UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management Studies

Master of Business Administration

(Executive)

Semester Scheme

I\textsuperscript{st} / II\textsuperscript{nd} Semester Exam 2017-2018

III\textsuperscript{rd} / IV\textsuperscript{th} Semester Exam 2018-2019

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Semester Scheme
Master of Business Administration Executive

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 – Executive
### Semester-I

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<th>No.</th>
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**Total Credits in the Semester** | 36 |

**Electives in Semester-I:**
- MGME A01 - Indian Socio Economic Policies and Practices
- MGME A02 - Human Resource Management
- MGME A03 - Productions and Operations Management
- MGME A04 - Business Communication and Personality Development
- MGME A05 - IT for Managers
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 arca 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%
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 6 specialization papers. 3 out of these will be from one functional area and 3 from another. He/She cannot choose from more than two functional areas.

16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).
Semester I

Syllabus

Principles of Management and Organization Behavior

Subject Code: MGME101
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Management and various dimensions of Group and Individual Behavior in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Management
Meaning | Levels | Functions (Planning, Organizing, Staffing, Directing, Controlling) | Importance | Decision Making | Role of Managers | Management Skills | MBO | MBE

Individual Behavior
Personality | Perception | Learning | Stress Management | Emotional Intelligence

Organizational Behavior
Organization Structure and Design | Motivation | Leadership | Teams and Group Dynamics | Power and Politics | Conflict Management | Diversity | Organisational Culture

References
3. Stoner, Freeman, Gilbert, Jr., Management, PHI
4. Robbinson and Coulter, Management, PHI
5. Kotter and Weihrich, Essentials of Management, TMH
Semester I

Syllabus

Marketing Management

Subject Code: MGME102
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Marketing and various dimensions related to Exploring, Creating, Delivering and Communicating Customer Value. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Marketing
Nature and scope of marketing | Core marketing concepts (Market, Need, Want, Demand, Value, Satisfaction, Consumer & Customer, Goods and Services, Competition, Company Orientation towards Market Place) | Marketing Environment (External and Internal) | Marketing mix of Goods and Services |

Exploring Customer Value
Consumer buying decision process | Basics of Market Research | Levels of marketing planning | Segmentation, Targeting and Positioning

Creating Customer Value
Developing products (Introduction to Products, Product Levels, Product Classification, Product Life Cycle, Product Line and Mix, Packaging and Labeling, Product Quality) | Concept and Role of Brands | Pricing Decisions (Introduction to Price, Pricing Process, Methods) | Delivering and Communicating Customer Value (Value chain Model, Market Channel, Retailing and Wholesaling, Marketing Communications)

Marketing Control
Marketing Evaluation and Control | Sustainability and Ethics in Marketing

Reference
Semester I

Syllabus

Accounting for Managers

Subject Code: MGME103
Credits: 06

Objectives: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Accounting and Analyzing Financial Statements and various dimensions related to managing Financial Resources in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction
Introduction to Financial Accounting | Generally Accepted Accounting Principles | A Review of Financial Accounting from Journal Entry to Balance Sheet | IFRS | Regulatory Requirements for Annual Accounts

Published Financial Statement Analysis
Objectives | Sources of Information | Ratio analysis | Cash Flow Statement as per AS 3 | Inferences from Published Financial Statements | Cost Structure Management and Cost Saving Techniques

Cost Accounting

Reference
1. Khan and Jain, Management Accounting, McGraw Hill.
3. Hilton, Ramesh, Jayadev, Managerial Accounting, McGraw Hill.
5. Hilton and Platt, Managerial Accounting, McGraw Hill.
Semester I

Syllabus

Indian Socio Economic Policies and Practices

Subject Code: MGME A01
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate various Indian Socio Economic Policies and Practices and various dimensions related to Indian Social and Economic Trends and Government Schemes having implications on managerial decisions.

Indian Economic Structure

Indian Socio Structure
Understanding of Indian Social Structure | Basic Characteristics of India Society | Understanding Indian Mind-Set | Cultural Diversity | Key Issues in Rural Society and Market | Population | Poverty | Literacy | Indian Demographics | Major Social Reforms in India | HDI

Indian Socio Economic Policies
Fiscal Policy | Monetary Policy | Introduction to Government Flagship Programs (MNREGA, Jan Dhan Yojna, Make in India, Digital India, Stand Up India Start Up India, Clean India Program, Skill India Program)

Reference
2. SK Goyal, India's Social Milieu, Academic Foundation
3. Magazines (Economic and Political Weekly | Frontline | India Today | Others) and Newspapers
4. Nissam, India : Economic, Political and Social Issues, Nova Science Publisher
Semester I

Syllabus

Human Resource Management

Subject Code: MGME A02
Credits: 06

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

Introduction to HRM
Meaning | Scope | HRM Environment in India | Diagnostic approach to HRM | HR as strategy | HR competencies and efficiency

Human Resource Procurement
Job Analysis (Job description and Job specification) | Recruitment | Selection | Induction

Performance Appraisal and Reward Management
Meaning | Objective | Process | Methods | Internal Mobility (Promotion, Transfer and Demotion) | Discipline | Employee Grievances Handling | Employee Exit

Employee Compensation
Meaning | Financial and Non-Financial Components

Human Resource Accounting
Meaning | Importance | Methods

Reference
Semester I

Syllabus

Productions and Operations Management

Subject Code: MGME A03
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Production and Operations Management and various dimensions of Production, Business Processes, Logistics and Operational issues in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to POM
Importance | Types of Production Systems | Product and Service Design Factors | Productivity (System, Personnel, Capital) | Integrated Productions Management | Location Decision | Plant Layout Decision | Production Planning | Operations Strategy

Business Processes
Business Process Modeling | Inventory Management | Lean Manufacturing | JIT | Supply Chain Management | Operations Scheduling

Network Techniques
Project Planning and Control | Project monitoring through Network Techniques | PERT-CPM | Concept of Time Estimates | Project Costs

Quality Management

Reference
1. Buzac and Sarin, Modern Production and Operation Management, Wiley
3. Adam Jr. and Ebert, Production and Operation Management, Pearson
4. Anil Kumar and N Suresh, Production and Operation Management, New Age
Semester I

Syllabus

Business Communication and Personality Development

Subject Code: MGME A04
Credits: 06

Objectives: The course has been designed keeping in mind the specific need of managers to understand and appreciate the implication of effective communication in management and various dimensions related to Verbal and Non-Verbal Business Communication. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Business Communication
Meaning | Process | Types of Communication | Channels of Communication | Barriers to Communication | Making Communication Effective

Business Writing and Correspondence
Agenda | Minutes | Notes | Report Writing | Making effective presentations | Business Letters | Writing business emails | Telephone etiquettes | Managing Business Meetings | Communicating on Social Media

Personality Development
Role of Verbal and Non Verbal Communication | Behavioral Aspects of Communication | Effective Body Language | Preparing for Group Discussions and Interviews | Public Speaking | Formal Dressing Sense | Dining etiquettes

Reference
2. Kaul, Business Communication, PHI
3. Sinha, Business Communication, Galgotia
Semester Scheme

Master of Business Administration Executive
Semester I

Syllabus

IT for Managers

Subject Code: MGEA05
Credits: 06

Objectives: The course has been designed keeping in mind the specific need of managers to understand and appreciate the implication of Information Technology in management and various dimensions related to application of IT for managerial decision making. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Computer Hardware and Software
CPU | Logic Gates | Computer Memory | Computer Hierarchy | Input Technologies | Output Technologies | Operating Systems | Application Software | Utility Software | Contemporary Apps for Managers

Data Base Management System
Traditional File Environment | Database Management Systems Concepts | Data Models | MS-Excel | SQL

Telecommunication and Networks
Types of Telecommunication Networks | Telecommunications Media | Network Topologies | Network Architectures | Internet, Intranet and Extranets | Features of an Effective Website and App | Payment Gateways

Functional and Enterprise Systems

Reference
1. Lucas, Information Technology for Management, TMH
2. Behl, Information Technology for Management, TMH
<table>
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<tr>
<th>Course Code</th>
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**Electives in Semester-II:**

- MGME B01 - Business Ethics, Corporate Governance and CSR
- MGME B02 - Business Research and Data Analytics
- MGME B03 - Micro Finance and MSME Management
- MGME B04 - Entrepreneurship and New Venture Management
- MGME B05 - Managing Change and Innovation
### Semester-III

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**Total Credits in the Semester: 36**

### Electives in Semester-III:

- a) See Marketing Electives
- b) See Financial Electives
- c) See Human Resource Electives
- d) See Rural Development Electives
- e) See Entrepreneurship Electives
- f) See Operations and IT Electives
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**Electives in Semester-IV:**

a) See Marketing Electives  
b) See Financial Electives  
c) See Human Resource Electives  
d) See Rural Development Electives  
e) See Entrepreneurship Electives  
f) See Operations and IT Electives
## Specialization Electives

### Marketing Specialization

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<td>Integrated Marketing Communications</td>
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<td>Retail Management</td>
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<td>MGME E04</td>
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<td>MGME E06</td>
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### Human Resource Management

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<td>MGME F03</td>
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### Financial Management

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<td>Marketing of Financial Services</td>
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<td>MGME G03</td>
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### Rural Development

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<td>MGME H02</td>
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<td>MGME H03</td>
<td>Rural Credit Finance and Institutions</td>
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<td>MGME H04</td>
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<td>MGME I01</td>
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<td>MGME I02</td>
<td>Family Business Management</td>
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<td>MGME I04</td>
<td>Business Modelling and Leadership</td>
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<td>MGME J01</td>
<td>Computer Networks and Internet</td>
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<td>MGME J02</td>
<td>Data Analysis with Excel and SPSS</td>
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<td>Management Information System</td>
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<td>MGME J07</td>
<td>Operations Strategy and Competitiveness</td>
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Program Administration

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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 6 specialization papers. 3 out of these will be from one functional area and 3 from another. He / She cannot choose from more than two functional areas.

16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).
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Syllabus

Financial Management

Subject Code: MGME 201
Credits: 06

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

Investment Decisions
Cost of Capital | Leverage | Capital Structure Theories | Capital Budgeting | Working Capital Management | Cash Management | Inventory Management

Reward and Dividend Decisions

References
1. IM Pandey, Financial Management, Vikas Publication

(21)
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Syllabus

Business Regulatory Framework

Subject Code: MGME 202
Credits: 06

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
Meaning | Features of Company | Types of Companies | Formation of a Company | MOA and AOA | Directors | Role of Independent Directors | CSR and Legal Provisions for Corporate Governance | Meetings | Winding Up | Sales of Goods Act | Negotiable Instrument Act

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
Faculty of Management Studies - University of Rajasthan
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Syllabus

Managerial Economics

Subject Code: MGME 203
Credits: 06

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
2. VL Mote, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
Faculty of Management Studies - University of Rajasthan
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Syllabus

Business Ethics, Corporate Governance and CSR

Subject Code: MGME B01
Credits: 06

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)

Indian Management Thought and Thinkers
Indian Management Thinkers | Indian Management Philosophies | Management Learning from Indian Mythology and Ancient Management | Relevance of Kautilya in Contemporary Management

External and Internal Context

Corporate Governance
Meaning | Accountability Issues | Current Context of CG in India | Objectives and Strategies | Role of Independent Directors | Board Structure | Performance Evaluation of Board | Training and Development of Directors | 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
Faculty of Management Studies - University of Rajasthan
Semester Scheme
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Syllabus

Business Research and Data Analytics

Subject Code: MGME B02
Credits: 06
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

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, f-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
Faculty of Management Studies - University of Rajasthan
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Syllabus

Micro Finance and MSME Management

Subject Code: MGME B03
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of micro financing and small and medium enterprise management and various dimensions related to the managerial decision making regarding MSMEs. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction to Micro Finance
Meaning | Significance | Challenges in Micro Financing and Social Banking Initiatives | Evolution of Micro Finance | Micro Finance Institutions in India

Micro Finance – Strategies and Application
Models of Micro Financing | Innovative Strategies in Micro Financing | Informal Money Lenders in India | Institutional Credit System in India | Policy initiatives to align Banking Services to Socio-economic Objectives | Subsidy Linked Credit Programs in India | Without Subsidy Initiatives by Government | Overview of Lead Bank Scheme and Service Area Approach | Role of Self Help Groups in Micro Financing

MSME Management
Definition of Micro, Small, Medium and Micro Enterprises | Significance | Challenges | Growth and Performance of MSMEs in India | Sickness in MSMEs (Criteria, Causes, Symptoms, Remedies) | Government Policies, Incentives and Institutional Support for MSMEs

References
1. V. Neelamegam, Micro Finance, Vrinda Publication
2. Uma Narang, Micro Finance in India, LAP Lambert
Faculty of Management Studies - University of Rajasthan
Semester Scheme
Master of Business Administration (Executive)
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Syllabus

Entrepreneurship and New Venture Management

Subject Code: MGME B04
Credits: 06

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
Faculty of Management Studies - University of Rajasthan
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Syllabus

Managing Change and Innovation

Subject Code: MGME B05
Credits: 06

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

Change Management

Innovation Management
Meaning | Significance | Types of Innovation | Innovation Process | Innovation Engine | Sources of Innovation | Innovation Strategies | Innovation Time and Innovation Cost | Worldwide patterns observed in Innovation Management | Innovation in Start Ups in India | Innovation Success Stories

References
1. Anderson and Barker, Effective Enterprise and Change Management, Oxford Blackwell
2. French and Bell, Organisation Development, PHI
3. Luthans, Organisational Behavior, McGraw Hill

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Faculty of Management Studies - University of Rajasthan
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Syllabus
Strategic Management

Subject Code: MGME 301
Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of strategy and taking competitive advantage in the fierce competitive environment and various dimensions related to strategies for any organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction
Meaning | Levels | Strategic Decision Making and Approaches | Strategic Business Units | Corporate Planning Process | Environment Scanning and Appraisal | Organizational Appraisal | Strategic Advantage Analysis | SWOT Analysis | Porter's Five forces Model of Competition | Value Chain Model | Vision, Mission and Objectives

Strategy Formulation and Portfolio Analysis

Strategy Implementation and Evaluation

Contemporary Issues
New Business Models and Strategies for Internet Economy | Strategic Issues in Non-profit Organizations

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
Faculty of Management Studies - University of Rajasthan
Semester Scheme
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Syllabus
Quantitative Techniques

Subject Code: MGME 322
Credits: 06

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.

Game Theory
Concepts | Zero Sum Game | Pure and Mixed Strategy | Application for Managers

Transportation and Assignment
Concepts | Methods | Application for Managers

Decision Theory
Decision under Uncertainty | Decision under Risk | Methods | Application for Managers

Queuing Theory
Concepts | Methods | Application for Managers

Linear Programming
Concepts | Methods (Simplex, Duality, Graphical) | Application for Managers

References
1. Levin and Kirlpetuck - Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian
Faculty of Management Studies - University of Rajasthan
Semester Scheme
Master of Business Administration (Executive) -
Semester III

Syllabus
Integrated Term Project

Subject Code: MGME 303
Credits: 06

Objective: The Integrated Term Project 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. A report based on the research 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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Semester IV

Syllabus
E-Business

Subject Code: MGME401
Credits: 06

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

Introduction

E-Business Architecture and Infrastructure

Implementation

References
1. Brahm Canzer, E-Business, Cengage Learning
2. Chaffey, E-Business and E-commerce Management, Pearson
3. Laudon, E-Commerce, Pearson
Faculty of Management Studies - University of Rajasthan  
Semester Scheme  
Master of Business Administration (Executive) -  
Semester IV  

Syllabus  
Community Based Organization Management  
Subject Code: MGME402  
Credits: 06  
Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Community Based Organizations and Non-Government Organizations and various dimension of for managerial decision making in such an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.  

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)  

Field Work  
Student will have to undergo a Fifteen-day internship with any SHG/ NGO/ CBO/ Governmental Social Initiative and submit experience to be evaluated by the Institute.  

References  
1. Anita Abraham, Formation and Management of NGOs, Universal Law Publishing  
3. Sushil Mahajan, NGO Management, Pearl Books
Faculty of Management Studies - University of Rajasthan  
Semester Scheme  
Master of Business Administration (Executive) -  
Semester IV

**Syllabus**

**Global Business Management**

**Subject Code:** MGME403  
**Credits:** 06

**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.

**Introduction to Global Business**
- Globalization (Concept, Evolution, Drivers, Challenges, Opportunities, Stages of Global Involvement, EPRG framework, Guaranteed Globalization)  
- International Trade Theories  
- Global Business (Meaning, Difference from Domestic Business)

**Global Business Environment**
- Socio-Cultural Environment  
- Political Environment and Systems  
- Technological Environment  
- Demographic Environment  
- Natural Environment  
- Legal Environment  
- Impact on Business

**Global Economic Environment**
- Economic Systems  
- Global Monetary System (Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade)  
- Regional Economic Integrations (ASEAN, SAARC, BRICS, OPEC, EU, NAFTA)

**Management of Global Business**
- Global Market Selection and Entry Strategies  
- Issues in Global Financial Management  
- Issues in Global Human Resource Management  
- Global Operations and Logistics

**Contemporary Trends in GBM**
- India: An Emerging Market  
- Global Trade in Pre-liberalization and liberalization Era  
- Export Performance and Direction of India  
- Brief of Indian Trade Policy  
- Brief of Export Import Documentation

**References**

Faculty of Management Studies - University of Rajasthan
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Semester III and IV

Marketing Electives Syllabus
Consumer and Organizational Buying Behavior

Subject Code: MGME E01
Credits: 06

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.

Consumer Behavior

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

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Integrated Marketing Communication

Subject Code: MGME E02
Credits: 06

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.

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
2. Aaker David, Advertising Management, PHI
3. Sirgy and Don, Integrated Marketing Communications, Cengage
Faculty of Management Studies - University of Rajasthan
Semester Scheme
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Marketing Electives Syllabus

Retail Management

Subject Code: MGME E03
Credits: 06

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.

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 Facade | 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

References
1. Barry Berman, Retail Management, Pearson
2. Basaj and Tuli, Retail Management, Oxford
Services Marketing

Subject Code: MGME E05
Credits: 06

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.

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

Service Industries in India
Marketing Strategies in Service Sectors like Banking, Finance and Insurance | Travel, Tourism and Hospitality | Wellness | Telecom | NGOs | Public Utility Services

References
1. Zeithaml and Bitner, Services Marketing, McGraw Hill
2. Lovelock and Chatterjee, Services Marketing, Pearson
Faculty of Management Studies - University of Rajasthan
Semester Scheme
Master of Business Administration (Executive) -
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Marketing Electives Syllabus

Strategic Brand Management

Subject Code: MGME E06
Credits: 06

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.

Introduction to Brand
Meaning | Elements | Brand and Product | Significance | Challenges | Brand Equity |
Strategic Brand Management Process

Branding Strategies
Brand Positioning | Brand Resonance and Brand Value Chain | Building Brands | Choosing
Brand Elements to Build Brand Equity | Designing Marketing Programs and IMC to Build
Brand Equity | Brand Associations and Leveraging Brand Associations | Brand Equity
Measurement and Management System | Measuring Sources and Outcomes of Brand Equity |
Strategies for Growing and Sustaining Brand Equity

References
1. Keller, Parameshwaran and Jacob, Strategic Brand Management, Pearson
2. Kirti Dutta, Brand Management, Oxford
3. Harsh Verma, Brand Management, Pillappa
Faculty of Management Studies - University of Rajasthan
Semester Scheme
Master of Business Administration (Executive) - Semester III and IV
Marketing Electives Syllabus

Rural Marketing

Subject Code: MGME E07
Credits: 06

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.

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

Agricultural Marketing
Trends in Agricultural Marketing | Agricultural Products | Agro and Food Processing Sector in India | Challenges | Classification of Agricultural Markets | Unique Strategies for Agricultural Marketing

References
1. Kashyap, Rural Marketing, Pearson
2. Rais Ahmed, Agriculture and Rural Marketing, Regal
3. Ramkishan, Rural and Agriculture Marketing, Jaico
Faculty of Management Studies - University of Rajasthan
Semester Scheme
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HR Electives Syllabus

Employee Relationship Management

Subject Code: MGME F01
Credits: 06

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.

Labor Relations

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

References
1. Elizabeth Aylott, Employee Relations, Kogan
2. Singh and Kumar, Employee Relations Management, Dorling Kindersley
3. Paul Blyton, Dynamics of Employee Relations, Palgrave Macmillian
Faculty of Management Studies - University of Rajasthan
Semester Scheme
Master of Business Administration(Executive) -
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HR Electives Syllabus

HR Acquisition and Development

Subject Code: MGME F02
Credits: 06

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.

Human Resource Planning
Definition | Objectives | Importance | Factors affecting HRP | Process of HRP | Employee Forecasting (Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting) | Managing Diversity

Job Analysis
Meaning | Purpose | Process | Methods | Job Description (Contents, Writing Job Description) | Job Specification | Job Enrichment

Procurement, Selection and Induction
Recruitment (Meaning, Process, Sources, Modern Techniques) | Selection (Meaning, Essentials, Hurdles, Procedure) | Induction (Meaning, Types - Formal or Informal, Individual or Collective, Serial or Disjunctive, Investiture or Dis-investiture, Requisites)

Training and Development

References
1. Werner and Randy, Human Resource Development, Cengage
2. Ashoke Kumar, Human Resource Development, New India Publishing
3. Gareth Roberts, Recruitment and Selection, Jaico
Performance Appraisal and Compensation Management

Subject Code: MGME F03
Credits: 06

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.

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

References
1. Goel D, Performance Appraisal and Compensation Management, PHI
3. Dipak Bhattacharyya, Compensation Management, Oxford
Faculty of Management Studies - University of Rajasthan
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HR Electives Syllabus

Knowledge Management and Learning Organization

Subject Code: MGME F04
Credits: 06

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.

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

Knowledge Management - 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

References
1. Carla O’Dell and Elliott, Knowledge Management, McGraw Hill
2. Sheldr, Knowledge Management, Wiley
3. The Learning Organisation, The Economist Intelligence Uni, Orient Longman
Faculty of Management Studies - University of Rajasthan
Semester Scheme
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Semester III and IV

HR Electives Syllabus

Subject Code: MGME F05
Credits: 06

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.

Introduction

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

References
1. Jeffrey, Strategic Human Resource Management, Cengage
2. Tanuja Agarwala, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson
Faculty of Management Studies - University of Rajasthan
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Semester III and IV

HR Electives Syllabus

Counseling Skills for HR Managers

Subject Code: MGME F06
Credits: 06

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.

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


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
Investment Management and Securities Analysis

Subject Code: MGME G01
Credits: 06
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.

Introduction
Concept of Savings and Investment | Trends in Savings and Investment | Process of Investment | Investment Avenues | Issues of Risk, Return and Evaluation | GDS and GDC (Composition and Trends)

Capital Market

Securities Analysis
Fundamentals, Economic, Industry, Company and Technical Analysis (Random Walk, Elliot Waves) | Portfolio Creation and Review of Investment Strategies (Warren Buffet, Peter Lynch etc.) | Understanding and Managing Price Fluctuations | Stock Market Index

References
1. P. Pandian, Security Analysis and Portfolio Management
3. Madhumati and Rangrajan, Investment Analysis and Portfolio Management
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Finance Electives Syllabus

Marketing of Financial Services

Subject Code: MGME G02
Credits: 06

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.

Introduction
Concept and Emergence of Financial Services | Types of Financial Services | Regulatory Framework for Financial Services | Financial Services and Customer Awareness | Recent Trends in Financial Services

Specialized Services
De-Mat | Securitization | Third Party Guarantee | Factoring | Investment Banking | Cross Border Transaction | Foreign Exchange Management | International and National Risk Management

Marketing of Financial Services

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

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Finance Electives Syllabus

Behavioral Finance

Subject Code: MGME G03
Credits: 06
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.

Introduction
Concept and Emergence of Behavioral Finance in India | Theories of Behavioral Finance | Tenets of Behavior | Individual and Group Behavior | Essentials of Behavioral Finance | Analysis of Behavior Finance (Strategies and Factors)

Motivation
Motivation for Behavior Finance (Theories, Application) | Influence of Brand and Marketing | Rural and Urban Behavior | Communication Strategies for Rural Customers | Determinants of Motivation | Financial Government Finance and KYC

Strategies for Behavioral Finance
Models and Simulation | Investors Feedback and Analysis | CRM and Retention Strategies | Implication for Strategies in India and BRIC Nations

References
1. MM Sulphey, Behavioural Finance, PHI
2. William Forbes, Behavioural Finance, Wiley
3. Suchita Singh and Shilpa, Behavioural Finance, Vikas Publishing
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Finance Electives Syllabus  
SMSE and Micro Finance

Subject Code: MGME G04  
Credits: 06

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.

Introduction
- Concept of Rural Finance  
- Status of Rural Sector in India  
- Analysis of Government Policies for Supporting Rural Sector  
- Evolution of Non-Government and Voluntary Organizations  
- Financial Literacy  
- Determinants of Rural Finance

Strategies
- Strategies for Rural Finance  
- Innovation  
- Funding  
- Profitability Analysis of Social Marketing  
- Community and Cluster Development

Institutional Network
- NABARD  
- Micro Credit Institution  
- Commercial Banks  
- International Organization

References
1. Durgadas Roy, Rural Banking and Agriculture Finance, Rajat Publications  
2. Gyanindira, Micro Finance and Rural Development, Regel
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Finance Electives Syllabus
Strategic Financial Decision

Subject Code: MGME G05
Credits: 06
Objective: The course has been designed keeping in mind the specific need of finance managers to understand and appreciate the concept of Financial Decisions to gain competitive advantage and various dimensions of strategic financial decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Introduction
Concept | Evolution | Types of SFD | Initiatives for SFD Policies Formulation and Implementation

Strategic Financial Decisions
Valuation of Strategic Option (Forms, Value and Reward) | Mergers and Acquisition (Process, Legal Framework, Value Creation, Successful Mergers and Acquisitions in India) | Leasing or Buying Decision | International Fund Transfer | Expansion and Diversification Strategies | Emerging Issues in Strategic Financial Decision | Managing Cross Country Currencies (Rates, Fluctuations and Strategies)

References
1. VK Bhalla, Financial Management and Policy, Anmol Delhi
2. Fogier and Ganpathy, Financial Econometrics, PHI
3. Van and James, Financial Management and Policy, PHI
Finance Electives Syllabus
Commodity and Derivative Securities

Subject Code: MGME G06
Credits: 06

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.

Introduction
Concept | Types of Derivatives (Options, Futures, Forward) | Evolution of Derivatives in India - Dr. LC Gupta's Recommendation | Volume and Trends in Derivatives Trade in India

Trading Strategies for Future and Options
Margin Call | Swap | Other Instruments | Open Interest | Carry Forward | Settlement | Clearing House | KYC | Limit

Regulatory Framework
Regulatory Framework for Derivatives Securities in India | SEBI and FMC | Investors Protections

References
1. Hull, Options, Futures and Derivatives, Pearson
2. Gardner, Future and Options, Macmillian
3. Gardner, Derivatives, Macmillian
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Finance Electives Syllabus

Portfolio Management

Subject Code: MGME G07
Credits: 06

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

Course Content

Portfolio Management (Meaning | Importance | Objectives | Various Issues in Portfolio Construction | Revision of Portfolio and Evaluation)

Portfolio Analysis (Estimating rate of return and standard deviation of portfolio returns | Effect of Combining securities | Markowitz risk return optimization)

Single Index Model (Portfolio Total Risk | Portfolio Market Risk and Unique Risk | Sharpe’s Optimization Solution)

Capital Market Theory (Capital Market Line | Security Market Line | Risk Free lending and borrowing | Recent Developments)

Factor Models (Arbitrage pricing theory | principle of arbitrage | arbitrage portfolios) | Two Factor and Multifactor Models | Efficient Market Hypothesis


References
2. Clark and Francis, Investment Analysis and Management, McGraw Hill
3. Fabozzi Frank, Investment Management, PHI
4. Fischer and Jordan, Security Analysis and Portfolio Management, PHI
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Rural Development Electives Syllabus
Management of Rural Development

Subject Code: MGMEH01
Total Credits: 06

Course contents

Meaning of development | Nature and features of rural economy of India | Dimension, dynamics and Magnitude of rural population | Rural poverty and development dimension | Problems of rural unemployment-specially disguised unemployment causes and remedies, Livelihood approach |

Indian agriculture production system-role, problems, and gender equity | Resource structure | growth opportunities | Agricultural finance and rural indebtedness | Development strategy: Centralization vs. Decentralization |

The structure and function of the Union and State Government | Panchayati Raj Institutions and Urban Local Bodies | Union -State Legislative, Executive and Fiscal relationships Rural Management- Key issues |

Rural Resources- Key resources and their management | Role of Rural Community in growth and development | Community initiatives | Rural Entrepreneurship | Rural Infrastructure and Development | PURA (Success stories) | Role of PPP in rural infrastructure development | MNREGA and its role and impact on rural development | Skill development in rural areas

References:
1. EPW Articles.
2. Websites and publications of Ministry of Finance, Ministry of Rural Development, Ministry of Water Resources; MOEF, Government of India
3. Experiential learning through visit to rural areas.
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Rural Development Electives Syllabus
Management of Rural and Agro Based Industries

Subject Code: MGMEH02
Total Credits: 06

Course contents
Choice of Agro-based Industries | Problems relating to location and size | Growth of agro based industry | Innovation | 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

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

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

References:
1. Problems of Development of Tribal Areas : S.G.Deogaonker
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 Development Electives Syllabus

Rural Credit Finance and Institutions

Subject Code: MGME H03
Total Credits: 06

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


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

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

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 Development Electives Syllabus

Rural and Agricultural Marketing

Subject Code: MGME H04
Total Credits: 06

Objectives:
The course has been designed keeping in mind that the rural Indian market is one of the fastest growing markets in the world. Most of the corporate dealing with both FMCG and durables are already geared up to meet the demands being emerged from rural market. The subject has covered to give insights in to the various characteristics, opportunities and problems in marketing the products or services in rural India.

Course Content
Rural economy (size and nature) | Rural Marketing (Definition and scope) | Characteristics of Rural Markets | Taxonomy of Rural markets | Changing patterns | Attractiveness of Rural markets | Problems and constraints in rural marketing

Classification of Rural consumers | Characteristics of rural consumers | Rural consumer behavior (Decision process | Brand loyalty | Innovation Adoption | Factors influencing rural consumer behavior | Opinion leadership process | Rural shopping habits | Growing consumerism | Rural market Segmentation, Targeting, Positioning

Product Strategy – Scope and significance | Product mix decisions | Product personality | Rural Branding | Product Life Cycle | Rural Pricing – Pricing in Rural Markets | Rural Distribution (Type of Channels, Distribution Strategies) | Promotion (Role of Media in rural market | Conventional Media | Rural Communication Mix | Media and Creative Strategies | Personal Selling (Role and Management of Rural Sales Force)

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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Rural Development Electives Syllabus  

Rural Society and Polity  

Subject Code: MGME H05  
Total Credits: 06  

Objective: The main objective of this course is to provide an understanding of basic concept of rural area and its society, different issues, challenges and approaches for the development.  

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

Management of NGOs

Subject Code: MGME H06
Total Credits: 06

Objective
The objective of this course is to acquaint the participants with fundamental principles of NGO start-up management and sustainability within the strategic context of changing state-private, sector-civil society relationship. It will also develop analytical skills required for NGO organizational design, governance, human resource and system management.

Course 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

Suggested Readings
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Entrepreneurship Electives Syllabus

Credits: 06
Subject Code: MGME 101

Objectives
The main objective of the course is to acquire theoretical knowledge in social entrepreneurship development, develops aptitude and skills in identifying and selecting business ventures prepare a project proposal for funding.

Course Contents
Social Enterprise (Definition | Hypothesis | Types | Models) | Concept of Entrepreneurship | Entrepreneurship as a Career | Entrepreneurial Traits | Types | Theories of Entrepreneurship Development | Development of Women Entrepreneurs | Prospects and Problems of Entrepreneurship in Rural Sector | Entrepreneurship: Growth and trends in India | Entrepreneurial Motivation and Competencies


References:
1. David Bornstein and Susan Davis, ‘Social Entrepreneurship: What Everyone Needs to Know?’, Oxford
2. C. Paramasivan, ‘Social Entrepreneurship’ New Century publication
Faculty of Management Studies - University of Rajasthan
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Entrepreneurship Electives Syllabus

Family Business Management

Subject Code: MGME I02
Credits: 06
Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Family Businesses and various dimension of for managing such an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

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
3. Sudipt Dutta, 'Family Business in India', SAGE publications
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Entrepreneurship Electives Syllabus

Innovation Management

Subject Code: MGME 103
Credits: 06

Introduction to creativity | Difference between creativity and innovation | Myths of creativity | Barriers of creativity | The 5 W’s and H of creativity | Six Thinking Caps

Disruptive Innovation | Executing innovations: organizing to execute | Organizing innovation teams | Organizing flexible processes | Incentivizing and organizing innovators | Organizing innovation between firms and communities | Incentivizing and organizing external innovators | Negotiation innovation work between firms and academia

Exploiting innovations: options, portfolios and platforms | Dynamics of the market for ideas | designing the value chain | Creating Innovative Cultures | Stimulation of scientific, technical and conceptual creativity | Encouraging reasonable risk taking | Knowledge-Intensive Projects | Managing high-performance knowledge projects | Organizational Design (Structures for learning organizations | Operation of knowledge bases and information management)

Creating Innovation Capabilities | Renewing innovations: organizing disruption | Internal vs. external sources of renewal | Renewing innovation; corporate venturing | Renewing innovation; internal venturing | Management of Intellectual Capital

References:

1. Allan Afshah, 'Innovation Management: Strategies, Implementation and Profits' Oxford University press
2. Paul Trott, 'Innovation Management and New product development' Pearson Education publication
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Entrepreneurship Electives Syllabus

Business Modelling and Leadership

Subject Code: MGME 104
Credits: 06

Business Modelling
Introduction to Business Model | Business Model Architecture and Analytics | Distinctive Assets, Technology and Know-How | Customer Value | Feasibility Analysis (Market | Technological | Economic | Financial | Legal | Managerial) | Positioning and Marketing | BEP Analysis | Financing the Model | Evolution from Project to Corporate Finance | Organizational Structure | Using human resources as a competitive edge | Sustainability |

Leadership Development
Introduction to leadership | Role of situation in leadership | Trait-based perspectives of leadership | Models of leadership | Practices of exemplary leadership | leading from within (Managing oneself and Knowing yourself) | Inspiring others: The role of vision | Building your company’s vision | The vision trap | Developing and communicating a vision | Leadership is a team effort | Foster Collaboration | Leading past conflict | Developing others | Leadership group coaching | Framework for leadership coaching | Leading to a decision | Power and influence assessment

References:
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Entrepreneurship Electives Syllabus

Project Management

Subject Code: MGME 105
Credits: 06


Sources of Finance (Long term | Medium Term | Short Term) | Institutional Finance (Banks and NBFCs) | Working Capital Management (Cash Management | Inventory Management | Receivables Management)

Venture Capital (Meaning | Origin | Importance | Venture capital in India | Benefits) | Hire Purchase (Concept | Evaluation of Hire Purchase Proposals) | Leasing (Overview | Tax aspects | Lease Accounting | Evaluation of Leasing Proposals)

Preparing the Financing Plan (General considerations | Tax Considerations | Loan repayment Parameters)

References:
3. R. Gupta, 'Project Management', Prentice Hall India
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Operations and IT Electives Syllabus
Computer Networks and Internet

Subject Code: MGMEJ01
Credits: 06


Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Information and Knowledge sharing using computer networks and the Internet


Recommended Books:
- D Drain, Makesh and Verma, Deepak, Computer Networks and Internet, Vayu Education of India
- Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill
- Tanenbaum, A. S., Computer Networks, Pearson Education
- Stallings W, Computer Networks, Pearson Education
- Douglas E. Comer & M.S Narayanan,"Computer Network & Internet", Pearson Education
- Behraj A Forouzan, Data Communication & Networking, McGraw-Hill.
- Prakash C. Gupta, Data Communications and Computer Networks, PHI
- Bertsekas & Gallager, Data Network, PHI
- Gallo, Computer Communication & Networking Technologies, Cengage Learning

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Operations and IT Electives Syllabus

Data Analysis with Excel and SPSS

Subject Code: MGMEJ02
Credits: 06

Understanding Data, Types of Data and Levels of Measurements: Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Autofill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs, Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics

Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

Analytical Techniques: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample KS Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman’s Rank Correlation

Recommended Books
- Naval Bajpai, Business Statistics, Pearson
- Whigham David, Business Data Analysis, Oxford University, Press, Delhi.
- Darren George and Paul Mellery. SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, 8/e, Pearson
Operations and IT Electives Syllabus

Management Information System

Subject Code: MGMEJ03
Credits: 06


Information system for strategic advantage: strategic role for information system, breaking business barriers, business process reengineering. Improving business qualities. Infrastructural requirements for information systems: hardware, software, data management and storage, networking/telecommunication platforms.

Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods

Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems

Recommended Books
• O’Brien James, Marakas, George and Behl, Ramesh, Management Information Systems, 9/e: Tata McGraw Hill
• Laudon, Kenneth C., Laudon, Jane P. and Dass, Rajanish, Management Information Systems: Managing the Digital Firm, 11/e: Pearson Education
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Operations and IT Electives Syllabus

Technology Management

Subject Code: MGMEJ04
Credits: 06


Technology Life cycle and forecasting: Technology Transfer, Technology Development: Management of R & D; Product Design and Development; Commercialization of R & D; R & D - Manufacturing: Marketing Interface; R & D Project Management; Technology development and competitiveness, Technology and business strategy.

Technology Innovation and creative Transformation in the Knowledge Age: Critical Trajectories, Technology entrepreneurship, IPR, Patenting, Technology Role of Government; International Protocols; Treaties; Standards; International Comparisons of Technology Management.

Management of Technological Innovation: Technology Fusion & the new R&D, Core competencies in Technology and its Commercialization. The Organizational Support System, Structural Imperatives of Technology Management, Building Organization Culture

Recommended Books
- Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi
- Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
- Rastogi P N, Management of Technology and Innovation - Competing through Technological Excellence, Sage Publications, UK.
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Operations and IT Electives Syllabus

Enterprise Resource Planning

Subject Code: MGMEJ05
Credits: 06

Introduction to ERP: ERP and its evolution, the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodeling

ERP systems development process: Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation

Critical factors in ERP implementation success: Risks involved in ERP implementation- Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges

ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP

Recommended Books

- Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi
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Operations and IT Electives Syllabus

Data Mining and Warehousing

Subject Code: MGMEJ06
Credits: 06

Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost-benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).

Data Warehousing Strategy: Developing organizational context, Preliminary survey and source system audit, Identifying data sources and defining Warehouse architecture; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning

Data Warehouse implementation: Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing

Recommended Books
- Pudi, Data Mining, Oxford University Press, Delhi.
- Thareja, Data Warehousing, Oxford University Press, Delhi.
- George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Pearson Education, New Delhi
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Operations and IT Electives Syllabus
Operations Strategy and Competitiveness

Subject Code: MGMEJ07
Credits: 06

World of operations in 2020 | Operations Management in the organizational chart | Operations as a service | Historical role of Operations Management | Current perspectives | Operations and Corporate Strategy | Strategic Fit - A framework for Operations Strategy in Manufacturing and Services

Role of Manufacturing / Operations in Business Strategy | Value as business concept | Strategic issues in manufacturing | Value Chain concept | Focus, core competence and distinctive capabilities | Stake holders and strategy | Methodology for Developing Operations Strategy


Operations Strategy Implementation | Evaluating various tradeoffs alternatives | Focused manufacturing | Product or process focus | Make or Buy | Value chain approach | Just in Time | Lean manufacturing | Quality as strategic factor - CAD/CAM/CIM | Delivering Value to customer

Manufacturing Infrastructure Development | Importance | Issues involved | Organizational issues operational approaches to improving delivery system | Controlling operations | Key Performance Indicators | Linking investments to Product life Cycle and Risk reduction | Fast market feedback

References
1. Operations Strategy, David Walters, Palgrave Mcmillan
2. Operations Management for Competitive Advantage, Chase
3. Competitive Manufacturing Management, Nicholas
4. Manufacturing Strategy, Terry Hill

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