UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management Studies

Master of Business Administration

Semester Scheme

IIIrd / IVth Semester Exam  2016-2018
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)
### Master of Business Administration: Semester-III

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
<th>EOSE Duration (Hrs.)</th>
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<tbody>
<tr>
<td>1</td>
<td>MGM 301</td>
<td>Strategic Execution</td>
<td>CCC</td>
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<td>MGM 302</td>
<td>Quantitative Techniques</td>
<td>CCC</td>
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<td>3</td>
<td>MGM 303</td>
<td>Summer Internship Project</td>
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<td>4</td>
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<td>Project Formulation and Implementation</td>
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#### Total Credits in the Semester: **36**
Master of Business Administration: Semester-IV

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
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<th>EOSE Duration (Hrs.)</th>
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<tbody>
<tr>
<td></td>
<td>MGM 401</td>
<td>Global Business Management</td>
<td>CCC</td>
<td>4</td>
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<td>MGM 402</td>
<td>E-Business</td>
<td>CCC</td>
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<td>MGM 403</td>
<td>Multi-Disciplinary Research Project</td>
<td>CCC</td>
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<td></td>
<td>MGM 404</td>
<td>Contemporary Business and Management Issues</td>
<td>CCC</td>
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</table>

**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.

[Signature] Dr. Registrar
Academic
Relations, Jaipur
### Specialization (Functional) Elective Papers

#### Marketing Specialization

<table>
<thead>
<tr>
<th>MGM E01</th>
<th>Consumer and Organizational Buying Behavior</th>
</tr>
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<tbody>
<tr>
<td>MGM E02</td>
<td>Integrated Marketing Communications</td>
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<tr>
<td>MGM E03</td>
<td>Retail and Sales Management</td>
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<tr>
<td>MGM E04</td>
<td>Supply Chain Management</td>
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<tr>
<td>MGM E05</td>
<td>Services Marketing</td>
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<tr>
<td>MGM E06</td>
<td>Strategic Product &amp; Brand Management</td>
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<tr>
<td>MGM E07</td>
<td>Rural Marketing</td>
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#### Human Resource Management

<table>
<thead>
<tr>
<th>MGM F01</th>
<th>Employee Relationship Management</th>
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</thead>
<tbody>
<tr>
<td>MGM F02</td>
<td>Manpower Planning and Management</td>
</tr>
<tr>
<td>MGM F03</td>
<td>Performance Appraisal and Compensation Management</td>
</tr>
<tr>
<td>MGM F04</td>
<td>Knowledge Management and Learning Organization</td>
</tr>
<tr>
<td>MGM F05</td>
<td>Strategic HRM</td>
</tr>
<tr>
<td>MGM F06</td>
<td>Counselling Skills for HR Managers</td>
</tr>
<tr>
<td>MGM F07</td>
<td>International HRM</td>
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#### Financial Management

<table>
<thead>
<tr>
<th>MGM G01</th>
<th>Investment Management and Securities Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGM G02</td>
<td>Marketing of Financial Services</td>
</tr>
<tr>
<td>MGM G03</td>
<td>Behavioral Finance</td>
</tr>
<tr>
<td>MGM G04</td>
<td>Financial Institution Management</td>
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<tr>
<td>MGM G05</td>
<td>Indian Financial System</td>
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<tr>
<td>MGM G06</td>
<td>Commodity and Derivatives Securities</td>
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<tr>
<td>MGM G07</td>
<td>Consumer and Retail Finance</td>
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#### Rural Development

<table>
<thead>
<tr>
<th>MGM H01</th>
<th>Management of Rural and Agro Based Industries</th>
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<tbody>
<tr>
<td>MGM H02</td>
<td>Rural Credit and Finance</td>
</tr>
<tr>
<td>MGM H03</td>
<td>Rural Project Planning and Management</td>
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<tr>
<td>MGM H04</td>
<td>Rural Society and Polity in India</td>
</tr>
<tr>
<td>MGM H05</td>
<td>Management of NGOs</td>
</tr>
<tr>
<td>MGM H06</td>
<td>Natural Resources Management</td>
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Dr. Registrar
Academic
University of Rajasthan, Jaipur
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%
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).
Master of Business Administration
Semester III
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

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
3. Wheelen, Thomas and J David Hunger: Concepts in Strategic Management and Business Policy, Pearson India
4. 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
Quantitative Techniques

Subject Code: MGM302

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
Queueing 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 Kirpichuck – Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian
Summer Internship Project

Subject Code: MGM303

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.

University of Rajasthan, Jaipur
Project Formulation and Implementation

Subject Code: MGM304

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


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

Cases

References:

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

Semester IV
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


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


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

References

E-Business
Subject Code: MGM402 Credits: 04

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

Development and growth of e-Commerce
International e-Commerce | Components of an international e-Commerce strategy | Online shopping | Integrated value chain | Online brokerage

Internet protocol and security

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
2. Chaffey, E-Business and E-commerce Management, Pearson
3. Laudon, E Commerce, Pearson

Multi-Disciplinary Research Project
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.
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.


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.
5. India Investment Report.
Specialization (Functional) Elective Papers
Marketing Area
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

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
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
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


References
1. Barry Berman, Retail Management, Pearson
2. Bajaj and Tuli, Retail Management, Oxford
4. Still, Cundiff, Govani, Sales Management, Pearson

Dr. Registrar
Academics
University of Rajasthan, Jaipur
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. Soble, Supply Chain Management, Pearson
3. Khalid Zaidan, Supply Chain Management, Createspace
Services Marketing

Subject Code: MGF05

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


References
1. Services Marketing, Rao, Pearson Education.
5. Services Marketing, Zeithaml and Bitner, McGraw Hill.
7. Services Marketing, Nangundkar, McGraw Hill.

Registrar
Academic
University of Rajasthan, Jaipur
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.


Brands - meaning-strategies and brand positioning.

Building brands- brand elements and brand value. Building marketing programs to build 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
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
Specialization (Functional) Elective Papers
Human Resource Area
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, II.O


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
Manpower Planning and Management

Subject Code: MGMF02

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 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, Jaco

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Performance Appraisal and Compensation Management

Subject Code: MGF03

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)
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
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


- 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


Cases

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

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29
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

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. Tanuja Agarwal, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson
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


Cases

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

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31
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
Specialization (Functional) Elective Papers

Finance Area

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Academic
University of Rajasthan, Jaipur
Investment Management and Securities Analysis

Subject Code: MGMG01

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
3. Madhumati and Rangrajan, Investment Analysis and Portfolio Management
Marketing of Financial Services

Subject Code: MGMG02

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
Behavioral Finance

Subject Code: MGMG03

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

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 Sulphey, Behavioural Finance, PHI
2. William Forbes, Behavioural Finance, Wiley
3. Suchita Singh and Shilpa, Behavioural Finance, Vikas Publishing
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, FIHS, Funding by VC

Cases

References
Indian Financial System

Subject Code: MGMG05

Contents

Concept, Evolution of Indian Financial System since ancient India, Learnings from Kautilaya's Arthashastra

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- Pathak, Pearson Education-2003
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 margin's 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

Dr. Registrar
Academic
Univ. of Rajasthan, Jaipur

40
Specialization (Functional) Elective Papers

Rural Development Area
Management of Agro and Rural Based Industries

Subject Code: MGMH01

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

Gandhi 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. Deogunker
2. Rural Planning of one country : Black, John Donald, Vestcott
4. Management Research Method for Agricultural, ; Agarwal and 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: MGMF102
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
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


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:
2. India Annual Issue, DAVP Publication.
3. Reports of Various Committees setup by Government of India.
Rural Society and Polity in India

Subject Code: MGMH04

Course Contents
Understanding Rural Areas and Rural Development: What is rural area, Definition of urban area, Statutory towns, Census town, urban agglomeration (UA), outgrowths (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
Management of NGOs

Subject Code: MGMH05

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

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46
Natural Resources Management

Subject Code: MGMH06

Contents

Land Resources


Water Resources


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

2. Economic Survey
3. Various Reports of Special Task Force