UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management Studies

Master of Business Administration

Semester Scheme
1\textsuperscript{st} / 2\textsuperscript{nd} Semester Exam 2017-2018
3\textsuperscript{rd} / 4\textsuperscript{th} Semester Exam 2018-2019
R.A. Podar Institute of Management
Faculty of Management Studies
University of Rajasthan
Jaipur

Semester Scheme
Master of Business Administration
2017-19

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
CIA: Continuous Internal Assessment

Contact Hours:
L: Lecture
T: Tutorial
P: Presentation
S: Self Study

Master of Business Administration (MGM)

Dr. Registrar
Academic
University of Rajasthan, Jaipur
# Master of Business Administration: Semester-I

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<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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<tr>
<td>1</td>
<td>MGM 101</td>
<td>Accounting for Managers</td>
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<td>MGM 102</td>
<td>Marketing Management</td>
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<td>Human Resource Management</td>
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<td>MGM 104</td>
<td>Quantitative Techniques</td>
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<td>5</td>
<td>MGM 105</td>
<td>Managerial Economics</td>
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<td>MGM 106</td>
<td>Organizational Behavior</td>
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### Open Elective Courses (Opt for any three out of following five)

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### Master of Business Administration: Semester-II

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<tr>
<td>1</td>
<td>MGM 201</td>
<td>Production and Operations Management</td>
<td>CCC</td>
<td>4</td>
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<td>2</td>
<td>MGM 202</td>
<td>Business Research and Data Analytics</td>
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<td>MGM 203</td>
<td>Financial Management</td>
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<td>4</td>
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<td>Human Resource Planning and Development</td>
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<td>5</td>
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<td>Organizational Change and Effectiveness</td>
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<td>MGM 206</td>
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**Open Elective Courses (Opt for any three out of following five)**

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<td>MGM 207</td>
<td>Entrepreneurship Management</td>
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<td>MGM 208</td>
<td>Micro Finance and MSME Management</td>
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<tr>
<td>9</td>
<td>MGM 209</td>
<td>Ethics, Corporate Governance and CSR</td>
<td>OEC</td>
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<td>10</td>
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<td>MGM 211</td>
<td>Corporate Fiscal Administration</td>
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## Master of Business Administration: Semester-III

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<th>Subject Code</th>
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<tr>
<td></td>
<td>MGM 301</td>
<td>Strategic Analysis and Choice</td>
<td>CCC</td>
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<tr>
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<td>MGM 302</td>
<td>Project Formulation and Implementation</td>
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<td>MGM 303</td>
<td>Summer Internship Project</td>
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<td>MGM 304</td>
<td>Global Business Management</td>
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### Master of Business Administration: Semester-IV

<table>
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<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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<tr>
<td></td>
<td>MGM 401</td>
<td>Strategic Execution</td>
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<td>MGM 402</td>
<td>Business Legislation and Regulation</td>
<td>CCC</td>
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<td>MGM 403</td>
<td>Indian Socio Economic Policies and Practices</td>
<td>CCC</td>
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<td>MGM 404</td>
<td>Multi-Disciplinary Research Project</td>
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**Specialization (Functional) Electives Areas III and IV Semesters:**

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

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**Dr. Rajkumar**

Academic

University of Rajasthan, Jaipur
### Marketing Specialization

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MGM E01</td>
<td>Consumer and Organizational Buying Behavior</td>
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<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>
</tr>
<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

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<tr>
<td>MGM F01</td>
<td>Employee Relationship Management</td>
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<tr>
<td>MGM F02</td>
<td>Manpower Planning and Management</td>
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<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>
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<td>MGM F05</td>
<td>Strategic HRM</td>
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<td>MGM F06</td>
<td>Counselling Skills for HR Managers</td>
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<td>MGM F07</td>
<td>International HRM</td>
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### Financial Management

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

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<tr>
<td>MGM H01</td>
<td>Management of Rural and Agro Based Industries</td>
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<td>MGM H02</td>
<td>Rural Credit and Finance</td>
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<td>MGM H03</td>
<td>Rural Project Planning and Management</td>
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<td>Rural Society and Polity in India</td>
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<td>MGM H05</td>
<td>Management of NGOs</td>
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<tr>
<td>MGM H06</td>
<td>Natural Resources Management</td>
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Program Administration

1. The medium of instruction and examinations shall be English.

2. There will be a component of Continuous Internal Assessment along with End of Semester Examination. Continuous Internal Assessment will be conducted by the Institute under supervision of the Director.

3. A subject paper will consist of 100 marks out of which, the EOSE question paper will be of 80 marks and 20 marks will be of Continuous Internal Assessment (CIA) which will comprise of Internal Written Test of 10 marks and remaining 10 marks will be based on Presentations / Assignments / Projects / Quizzes. Marks obtained in EOSE and CIA both will be added for final result.

4. No candidate shall be considered to be eligible to pursue End of Semester Examinations unless he/she passes the Continuous Internal Assessment with 36% marks in each paper. Minimum passing percentage for any candidate in each paper in EOSE will be 36%. Aggregate percentage required in every semester will be 48%.

5. There will be two components of evaluation for the paper no. MGM-108 titled “Business Communication and Personality Development. There will be one component of 40 marks to be evaluated through EOSE. There will be another component of 40 marks (Personality Development part) which will be evaluated on the basis of verifiable means by an external examiner and internal examiner, who shall be the Director or his/her nominee. Both of the components will have an Continuous Internal Assessment (CIA) of 20 marks as is the case with other papers.

6. Courses/papers are inter-changeable from one year to another. The optional papers are given separately for each semester.

7. 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.

8. In EOSE, There will be 7 questions out of which the candidate is required to answer 5 questions. Out of 7 questions, the question number 1st will be a case/ problem which will be compulsory.

9. 75% attendance is compulsory in each paper failing which student will not be qualified to take EOSE examination in that paper.

10. Promotion from a semester to another will be as per University rules.

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 as per University rules.

13. Credit registration at least once in all compulsory credit courses shall be binding and earning all CCC credits for accumulation of minimum 120 credits. However, a student may earn more than 120 credits as well but additional credits will not be counted for Percentage or CGPA calculations.

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 may opt for not more than 03 OEC papers out of total 05 papers offered during each Semester I and Semester II whereas a student will have to opt for total 10 functional specialization papers during Semester III and IV 05 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. There should be adequate number of students willing to opt for an elective paper and functional area specialization (if the number is less than 10 then the elective will not be offered).

Dr. Registrar
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Master of Business Administration
Semester I
Accounting for Managers

Subject Code: MGM101
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Paper Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Managerial Accounting for analyzing Financial Statements. This paper will help students to know corporate sector with the help of analysis of financial statements.

Content
Transformation of Corporate Finance from Financial Accounting to Managerial Accounting, Key issues before managerial accounting, Implications of Regulatory framework for managerial accounting, Basic accounting concepts

A Review of Financial Statements from Journal Entry to Balance Sheet, IFRS, Regulatory Requirements for Annual Accounts

Analysis of Published Financial Statement - Sources of Information, Ratio analysis, Cash Flow Statement as per AS 3, Inferences from Published Financial Statements


Case Studies

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.
Marketing Management

Subject Code: MGM102
EOSE Marks: 80
CIA Marks: 20

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.

Content
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

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

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 Evaluation and Control, Sustainability and Ethics in Marketing

Case Studies

Reference

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Human Resource Management

Subject Code: MGM103
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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.

Contents
Concept of Human Resources Management, Functions of HRM, Role of HR Managers, Human Resource Environment in India, HR as strategy, Diagnostic Approach to HRM, HR competencies and efficiency, Globalization and its impact on HR

Job Analysis – Concept of Job Analysis, Methods of Job Analysis, Job Description and Job Specification, Job Analysis Information

Recruitment and Selection – Concept of Recruitment, Factor affecting recruitment, Sources of Recruitment, Recruitment Policy, Selection Process, Placement and Induction

Performance Appraisal – Meaning, Objective, Process, Types and Methods, Limitations, Essentials of good appraisal system, 360 degree appraisal system, Internal Mobility (Promotion, Transfer and Demotion),

Employee Misconduct and Disciplinary Procedure - Maintenance of Discipline, Basic guidelines for Disciplinary Policy, Disciplinary Actions, Concept of Grievance, Causes of Grievance, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure

Compensation and Reward Management – Concept of Job evaluation, Objectives, Techniques, Advantages and Limitations, Wage and Salary Administration, Managing wages, Concept of Rewards and Incentives, Financial and Non-Financial Components

Case Studies

Reference

Dr. Registrar
Academic
University of Rajasthan, Jaipur

12
Quantitative Techniques

Subject Code: MGM104
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents
Game Theory and Applications – Concepts, Zero Sum Game, Pure and Mixed Strategy
Transportation and Assignment Theory and Applications – Concepts, Methods
Decision Theory and Applications - Decision under Uncertainty, Decision under Risk, Methods
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 Kirlpetuck - Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian
Managerial Economics

Subject Code: MGM105
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents
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)


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


Cases Studies

Reference
2. VL Mote, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
Organizational Behavior

Subject Code: MGM106
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Objective: This paper will facilitate students to define, relate and recognize concepts/theories/constructs related to understanding of human behaviour in organizations and to interpret, estimate and relate issues of performance/behaviour/conflict/cooperation based on cases/exercises. It will also help them to analyse, inspect, debate and diagnose issues related to intra and interpersonal behaviour.

Contents
Introduction to Organization Behavior - Individual processes and Behavior, Personality and Personal Effectiveness, Perception and Attribution, Attitudes and their measurement, Learning and performance, Work place diversity

Role concept, Role space, Role set, Role efficacy and interventions, Emotional Intelligence

Work Groups and Teams, Group dynamics, Developing Collaboration

Power and Politics in organizations, Basis of power, Conflict and negotiation, Stress Management

Leadership, Leadership at different levels in the organization, Theories of Leadership

Work motivation, Empowerment, Managing millennial in the workplace.

References
4. Singh Pritam and Asha Bhandarkar, Millennials and the Work Place Challenges for Architecting the Organizations of Tomorrow, AIMA- Sage.
5. Mc Shane, Stevan and Mary and Glinow, Organizational Behaviour Emerging Knowledge Global Reality, McGraw Hill
IT for Managers

Subject Code: MGM107
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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.

Contents

Data Base Management System - Traditional File Environment, Database Management Systems, Data Models, MS-Excel in detail, SQL in brief

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


Cases

Reference
1. Lucas, Information Technology for Management, TMH
2. Behl, Information Technology for Management, TMH
Business Communication and Personality Development

Subject Code: MGM108

EOSE Marks: Written Test (40 marks) + External Viva for Personality Development Unit (40 marks)
CIA Marks: 20 marks

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.

Contents
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 (This unit will be evaluated by External Examiner) - 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
Rural Management

Subject Code: MGM109
EOSE Marks: 80
CIA Marks: 20

Total Credits: 04

Objectives: To equip the students with the basic understanding of various concepts relating to rural management. This subject will develop an understanding among students regarding rural sector and various rural development institutions in India.

Contents
Meaning of development, Nature and features of rural economy of India, Dimensions of rural economy, Dynamics and Magnitude of rural population, Rural Poverty and Development Dimension, Problems of Rural Unemployment-specially Disguised Unemployment and its causes and remedies, Livelihood approach

Indian Agriculture - Production system role, Problems, Gender equity, Resource structure, Growth opportunities, Agricultural Finance and Rural Indebtedness, Development strategy - Centralization and 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 and Solutions

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.
Business Statistics

Subject Code: MGM110
EOSE Marks: 80
CIA Marks: 20

Total Credits: 02

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concepts and application of statistics in Business and various dimensions related to Business decision making using statistics as a tool. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents
Meaning and Scope of Statistics, Functions and Importance of Statistics for Managers.

Collection of Data - Primary and Secondary data, Classification, Tabulation and Diagrammatic Presentation

Measures of Central Tendency - Mean, Mode, Median, Dispersion and Skewness.

Correlation and Regression Analysis

Analysis of Time Series
Interpolation and Extrapolation,
Index Number

References
1. Freedman, Statistics, Viva Books

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Principles of Management

Subject Code: MGM111  
EOSE Marks: 80  
CIA Marks: 20  
Total Credits: 02

Objectives: This paper will facilitate students to appreciate the role of structure as an important mediating variable in the performance of organizations and the interplay of technology with structure and to define and relate to different types of organizations and their roles/objectives of organizations in their contextual setting.

Contents
Management – Meaning, Scope, Importance of Management, Functions of management - Planning, Organising, Directing and Control functions in Modern Organizations, Functional Areas of Management, Levels of Management, Role of Managers, Managerial Skills, Decision Making as a Manager, Coordination - Meaning, Principles

Theories of organization - Classical, Neo classical and Modern Theories, Miles and Snow Typologies, Centralization and decentralization,


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

Cases

References
3. Stoner, Freeman, Gilbert, Jr., Management, PHI

Dr. Registrar
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University of Rajasthan, Jaipur

20
Master of Business Administration
Semester II
Productions and Operations Management

Subject Code: MGM201
EOSE Marks: 80
CIA Marks: 20
Credits: 04

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.

Contents

Importance of Production and Operations Management, Link with other functional areas such as Finance, Marketing and Human Resources, Operations Strategy, Product Development, Productivity, Location Decision, Facility Layout, Work System Design

Location Decisions - Planning and Analysis, Plant Layout Decisions - Types, Process Flow, Concepts of Line Balancing, Work Measurement


Production Planning and Control- Forecasting, Aggregate Planning, Inventory Management, Materials Requirement Planning, Capacity Requirement Planning, Enterprise Resource Planning, Production Scheduling, Waiting Lines

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


Contemporary Issues/Topics- Supply Chain Management, Lean Manufacturing, JIT, Toyota Production Systems, Agile Manufacturing, Industry 4.0

Cases

Reference
1. Bufla 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
5. Rendex et al., Production and Operation Management, Pearson
Business Research and Data Analytics

Subject Code: MGM202
EOSE Marks: 80
CIA Marks: 20

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.

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

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

Data Processing and Analytics - Tabulation and Classification of Data, Level of Significance, Uni-variate Analysis (Mean, Mode, Median, Dispersion), Bi-variate Analysis (Correlation, Regression, Cluster Analysis, Analysis of Variance), Parametric and Non Parametric Tests (t-Test, z-Test, 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

Cases

References
1. CR Kothari, Research Methodology, New Age International Publisher
2. Cooper, Schindler and Sharmann, Business Research Methods, McGraw Hill
4. Maxwell Joseph, Qualitative Research Design, Sage Publication
5. Dwivedi, Research methods in Behavioural Science, McMillan
Financial Management

Subject Code: MGM 203
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Objective: The course has been designed to impart knowledge of financial management as a foundation paper. Students will be exposed to various facets of financial management and related decisions including investment, financing and dividend decisions as well as sources of finances. Students will also learn about emerging issues in corporate finance.

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


Cases

References
1. IM Pandey, Financial Management, Vikas Publication

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University of Rajasthan, Jaipur

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Human Resource Planning and Development

Code: MGM204
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents

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


Job Design – Concept, Traditional and Modern Approaches, Job Characteristics, Model to Work Motivation, Developing Careers


Employee Empowerment – Concepts and Approaches, Human Resources Audit, Human Resource Accounting, HRIS, Employee Engagement, Quality of Work Life, Talent Management, Emerging Issues in HRPD

Cases

References
1. Edwin B Flippo, Principles of Management
3. Randeil, S Schuler, Effective Personnel Management, West Publishing Company
Organisational Change and Effectiveness

Code: MGM204
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Objective: This paper will facilitate students to appreciate the role of change as an important variable in the growth and sustainability of organizations and the value of effectiveness of managerial activities of organizations in their contextual setting.

Contents
Change Management - Change Process, Models of Change, Diagnosing Organizational Capabilities for Change, Structure, Systems and People, Change at Organizational Level, Individual Level, Transactional and Transformational Change

Resistance to Change - Reasons of Resistance, Challenges to Change, Dealing with Resistance to Change, Organizational Culture and Change

Managing Technological Change, Developing Man – Machine Synergy, Innovation Models, Diffusion of Innovation, Product and Process Innovation

Organizational Learning - Theories, Embedding Learning Creativity – Concepts, Necessity and Management,

Organizational Effectiveness – Models, Creating and Sustaining Effectiveness

Cases

Reference
2. French and Bell, Organizational Development, Prentice Hall.
3. Fred Luthans, Organizational Behavior, McGraw Hill
E-Business

Subject Code: MGM206  
EOSE Marks: 80  
CIA Marks: 20  
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 | On line shopping | Integrated value chain | On line 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
1. Brahm Canzer, E-Business, Cengage Learning
2. Chaffey, E-Business and E-commerce Management, Pearson
3. Laudon, E Commerce, Pearson
Entrepreneurship Management

Subject Code: MGM207
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents
Introduction to 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, Star Model of Entrepreneurship

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 of B-Plan


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

Cases

References
Micro Finance and MSME Management

Subject Code: MGM208
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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.

Contents

Strategies and Application - Products and Services in Micro Financing, 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, Risk Management in Micro Financing Businesses

Self Help Groups in Micro Financing - Role, Significance, Formulation, Functioning

MSME Management - Definition of Micro, Small, Medium and Micro Enterprises, Salient features of MSME Act 2006, Significance, Challenges, Growth and Performance of MSMEs in India, Sickness in MSMEs (Criteria, Causes, Symptoms, Remedies), Government Policies, Incentives and Institutional Support for MSMEs, Khadi and Village Industries, Industrial Policy of Government of Rajasthan


Cases

References
1. V. Neelamegam, Micro Finance, Vrinda Publication
2. Uma Narang, Micro Finance in India, LAP Lambert
3. Jayanal Ud-Din Ahmed, Micro Small and Medium Enterprises in India, New Century Publication

Dr. Reena Singh
Academic
University of Rajasthan, Jaipur
Ethics, Corporate Governance and CSR

Subject Code: MGM209
EOSE Marks: 80
CIA Marks: 20

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.

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

Corporate Governance - Meaning, Accountability Issues, 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

Cases

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

Subject Code: MGM210
EOSE Marks: 80
CIA Marks: 20

Credits: 02

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.

Contents
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)

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 for CBOs - 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

Project Formulation and Documentation for CBOs and NGOs

References
1. Anita Abraham, Formation and Management of NGOs, Universal Law Publishing
3. Sushil Mahajan, NGO Management, Pearl Books
Corporate Fiscal Administration

Subject Code: MGM211
EOSE Marks: 80
CIA Marks: 20

Credits: 02

Objective: This paper will help students to Indian Fiscal Administration as an essential input for understanding the functions of corporate and Industrial sector along with overall fiscal administration.

Contents
Corporate Fiscal Administration – Concept, Indian Fiscal Policy since Economic Liberalisation

Principles of Taxation, Taxation and Economic Growth

Reforms in Fiscal Administration and Review of select committee report, Financial sector reforms and Fiscal Challenges

Concept and application of GST in India, Challenges and Opportunities

Indian Federal Finance and key recommendations and ninth and tenth finance commission, Sharing Direct Tax

Public Debt Management, Fiscal Resource augmentation - Challenges

References
1. SK Singh, Public Finance, Sultan Chand
2. JMM Kennedy, Public Finance, PHI
3. A Ghosh, Public Finance, PHI
Master of Business Administration
Semester III

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Strategic Analysis and Choice

Subject Code: MGM301
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Objectives: The Learning objectives of the course are to develop an integrated perspective about an organizations functioning and to explain the competitive and the internal environment of business. This paper will also develop skills to analyse the competitive and internal environment and to explain the concept of corporate strategy. It will also facilitate students to analyse the different strategies within a given context.

Contents

The external and the internal context of Strategic decision making - PEST Analysis; Competitive advantage; Resources, Capabilities and competences, Resource based view of the firm, implications of the resource based view, VRIO framework, Applying the VRIO framework, Creating and capturing Value in the Value Chain

The Strategy Hierarchy - Corporate level Strategies-Vertical integration and sustained competitive advantage. Corporate diversification- routes to diversification. Diversification in Indian context

Business Strategies: Generic Cost, Differentiation and Focus strategies Cost Leadership Differentiation and sustained competitive advantage, Competitors and complementors in business strategy.

Globalization as a strategy; Strategic gains from Globalization; The challenges of globalization strategy-challenge of local responsiveness, of global efficiency and of learning.

Cases

References
1. Saloner, Garth Andrea Shepard and Joel Podolny, Strategic Management(2001), John Wiley; New York
Project Formulation and Implementation

Subject Code: MGM302
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents


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

Cases

References:
Summer Internship Project

Subject Code: MGM303
EOSE Marks: 80
CIA Marks: 20

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.

Dr. Registrar
Academic
University of Rajasthan, Jaipur

36
Performance Appraisal Summer Training

Student’s Name: ________________________________

You are requested to provide your opinion on the following parameters:

<table>
<thead>
<tr>
<th>Outstanding</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
</tbody>
</table>

1. Technical knowledge gathered about the industry and the job he/she was involved.
2. Communication Skills: Oral / Written / Listening skills
3. Ability to work in a team
4. Ability to take initiative
5. Ability to relate theoretical learning to the practical training
6. Creativity and ability to innovate with respect to work methods & procedures
7. Ability to grasp new ideas and knowledge
8. Presentations skills
9. Documentation skills
10. Sense of Responsibility
11. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
12. His/her ability and willingness to put in hard work
13. In what ways do you consider the student to be valuable to the organization?
   Consider the student’s value in term of:
   a. Qualification
   b. Skills and Abilities
   c. Activities/ Roles performed
14. Punctuality

Any other comment

__________________________________________________________

Assessor’s Overall Rating: ________________________________

Assessor’s Name: ________________________________

Designation: ________________________________

Organization Name and Address:

__________________________________________________________

Email id: ________________________________
Contact No: ________________________________
Global Business Management

Subject Code: MGM304
EOSE Marks: 80
CIA Marks: 20

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
Strategic Execution

Subject Code: MGM401
EOSE Marks: 80
CIA Marks: 20

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
5. Henry Anthony, Understanding Strategic Management, Oxford University Press
Business Legislation and Regulation

Subject Code: MGM402
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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.

Contents

Sales of Goods Act and Negotiable Instrument Act


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

Cases

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

Dr. Registrar
Academic
University of Rajasthan, Jaipur
Indian Socio Economic Policies and Practices

Subject Code: MGM403
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents


Indian Socio Economic Policies - Salient feature of Fiscal Policy, Salient features of 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)

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

Cases

References

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
Multi-Disciplinary Research Project

Subject Code: MGM404
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

The project shall be submitted by the student under the guidance of a research supervisor to be allotted by the Institute and will be evaluated by an external examiner appointed by the University.
Specialization (Functional) Elective Papers
Marketing Area
Consumer and Organizational Buying Behavior

Subject Code: MGME01
EOSE Marks: 80
CIA Marks: 20

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

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

Subject Code: MGME02
EOSE Marks: 80
CIA Marks: 20

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. Aaker David, Advertising Management, PHI
2. Sirgy and Don, Integrated Marketing Communications, Cengage
Retail and Sales Management

Subject Code: MGME03
EOSE Marks: 80
CIA Marks: 20

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, Cundif, Govani, Sales Management, Pearson
Supply Chain Management

Subject Code: MGME04
EOSE Marks: 80
CIA Marks: 20

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 Krala, Supply Chain Management, Pearson
2. Sople, Supply Chain Management, Pearson
3. Khalid Zaidan, Supply Chain Management, Createspace
Services Marketing

Subject Code: MGMT05
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Content
Marketing of Services Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services


References
1. Services Marketing, Rao, Pearson Education.
5. Services Marketing, Zeithaml and Bitner, McGraw Hill.
7. Services Marketing, Nargundkar, McGraw Hill.
Strategic Product & Brand Management

Subject Code: MGME06
EOSE Marks: 80
CIA Marks: 20
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
EOSE Marks: 80
CIA Marks: 20

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
EOSE Marks: 80
CIA Marks: 20

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

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

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

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


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: MGF02
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents
Manpower Planning - Introduction, Rationale, Process, Factors affecting MRP
Manpower Planning - National, Corporate, Unit
Manpower Planning and Strategic Planning

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

Manpower Supply, Simple and Change Models Markov Analysis.

Management Succession - Succession Planning and Replacement. Career Planning, Performance Planning, Potentials Appraisal

Cases

References
1. Werner and Randy, Human Resource Development. Cengage
2. Ashok Kumar, Human Resource Development. New India Publishing
Performance Appraisal and Compensation Management

Subject Code: MGMF03
EOSE Marks: 80
CIA Marks: 20

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
EOSE Marks: 80
CIA Marks: 20

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. Sheldr, Knowledge Management, Wiley
3. The Learning Organisation, The Economist Intelligence Uni, Orient Longman
Strategic HRM

Subject Code: MGMF05
EOSE Marks: 80
CIA Marks: 20

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

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Counseling Skills for HR Managers

Subject Code: MGMF06
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

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

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

Cases

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

Subject Code: MGMF07
EOSE Marks: 80
CIA Marks: 20

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
Investment Management and Securities Analysis

Subject Code: MGMG01
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

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

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

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

Technical Analysis, Fundamental Analysis - Theory, Review and Assessment

Recent Developments in Indian Stock Market, Investors Protection

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

Cases

References
1. P. Pandian, Security Analysis and Portfolio Management
3. Madhumati and Rangajan, Investment Analysis and Portfolio Management
Marketing of Financial Services

Subject Code: MGMG02
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

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

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

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

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

Evaluation of M&A and other Strategic Options

Cases

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

Subject Code: MGMG03
EOSE Marks: 80
CIA Marks: 20

Credits: 04

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

Contents

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
EOSE Marks: 80
CIA Marks: 20

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, FIIS, Funding by VC

Cases

References
Indian Financial System

Subject Code: MGMG05
EOSE Marks: 80
CIA Marks: 20

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

Intermediation, organization and operation of Indian Financial System

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

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

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

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

Assessment Government Initiatives- MUDRA, MSME

Cases

References
1. Indian Financial System- Pathak, Pearson Education-2003

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Commodity and Derivative Securities

Subject Code: MGMG06
EOSE Marks: 80
CIA Marks: 20

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

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

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

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

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

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

Cases

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

Subject Code: MGMG07
EOSE Marks: 80
CIA Marks: 20

Credits: 04

Contents

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

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

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

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

Institution- Banking, NBFC, Insurance, Mutual Funds

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

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

Client Acquisition and Retention Strategy

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Specialization (Functional) Elective Papers

Rural Development Area
Management of Agro and Rural Based Industries

Subject Code: MGMH01
EOSE Marks: 80
CIA Marks: 20

Total Credits: 04

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

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

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

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

Cases

References
1. Problems of Development of Tribal Areas: S.G.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 and Headly
5. Agricultural Decision Analysis; Jack R. Anderson, John L. Dillon and Brian Hardaker
6. Agricultural Bargaining Power; George W. Ladd
Rural Credit and Finance

Subject Code: MGMH02
EOSE Marks: 80
CIA Marks: 20

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
EOSE Marks: 80
CIA Marks: 20

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
EOSE Marks: 80
CIA Marks: 20

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


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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Management of NGOs

Subject Code: MGMH05  
EOSE Marks: 80  
CIA Marks: 20  
Total Credits: 04

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

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

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

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

References
Natural Resources Management

Subject Code: MGMH06
EOSE Marks: 80
CIA Marks: 20

Contents

Land Resources


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

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