



**UNIVERSITY OF RAJASTHAN  
JAIPUR**

**SYLLABUS**

**Faculty of Management Studies**

**Master of Business Administration**

**Semester Scheme**

**I<sup>st</sup> Semester Exam. December 2016**

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By. Registrar (Acad.)  
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Jaipur

Master of Business Administration  
2016-18

**Course Category:**

- CCC: Compulsory Core Course
- ECC: Elective Core Course
- OEC: Open Elective Course
- SC: Supportive Course
- SSC: Self Study Core Course
- SEM: Seminar
- PRJ: Project Work
- RP: Research Publication
- PRE: Presentation

**Contact Hours:**

- L: Lecture
- T: Tutorial
- P: Presentation
- S: Self Study

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## Semester-I

S. No	Subject Code	Course Title	Course Category	Credits	Contact Hours			EOSP	
					Per Week			Duration (Hrs)	
					L	T	P	T	P
1	MGM 101	Principles of Management and Organization Behavior	CCC	6	4	2	0	3	0
2	MGM 102	Marketing Management	CCC	6	4	2	0	3	0
3	MGM 103	Accounting for Managers	CCC	6	4	2	0	3	0
4		Elective - I	ECC	6	4	2	0	3	0
5		Elective - II	ECC	6	4	2	0	3	0
6		Elective - III	ECC	6	4	2	0	3	0
<b>Total Credits in the Semester</b>				<b>36</b>					

### Electives in Semester-I:

MGM A01- Indian Socio Economic Policies and Practices

MGM A02 - Human Resource Management

MGM A03 - Productions and Operations Management

MGM A04 - Business Communication and Personality Development

MGM A05 - IT for Managers

  
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## Program Administration

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

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

9. Promotion from one semester to another will be as per University rules.
10. The CGPA (of the end term University exam EoSE) will be determined as per University rules and guidelines.
11. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
12. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.
13. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.
14. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
15. A student will opt for total 6 specialization papers. 3 out of these will be from one functional area and 3 from another. He / She cannot choose from more than two functional areas.
16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).

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UNIVERSITY OF RAJASTHAN  
 Faculty of Business Administration  
 Jaipur

Year of Establishment: 1948

## Semester I

### Syllabus

#### Principles of Management and Organization Behavior

Subject Code: MGM101

Credits: 06

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

#### Introduction to Management

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

#### Individual Behavior

Personality | Perception | Learning | Stress Management | Emotional Intelligence

#### Organizational Behavior

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

#### References

1. Robbins, Judge and Volra, Organisational Behavior - 15<sup>th</sup> Edition, Pearson.
2. Fred Luthans, Organisational Behavior - 12<sup>th</sup> edition, McGraw Hill.
3. Stoner, Freeman, Gilbert, Jr., Management, PHI
4. Robinson and Coulter, Management, PHI
5. Kootnz and Wehrich, Essentials of Management, TMH

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## Semester I

### Syllabus

#### Marketing Management

Subject Code: MGM102

Credits: 06

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

#### Introduction to Marketing

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

#### Exploring Customer Value

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

#### Creating Customer Value

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

#### Marketing Control

Marketing Evaluation and Control | Sustainability and Ethics in Marketing

#### Reference

1. Kotler, Keller, Koshy, Jha, Marketing Management- 14<sup>th</sup> edition, Pearson
2. Etzel, Walker, Stanton, Pandit, Marketing - 14ed, McGraw Hill.
3. Bains, Fill, Page and Sinha, Marketing - Asian Edition, Oxford.
4. Ranaswamy and Namakumari, Marketing Management - 5 edition, McGraw Hill.
5. Saxena Rajan, Marketing Management, McGraw Hill.

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**Faculty of Commerce**  
**Department of Management Studies**  
**2023-24**  
**Semester I**

**Syllabus**

**Accounting for Managers**

**Subject Code: MGM103**

**Credits: 06**

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

**Introduction**

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

**Published Financial Statement Analysis**

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

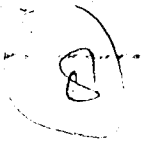
**Cost Accounting**

Introduction | Concepts and Classification | Budgetary Control | Marginal Costing and its applications | Activity Based Costing | Life Cycle Costing | Responsibility Accounting | Zero Based Budgeting | Variance Analysis | Price Level Change Accounting | Recent Trends in Cost Structure Management

**Reference**

1. Khan and Jain, Management Accounting, McGraw Hill.
2. S. Ramanathan, Accounting for Management, Oxford.
3. Hilton, Ramesh, Jayadev, Managerial Accounting, McGraw Hill.
4. Horngren, Cost Accounting, Pearson.
5. Hilton and Platt, Managerial Accounting, McGraw Hill.

  
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**Semester Scheme**  
**Master of Business Administration - 2016-18**  
**Semester I**

**Syllabus**

**Indian Socio Economic Policies and Practices**

**Subject Code: MGM A01**

**Credits: 06**

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate various Indian Socio Economic Policies and Practices and various dimensions related to Indian Social and Economic Trends and Government Schemes having implications on managerial decisions. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Indian Economic Structure**

Growth and Milestones | Infrastructural Challenges in India (Transportation, Communication, Energy, Health, Education) | Unemployment and Occupational Structure | Economic Reforms in India (Banking and Financial Reforms, Tax Reforms, Industry Reforms, Challenges and Opportunities)

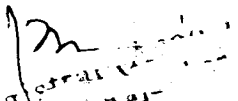
**Indian Socio Structure**

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



**Indian Socio Economic Policies**

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

1. Naseem Azad, Social and Economic Problems in India, Ramesh Publishing House
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

  
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Semester Scheme  
Department of Business Administration - 2013-14  
Semester I

## Syllabus

### Human Resource Management

Subject Code: MGM A02

Credits: 06

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

#### Introduction to HRM

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

#### I Human Resource Procurement

Job Analysis (Job description and Job specification) | Recruitment | Selection | Induction

#### Performance Appraisal and Reward Management

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

#### Employee Compensation

Meaning | Financial and Non-Financial Components

#### Human Resource Accounting

Meaning | Importance | Methods

#### Reference

1. Dessler and Varkkey, Human Resource Management - 14<sup>th</sup> edition, Pearson.
2. Haldar and Sarkar, Human Resource Management, Oxford
3. CB Gupta, Human Resource Management, Sultan Chand.
4. Udai Pareek and TV Rao, Human Resource Management, Oxford
5. K Aswathappa, Human Resource Management, TMH
6. Monappa et al, Human Resource Management, McGraw Hill

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Department of Management Studies  
Faculty of Business Administration - 2019-20  
Semester I

## Syllabus

### Productions and Operations Management

Subject Code: MGM A03

Credits: 06

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

#### Introduction to POM

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

#### Business Processes

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

#### Network Techniques

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

#### Quality Management

Techniques and Tools | Total Quality Management Systems (TQMS) | Types of International Standards on Quality Systems | ISO standards | Total Quality and Safety

#### Reference

1. Bufo and Sarin, Modern Production and Operation Management, Wiley
2. Russell and Taylor III, Operation Management - 4<sup>th</sup> edition, Pearson
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

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Semester I

## Syllabus

### Business Communication and Personality Development

Subject Code: MGM A04

Credits: 06

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

#### Introduction to Business Communication

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

#### Business Writing and Correspondence

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

#### Personality Development

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

#### Reference

1. Lesikar, Flatley, Rentz, Pande, Business Communication - 11 edition, McGraw Hill
2. Kaul, Business Communication, PHI
3. Sinha, Business Communication, Galgotia
4. Biswajit Das and Ipseta Spathy, Business Communication and Personality Development, Excel Books

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# Rajawade Institute of Management

University of Rajasthan, Jaipur

Management School

Master of Business Administration (MBA)

## Semester I

### Syllabus

#### IT for Managers

Subject Code: MGM A05

Credits: 06

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

#### Computer Hardware and Software

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

#### Data Base Management System

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

#### Telecommunication and Networks

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

#### Functional and Enterprise Systems

Management Information Systems | Transaction Processing Information Systems | Accounting and Finance Systems | Marketing and Sales Systems | Production and Operation Management Systems | Human Resources Management Systems

#### Reference

1. Lucas, Information Technology for Management, TMH
2. Behl, Information Technology for Management, TMH
3. Jawadekar, Management Information System, McGraw Hill.

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