UNIVERSITY OF RAJASTHAN
JAIPUR
SYLLABUS
Faculty of Management
Master of Business Administration
(Semester Scheme)
2019-21
R.A. Podar Institute of Management
Faculty of Management Studies
University of Rajasthan
Jaipur

Semester Scheme
Master of Business Administration
2019-21

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)
## Semester-1

<table>
<thead>
<tr>
<th>No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Capacity</th>
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Open Elective Courses

Dr. Registrar (Acad. - University of Rajshahi)

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<tr>
<th>No.</th>
<th>Subject Code</th>
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<td>Strategic Analysis and Choice</td>
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**Electives in Semester-III:**

A. Marketing Electives  
B. Finance Electives  
C. Human Resource Electives  
D. Entrepreneurship Electives

**Note:**  
Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area failing which student will not be allowed to opt for that functional area specialization.

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<tr>
<th>No</th>
<th>Subject Code</th>
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<tr>
<td>3</td>
<td>MGM 403</td>
<td>CSR, Ethics and Corporate Governance</td>
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<td>4</td>
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<td>Multi-Disciplinary Research Project</td>
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Electives in Semester-IV:
- A. Marketing Electives
- B. Finance Electives
- C. Human Resource Electives
- D. Entrepreneurship Electives

Note:
Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area failing which student will not be allowed to opt for that functional area specialization.

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Dy. Registrar
University of XYZ
JAI
### Specialization Electives

**Marketing Specialization**

<table>
<thead>
<tr>
<th>MGM A01</th>
<th>Consumer and Organizational Buying Behavior</th>
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<tbody>
<tr>
<td>MGM A02</td>
<td>Integrated Marketing Communications</td>
</tr>
<tr>
<td>MGM A03</td>
<td>Sales and Channel Management</td>
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<td>MGM A04</td>
<td>Supply Chain Management</td>
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<td>MGM A05</td>
<td>Services Marketing</td>
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<td>MGM A06</td>
<td>Strategic Product and Brand Management</td>
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<td>MGM A07</td>
<td>Rural and Agricultural Marketing</td>
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<td>MGM A08</td>
<td>Digital Marketing</td>
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**Financial Management**

<table>
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<tr>
<th>MGM B01</th>
<th>Strategic Financial Decision</th>
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<tbody>
<tr>
<td>MGM B02</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>MGM B03</td>
<td>Management of Financial Services</td>
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<tr>
<td>MGM B04</td>
<td>Financial and Commodity Derivatives</td>
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<td>MGM B05</td>
<td>Management of Financial Institutions</td>
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<td>MGM B06</td>
<td>Corporate Taxation</td>
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<td>MGM B07</td>
<td>International Financial Management</td>
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**Human Resource Management**

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<tr>
<th>MGM C01</th>
<th>Employee Relationship Management</th>
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<tr>
<td>MGM C02</td>
<td>Manpower Planning and Management</td>
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<td>MGM C03</td>
<td>Performance Appraisal and Compensation Management</td>
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<td>Knowledge Management and Learning Organization</td>
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<td>MGM C05</td>
<td>Strategic HRM</td>
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<td>Counselling Skills for HR Managers</td>
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<td>International HRM</td>
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**Entrepreneurship**

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<th>MGM D01</th>
<th>Market Analysis and Value Creation</th>
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<td>MGM D02</td>
<td>Family Business Management</td>
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<td>MGM D03</td>
<td>Entrepreneurial Finance</td>
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<td>MGM D04</td>
<td>Innovation Management and Design Thinking</td>
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<td>MGM D05</td>
<td>Building Entrepreneurial Culture and Team</td>
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<td>MGM D06</td>
<td>Business Operations Management</td>
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<tr>
<td>MGM D07</td>
<td>Emerging Business Sectors and Technologies</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. There shall be 20% weightage of Continuous Internal Assessment (CIA) and 80% weightage of EOSE i.e. in the final CGPA calculation for each paper. Thus, the marks of Continuous Internal Assessment will be added to the final percentage calculation of the candidate having 20% weightage in each paper. Continuous Internal Assessment will consist of Written Test, Presentations / Assignments / Projects / Quizzes in each paper. EOSE will consist of written test of 100 marks in each paper having 80% weightage in the final percentage and CGPA calculation.

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. The OEC paper of Business Communication and Personality Development in Semester I will be evaluated through verifiable means by an external examiner to be appointed by University as part of EOSE. There will be written examination of 50 marks and external examiner evaluation of 50 marks.

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 7th will be a case problem which will be compulsory.

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

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

11. Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area.

12. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.

13. 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.

14. 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.

15. 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.

16. A student may opt for not more than three OEC papers out of total offered papers during Semester I and II. A student will have to opt for total 10 functional specialization papers during Semester III and IV. 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.

17. Respective subject teachers may announce resources and references in the classes.

18. 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).

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Jaipur
Semester I
Accounting for Managers

Subject Code: MGM101

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

Accounting - Functions and scope of Accounting, Accounting concepts and conventions. Accounting Process - Recording and analysing business transactions

Capital and Revenue expenditure/receipts; Preparation of Final Accounts with adjustments. Inventory Valuation, Depreciation. Overview of International Financial Reporting Standards (IFRS) and Ind-AS

Regulatory framework governing accounting and reporting practices


Cost and Management Accounting - Cost Concepts and Classification, Cost Structure analysis through Cost Sheet; Techniques of Costing; Cost Volume Profit Analysis; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting

Suggested Readings

1. Narayanaswamy, R.; Financial Accounting - A Managerial Perspective, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; Financial Accounting, Pearson
6. Anthony, Robert; Management Accounting
7. Hunt, Williams and Donaldson; Basic Business Finance
8. Wheldon; Cost Accounting and Cost Methods
Marketing Management - 1

Subject Code: MGM102

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 contemporary knowledge, skill and competencies to manage efficiently and effectively.

Cont. Cont.

Market and Marketing, Marketing Management, Core Marketing Concepts - Need, Want, Demand, Value, Satisfier, Consumer, Customer, Goods and Services, Competition, Company Orientation towards Market Place, Functions and Importance of Marketing Management

Modern Marketing Mix for Goods and Services, Developing an Effective Marketing Mix

Environmental Scanning (External and Internal), Analyzing Consumer Behavior, Buying Decision Process, Analyzing Organizational Buying Behavior, Analyzing Competition

Marketing Information System including basics of Marketing Research
Levels of Marketing Planning, Generic Strategies and Value Chain
Segmentation, Targeting and Positioning, Ethical Issues in Marketing

Case Studies

Reference
Human Resource Management

Subject Code: MGM103

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.

Course contents


Human Resource Procurement- Recruitment, Selection and Induction.


Case and Problems.

Note: The text books and reference books will be announced in the class at the beginning of the course by the teacher.

Reference
Quantitative Techniques

Subject Code: MGM104

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
Matrix and Its applications


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

Case Studies and application of all these techniques for managers

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

Subject Code: MGM105  
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
Organization Behavior

Subject Code: MGM106

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:

1. Evolution - Classical to post modern theories (Brief description).
2. Organization Behavior – Personality, Perception, Attitudes and their measurement, Learning and Emotional Intelligence
   - Concept of Role; Role Space; Role Set; Role Efficacy; Role Conflict, Work Life Balance, Stress Management.
3. Work Groups and Teams, Group Dynamics, Conflict and Cooperation in Organizations.

References
4. Singh Pritam and Asha Bhandarkar, Millennials and the Work Place Challenges for Architecting the Organizations of Tomorrow, AIMA: Sage.
Business Communication and Personality Development

Subject Code: MGM107

Credits: 04

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


Vocabulary Enrichment- Common mistakes in English, Commonly mispronounced words in English, Idioms and phrases, Common Homophones, Steps to Enrich Vocabulary, Suggested Readings, Punctuations, Creative writing.

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 Job Interviews, Public Speaking, Formal Dressing Sense, Dining etiquettes.

Activities that can be conducted: GDs, Mock Interviews, Book reading and presenting reviews, Vocabulary building games, Netiquettes

Reference
2. Kaut. Business Communication, PHI

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Jaipur
Business Statistics

Subject Code: MGM108

Total Credits: 04

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

Introduction to Statistics – History of Statistics, Meaning, Scope, Characteristics, Limitations, Importance for managers

Data – Meaning, Usage of data, classification of data

Univariate Analysis – Data series, Central Tendency – Mean, Median, Mode, Quartiles, Dispersion – Standard Deviation, Mean Deviation, Quartile Deviation, Range

Multivariate Analysis – Correlation, Regression, Time series, Index Numbers

Cases and application for managers

References

1. Freedman, Statistics, Viva Books

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University of Rajasthan

Jaipur
Semester II
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


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


Cases

Reference
4. Anil Kumar and N Suresh. Production and Operation Management. New Age
Business Research and Data Analytics

Course Code: MGM202

Credits: 04

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, Univariate 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 Sharma, Business Research Methods, McGraw Hill
4. Maxwell, Joseph, Qualitative Research Design, Sage Publication
5. Dr. Sivadas, Research methods in Behavioural Science, McMillion

[Signatures]

De. Registrar (Acad.)
University of Rajasthan
Jaipur
Financial Management

Subject Code: MGM 203

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

Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management: Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

Suggested Readings

1. Brealey, Richard A. and Myers Steward C.; Principles of Corporate Finance; Tata McGraw Hill
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
8. Damodaran Aswath; Corporate Finance; Wiley

Dy. Registrar (Acad.)
University of Rajasthan
Jaipur
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.

Course contents

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


References:

Organisation Change and Effectiveness

Objective: This paper will enable students to appreciate the central role of change in ensuring organization's growth and sustainability. Being proactively change oriented is a leadership challenge and integral to organization's culture. The paper educates about change concept, management challenges and creation of organization effectiveness.

Contents
A brief history of organization change, scientific management, Hawthorne studies, survey feedback.
Sensitivity training, Socio-technical systems, management grid and organization development, Open system strategy.
Organization Change- Context (What); Process. Process Theories- Technological: Lifecycle; Dialectic and Evolutionary.
Models- Lewin; Kotler; Nadler-Tushman and Tichy's TPC (Technical Political and Cultural framework). Revolutionary Versus Evolutionary Change.
Technological Change: Culture and organization change. Burke Letwin Model of organization performance and change.
Organization Effectiveness- Models and Sustaining effectiveness.
Cases

Reference
2. French and Bell. Organizational Development. Prentice Hall.

Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR
Marketing Management - II

Subject Code: MGM206

Credits: 04

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 contemporary knowledge, skill and competencies to manage efficiently and effectively.

Content

Developing products - Classification, Product Levels, Product Classification, Product Life Cycle, Product Line and Mix, Packaging and Labeling, Product Quality, Concept and Role of Branding

Pricing Decisions - Pricing Process, Methods, E - Pricing

Delivering Product - Marketing Channels, Retailing and Wholesaling, Logistics, E - Distribution

Marketing Communications – Process and Tools

Marketing Evaluation and Control, Marketing Management in the world of Hi-tech and Innovation

Case Studies

Reference


Dy. Registrar (Acad.)
University of Rajasthan
AIPUR
Entrepreneurship

Subject Code: MGM207

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, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Creativity (concept and process), Innovation, Role of Entrepreneurship in Society and Economy, Star Model of Entrepreneurship, Institutional Void

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

IT for Managers

Subject Code: MGM208

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

Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR
Semester III
Objectives: The course aims to develop an integrated perspective about an organization. It builds upon the integrative nature of organization and strategic decision making explain the competitive and the internal environment of business. This paper will develop skills to analyse the competitive and internal environment and to analyse the different strategies within a given context.

Contents

Strategic Decisions- Nature, impact and Risk, The external context of strategic decision making- environmental factors and uncertainties. PEST Analysis

The internal context of Strategic Decision Making- Resources bases view VRIO framework, Concept of Competitive Advantage, Measurement of competitive advantage.

The Strategy Hierarchy - Corporate level Strategies-functional level strategies, corporate strategies-growth (expansion/diversification) strategy and retrenchment, BCG Matrix, Experience Curve, Mergers and Acquisitions

Business Strategies: Generic Cost, Differentiation and Focus Strategies, Competitors and complementsors in business strategy

Strategy in Global Context- Internationalization process, subsidiary level strategy, Headquarter level strategy.

Cases

References

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

Subject Code: MGM302, 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.

Course Contents


Cases

References:

1. Mattoo P.K.; Project Formulation in Developing Countries.
2. Little I.M.D. and J.A. Mirrless; Project Appraisal and Planning for Developing Countries.
7. Little I.M.D. and J.A. Mirrless; Manual of Industrial Project Analysis in Developing Countries (OECD).
8. Chitule V.P.; Project Viability in Inflationary Conditions.
Summer Internship Project

Subject Code: MGM303

Credits: 04

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

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization. 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.
Performance Appraisal Summer Training

Student's Name: ________________________________

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

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

________________________________________________________________________

Assessor's Overall Rating: ________________________________

Assessor's Name: ________________________________

Designation: ________________________________

Organization Name and Address:

________________________________________________________________________

Email id: ________________________________

Contact No: ________________________________

[Signature]

Dy. Registrar (Acad.)
University of Rajasthan
Global Business Management

Subject Code: MGM304

Credits: 04

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

Contents

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

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


Contemporary Trends in GBM – India an emerging market, Global Trade in Pre-liberalization and liberalization Era, Export Performance and Direction of India, Brief of Indian Trade Policy, BOP of Export Import Documentation

Cases

References

Semester IV
Syllabus: Master of Business Administration (2019-21)

Strategic Execution

Subject Code: MGM401  
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


Organizational Culture and Implementation, Technology Specific and Strategic Implementation. Implementing cross border strategies- issues and challenges.

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


Table

Dw. Registrar

University of R.
JAIPEE

Y=35
Business Legislation and Regulation

Subject Code: MGM402

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, Estem
2. SK Tuteja, Business Law for Managers, Sultan Chand
3. RL Nwolokha, Mercantile Law, RBD
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
Multi-Disciplinary Research Project

Subject Code: MGM404

Objective: The Multi-Disciplinary Research Project has been designed keeping in mind the specific need of managers to work on the interaction of various subjects. It will facilitate students to understand the interconnections between various subjects and with practice in a real-time world. It also aims to equip students with knowledge, skill, and competencies to manage efficiently and effectively.

A research project shall be submitted by the student under the guidance of a research supervisor as approved by the Institute. Report must be an original work.

Evaluation
The project report will be evaluated by an external examiner appointed by the University.
Marketing Electives (III / IV Semester)
Subject Code: MGM A01

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

Content
Consumer Behavior Concept, Diversity of Consumer Behavior, Digital Consumers, Individual Determinants of Consumer Behavior – Needs and Motivation, Perception, Memory, Learning, Attitude and Personality

Organizational Buying Behavior – Concept, Comparison with Consumer Buying, Factors affecting Organizational Buying Behavior, Buying Situations, System Buying and Selling Participants – Buying Center, Buying Center Influences, Targeting within the Business Center, Stages of Organizational Buying Decision Process, Managing Business to Business Customer Relationship – Business Relationships, Analyzing Buyers’ Strengths and Negotiation Capabilities, Buying Roles, Institutional and Government Markets

Reference
1. Schiffman and Kaunk, Consumer Behaviour, Prentice Hall of India
Integrated Marketing Communication

Subject Code: MGM A02

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
IMC Concept, Communication Models, Process, Importance, Partners in IMC

Advertising Management- Classification, Creative Strategies of Advertising- Creative School, Appeals and Execution Styles, Media – Types, Media Planning Process, Advertising Research - Copy Research, Media Research, Motivational Research

Interactive and Digital Communication – Online Communication Strategies including Social Media, Digital Analytics, Mobile Marketing Essentials

Publicity and PR - Community Relations, Industrial Relations, Government Relations, Press Conferences

Events, Trade Fairs and Exhibitions
Sales Promotion – Types, Relationship with Advertising
Direct Marketing and Personal Selling as an element of IMC
CRM – Importance, Barriers, Process, Customer Loyalty, Database Marketing

Developing IMC Campaign - Integration Strategies, Customer Lifetime Value and Strategic Cycle, Evaluating Marketing Communication Programs, Ethical aspects in IMC campaigns

References
1. Belch and Belch. Integrated Marketing Communications, McGraw Hill
2. Batra, Myers and Aaker, Advertising Management, PHI
3. Sirgy and Don. Integrated Marketing Communications, Cengage

Dy. Registrar (Acad.)
Sales and Channel Management

Subject Code: MGM A03

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
Sales Management – Introduction, Objectives, Nature, Responsibilities, Approaches to Personal Selling, Selling and Negotiation Skills, Process of Personal Selling, Automation in Personal Selling
Managing Sales Force - Sales Planning, Organization Design, Recruitment, Selection, Training, Motivation, Compensation, Territory Management, Sales Forecasting and Quota, Sales Budgeting and Control

Marketing Channels – Definition, Importance, Functions of Marketing Channels, Types, Wholesaling (Concept, Importance, Functions, Trends, Types)

Retail Management – Offline and Online 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)

Integratec Marketing Channels - Channels for Consumer Goods, Industrial Goods and Services (Horizontal, Vertical, Multi-channel), Channel Management (Channel Selection, Channel Conflicts and Resolution, Channel Performance Evaluation), Technology in Distribution (Bar Coding, RFID, Electronic Payment Systems)

References

Dy. Registrar (Acad.)
University of KwaZulu-Natal
Supply Chain Management

Subject Code: MGM A04  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

Building a strategic framework to analyze Supply Chain – Understanding Supply Chain, Objectives, Importance and Phases, Supply Chain Performance – Achieving Strategic Fit and Scope

Supply Chain Drivers and Metrics, Designing the Supply Chain Network – Distribution Networks and Online Sales, Network Designs, Global Supply Chain Networks

Planning and Coordinating Demand and Supply – Demand Forecasting, Aggregate Planning, Inventory Control, Supply Chain, Sales and Operations Planning, Coordination – Bull Whip Effect

Planning and Managing Inventories – Economies of Scale, Managing Uncertainty and Optimal Level of Product availability, Transportation Networks, Managing Cross Functional Drivers – Planning Decisions, Pricing and Revenue Management and Sustainability

Information Technology in Supply Chain

References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill
2. Chopra and Kalra. Supply Chain Management, Pearson
3. Sopic, Supply Chain Management, Pearson
4. Khalid Zaidan. Supply Chain Management, Createspace
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

Service Marketing Mix, Service Trinity, Service Consumer Behavior, Segmentation, Targeting and Positioning in Services

Developing Service Product – New Service Development Process, Service Innovation, PLC, Branding Service Products

Service Pricing – Objectives, Methods

Delivering of Services – Factors affecting distribution of services, Physical and Electronic Channels, Role of Customers and Intermediaries

People – Role of Employees, Challenges

Promoting Services – Marketing Communication Mix, Challenges of Service Communication

Process - Service Designing, Concept of Blueprinting and Redesign, Service Process Model

Physical Evidence and Servicescape

References

1. Zeithaml and Bitner, Services Marketing, McGraw Hill
2. Lovelock and Chatterjee, Services Marketing, Pearson
Syllabus: Master of Business Administration (2019-21)

Strategic Product and Brand Management

Subject Code: MGM A06

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


Brand Management – Meaning, Elements, Brand and Product, Significance, Challenges, Brand Equity, Strategic Brand Management Process

Branding Decision - Brand Positioning, Brand Resonance and Brand Value Chain, Building Brands, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs and IMC to Build Brand Equity, Brand Identity, Brand Personality, Brand Image and Brand Associations and Leveraging Brand Associations, Brand Equity Measurement and Management Systems, Measuring Sources and Outcomes of Brand Equity

Strategies for Growing and Sustaining Brand Equity - Brand Portfolio, Brand Proliferation, Multibrand, Global Branding, Brand Rejuvenation

References

1. Keller, Parameshwaran and Jacob, Strategic Brand Management, Pearson
2. Kirit Dutta, Brand Management, Oxford
3. Harsh Verma, Brand Management, Pillappa
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

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

References

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

Dy. Registrar (Acad.)
University of Rajasthan
Jaipur
Digital Marketing

Subject Code: MGM A08

Credits: 04

Getting Started

Introduction to Digital Marketing, Overview, Digital Marketing Umbrella

Search Engine Optimisation


Campaign Types – Search and Display (Incl. Video), E-commerce specific campaigns,

Creation of Search Newtork Campaign, Google Display Ads, E-commerce Ads, Tracking Performance, You tube Marketing, You Tube Ad Formats and Campaign Creation,

Google Analytics: Basics of Google Analytics, Understanding SEO Metrics and SEO reporting Technical Reports

Social Media Marketing

Introduction to Social Media, Creating Content for Social Media Marketing,

Facebook Marketing: Introduction to Facebook Marketing, KPIs to measure the success of a campaign,

Facebook Insights, Facebook Business Manager, Facebook Ad Targeting,

Instagram: Marketing: Optimizing Instagram Profile, Crafting Content Strategy, Influencer marketing on Instagram, Analytics & Measurement, LinkedIn Marketing: LinkedIn for Personal Branding,

LinkedIn for Brand Marketing, Twitter Marketing: Twitter marketing for brand awareness, Twitter Analytics. E-Mail Marketing: Introduction to E-Mail Marketing, Creating an effective E-Mail Marketing Campaign, Creative & Content, Relevance, Timing, Attributes, Analytics of Email Marketing Campaigns

Case Studies
Finance Electives (III & IV Semester)
Strategic Financial Decision

Subject Code: MGM B01

Credits: 04

Objective: The objective of this course is to develop concepts and techniques that are applied to financial modelling and financial decisions.

Course contents

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas

Corporate Debt Capacity Management Decision; Business Failure and Reorganization – Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty.


Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

Suggested Readings


Registrar (Acad.)
Security Analysis and Portfolio Management

Subject Code: MGM B02  Credits: 04

Course Objective:
The objective of this course is to impart knowledge regarding the theory and practice of Security Analysis and Investment Decision Making.

Course Content
Investment: Nature and scope of investment analysis, Elements of investments, Avenues of investment, Approaches to investment analysis
Valuation of Securities: Bonds; Debentures; Preference Shares; and Equity Shares.
Technical Analysis: Trends, Indicators, Indices and moving averages applied in technical analysis.
Concept of return and risk, Security return and risk analysis, Measurement of risk and return.
Estimating rate of return and risk of portfolio returns; Effect of combining securities; Markowitz risk-return optimization.
Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing;
Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe’s optimization solution.
Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models. Efficient Market Hypothesis, etc.

Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction; revision of portfolio and evaluation. Portfolio Performance Evaluation.

Suggested Readings
Management of Financial Services

Subject Code: MGM B03

Credits: 04

Course Objective:
The objective of this course is to understand the role of Financial Services in Business Organisations and to give an insight into the strategic, regulatory, operating and managerial issues concerning financial services. In addition, the course also covers the developments taking place in financial service sector.

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

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.

Other Financial Services- Leasing and Hire Purchase; Debt Securitization; Housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

Suggested Readings

By, Registrar (Acad.)
University of Rajasthan
Jaipur
Financial and Commodity Derivatives

Subject Code: MGM B04

Course Objective:
The objective of this course is to acquaint the participants with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Content

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: B.ack 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 Swaptions.

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.

Suggested Readings
1. Hull, John C.: Options, Futures and Other Derivatives; Pearson
2. Gardner: Futures & Options - MacMillan
5. Gardner: Derivatives – MacMillan
Management of Financial Institutions

Subject Code: MGM B05

Course Objective:
The course is aimed at imparting knowledge on the working of different financial institutions, especially Banking sector and Insurance sector.

Course contents
The Role and Importance of Financial Institutions; Working and Organization of Different types of Financial Institutions in India and different regulatory bodies, International Aspects of Financial Institutions, Financial Management Models and their Applications in Financial Institutions.


Development Banks - Role of Development Banking in Industrial Financing in India; Strategy of Growth; Problems of Time and Cost Over Runs;

Insurance: Introduction, Types- Life Insurance (Whole Life, Endowment Plan, Assurances for children, Term Assurance, Annuity & money Back Policy); Non-Life Insurance (Fire Insurance, marine Insurance, Theft Insurance, Accident Insurance); Underwriting and claims


Risk Management; Operations of Insurance Companies; Regulatory environment for Insurance Sector

Suggested Readings
Corporate Taxation

Subject Code: MGM B06

Credits: 04

Course Objective:
The course covers the important aspects of corporate tax and describes the intricacies of the fundamentals of corporate tax issues.

Course contents
Basic framework of tax laws in India; Tax – Meaning, Types, Principles of Direct and Indirect Taxation; Basic Concepts – Assesses, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Deductions, Total Income, Salient Features of Corporate Taxation


Concepts of Tax Management- Filing of Returns and Assessments, Penalties and Prosecutions, Appeal and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements; other related miscellaneous provisions

Tax Planning with reference to location, nature and form of organization of new business (partnership, firm vs. company). Tax Planning relating to capital structure decision, dividend policy; home share, own or lease, make or buy, sale of asset used for scientific research, close or continue, sale in deeper market or exports replacement and capital budgeting decisions, employee remuneration, joint venture, collaboration and joint venture. Tax planning regarding amalgamation and demerger of Companies.

Set-off and carry forward of losses; Deductions from gross total income relating to companies;


Suggested Readings
1. Direct taxes: Law and Practice Direct Tax Planning by V.K. Singhania; Taxman
2. Corporate Tax Planning and Management; Ahuja and Gupta; Bharat Law House
International Financial Management

Subject Code: MGM B07

Course Objective: The objective of this paper is to give students an overall view of the International Financial System and how Multinational Corporation Operative.

Course Contents

Multinational / Transnational Corporations and their operations
International Finance: Issues & dimensions, Nature, role; International monetary/financial system; Balance of Trade and Balance of Payment; Foreign Exchange Market and Operations; Exchange rate movements and theories

International Investments - Direct investments and forms, Portfolio investments and instruments. Foreign investments in India, Indian investments abroad.
International Financial Markets and Operations – International Issues, ADRs / GDRs, FCCBs, BDRs; International banking and role of BIS; Euro-currency markets.

Financial Management in MNCs - International cost of capital, Capital budgeting, Working Capital Management; Transfer pricing; International Accounting and Taxation including DTAA.

Foreign Exchange Risk Management – Introduction and need of risk management, Types of risks and instruments to hedge forex risks; Hedging products – Currency futures and currency options, Currency Swaps.

Foreign Exchange Exposure and its management

Suggested Readings

1. Kimand Suk H. Kim Seung H., Global Corporate Finance: Text and Cases
7. Shapiro Alan C., Multinational Financial Management

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University of Rajasthan
JAIPUR
Human Resource Electives (III / IV Electives)
Employee Relationship Management

Subject Code: MGMC01

Credits: 04

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

Content

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

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

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


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: MGMC02  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:

The course is designed to develop understanding the need and process of manpower planning in corporate sector.

Manpower planning – Introduction, significance, process.
Manpower planning at macro and micro level – National, Corporate, Unit

Manpower forecasting – need, process, Inventorying available talent.
Projecting manpower requirements
Planning manpower supply – Simple and Change models

Work analysis – a basis for planning origin, applications, and methods.

Career management – concept, process, career planning.
Management succession and development planning: Succession Planning, Replacement Planning.

Manpower Audit

Emerging trends and issues in HRP.

Cases/ Problems.

Suggested Readings:
Syllabus: Master of Business Administration (2019-21)

Performance Appraisal and Compensation Management

Subject Code: MGMC03

Credits: 04

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

Contents

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


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, Compensation Systems

Cases

References
1. Goel D, Performance Appraisal and Compensation Management, PHI

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

Subject Code: M GMC05

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 Agarwala, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson
Counseling Skills for HR Managers

Subject Code: MGMC06  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 Inc.
3. Alok Satsangi, Counselling Skills for Managers, Laxmi Publishers
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
Entrepreneurship Electives (III / IV Semester)
Market Analysis and Value Creation

Subject Code: MGMD01                      Credits: 04

Value Creation Process: Innovation, Renovation and Continuous Improvement and Integration. Marketing and Stakeholder Value (new challenges of the information age: global markets, changing industrial structures, the information revolution and rising consumer expectations)
The Marketing Value Drivers, Developing High-Value Strategies, Value Creation Strategies and Market Evolution, Strategic Position Assessment, Value Based Marketing Strategy

Implementing High - Value Strategies

Building Brands (different types of intangible assets and how they contribute to value creation), Pricing for Value - making pricing decisions, Value-Based Communications, Value-Based Marketing in the Digital Age

Market Research - identifying and quantifying potential markets in which to sell a product or service, Feasibility analysis, Competitive analysis, Market analysis tools
FAMILY BUSINESS MANAGEMENT

Subject Code: MGMD02

Credits: 04

Introduction

Developing Effective Governance
Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Conflict management and transition in family business.

Growth Strategy
Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team, of advisors, board of directors and corporate governance.

Succession Planning
Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions

Future Prospects
Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business
Entrepreneurial Finance

Subject Code: MGMD03 Credits: 04


Debt Financing: Introduction, types of debt, sources of debt financing, creative ways to structure long-term debt, long-term debt rules to live by, debt financing for working capital. Equity Financing: Introduction, sources of equity capital, private placements, corporate venture capital, private equity firms, international private equity, advice for raising private equity, small-business investment companies, initial public offerings, direct public offerings, the financing spectrum.

Crowdfunding: Introduction, crowdfunding with pledges, crowdfunding campaigns, crowdfund investing through the jobs act, alternative crowdfund investing approaches, a note on crowdfundig versus crowdsourcing.
Innovation Management and Design Thinking

Subject Code: MGMD04
Credits: 04

Content:


Design Thinking within the Firm:

Design Thinking For Specific Contexts:

Consumer Responses and Values:
Consumer Response to Product Form, Drivers of Diversity in Consumers’ Aesthetic, Product Design, Future-Friendly Design: Designing for and with Future Consumers

Special Topics in Design Thinking
Building Entrepreneurial Culture & Team

Subject Code: MGMD05
Credits: 04

Content:
Co-Founding a Venture, Building an Early Team, Recruiting and Building a Founding Team Formation: Team Building Principles, Different Types of Teams, Team Building - Project Team, Team Building - Support Team, Team Building - Steering Team

Managing a Project Team : Building a Effective Project Team, Developing the Project Team, Dealing with Conflict in the Project Team, Planning Project Communications, Identifying Project Stakeholders.

Team Development: Bruce Tuckman's 'Stages for a Group' Theory, Richard Hackman's 'Five Factor Model'. Developing Competencies: Competency Development: Process, Competency Framework Example, Example Competency Framework, Measure Competencies, Knowledge, Skills and Attitudes, Developing Competencies at Work.


Entrepreneurial Culture: Meaning and Concept of Entrepreneurial Competency - Developing Entrepreneurial Competencies, Entrepreneurial Culture- Entrepreneurial Motivation -Entrepreneurial Values, Ethics and Attitudes -Culture and Society- Risk Taking Behaviour, The Three Levels of an Entrepreneurial Culture, Cultural Styles, Social Dimensions, Cross-cultural Dialogue, Elements of Entrepreneurial Culture, Cultural Attitudes & Cultural Values, Entrepreneurial Culture - a Competitive Advantage, Organizational communication perspective on culture

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Business Operations Management

Subject Code: MGMD06

Credits: 04

Content:

Introduction to Operations Management, Competitiveness, Strategy, and Productivity, Forecasting, Product and Service Design, Strategic Capacity Planning for Products and Services, Process Selection and Facility Layout, Work Design and Measurement, Location Planning and Analysis,

Management of Quality, Quality Control, Aggregate Planning and Master Scheduling, MRP and ERP, Inventory Management, JIT and Lean Operations,

Supply Chain Management, Scheduling, Project Management, Management of Waiting Lines.
EMERGING BUSINESS SECTORS AND TECHNOLOGIES

Subject Code: MGMD07

Credits: 04

Content:

Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management - need - Business strategies related to knowledge management - Knowledge Management Approaches - Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT - Organizational culture for Knowledge Management - Future of Knowledge Management


Entrepreneurship in emerging sectors Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like IT and Artificial Intelligence (AI), Agriculture, Tourism, health case, Transport and allied services.