in Land Use Pattern, Bleeding Lands - Exploitation, Soil Erosion, Desertification, Degradation - Soil, Salinity, Alkalinity and Pollution, Indigenous Knowledge Systems for Management of Land Resources - Moisture Retention, Soil Fertility Management, Cropping Patterns, Effects of Modern Agricultural Practices on Land and Environment, Nutrient Management, Integrated Pest Management, Non-pesticide Management

Management of Land Resources, Soil conservation: Concept, Methods and Practices, Application of Geographic Information System for Management of Land Resources

Water Resources

Surface Water and Ground Water Resources - Potential and Utilization, Problems in Water Management - Depletion of Water Table, Water Logging Soil Salinity and Alkalinity in Irrigated Lands, Transmission Losses, Governance Issues in Water Sector, Sustainable Use of Water for Irrigation in Indian Agriculture, National Water Policy, Types of Irrigation, Sources of Irrigation, Major, Medium and Minor Irrigation Systems - Water Conservation Technologies in Agriculture - Micro Irrigation Systems, Drip and Sprinkler Irrigation

Progress of Micro Irrigation in India- Issues and Constraints, Principles of Integrated Water Resources Management

Forest Resources

Forest resources in India, Importance of Forestry, Interface between Forestry and Rural Development, Types of forests, Bleeding Forests - Concept, Meaning, Factors Responsible for Bleeding Forests, Ethno Forestry - Concept, Indigenous Systems for the Management of Forest Resources, Sustainable Forestry - Concept and Strategies, Social Forestry - Concept and Models

Participatory Forest Management - Joint/ Community Forest Management Program, Scope, Objectives, Activities and Impact, Protection of Forests, Collection, Preservation, Storage, Grading and Marketing of Non-Timber Forest Produce

References

1. Report of Ministry of Environment.
2. Economic Survey
3. Various Reports of Special Task Force
4. Annual Report of Institute of Forest Management.

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