

UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management

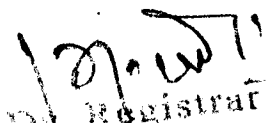
Master of Business Administration

(Services Management)

Semester Scheme

I & II Semester 2018-19

III & IV Semester 2019-20


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**R.A. Podar Institute of Management
Faculty of Management Studies
University of Rajasthan
Jaipur**

**Semester Scheme
Master of Business Administration (Services Management)
2017-18**

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

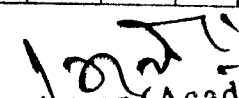
P: Presentation

S: Self Study

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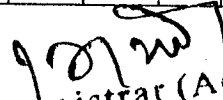
Master of Business Administration - Services Management (MGS)
Master of Business Administration (Services Management): Semester-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
					1	MGS 101	Accounting for Managers	CCC	4
2	MGS 102	Marketing Management	CCC	4	3	1	0	3	0
3	MGS 103	Human Resource Management	CCC	4	3	1	0	3	0
4	MGS 104	Quantitative Techniques	CCC	4	3	1	0	3	0
5	MGS 105	Managerial Economics	ECC	4	3	1	0	3	0
6	MGS 106	Services Management	ECC	4	3	1	0	3	0
Open Elective Courses (Opt for any three out of following five)									
7	MGS 107	IT for Managers	OEC	4	3	1	0	3	0
8	MGS 108	Business Communication and Personality Development	OEC	4	3	1	0	2	1
9	MGS 109	Rural Management	OEC	4	3	1	0	3	0
10	MGS 110	Business Statistics	OEC	2	1	1	0	3	0
11	MGS 111	Principles of Management	OEC	2	1	1	0	3	0
12	MGS 112	Organizational Behavior	OEC	4	3	1	0	3	0


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Master of Business Administration (Services Management): Semester-II

S. No.	Subject Code	Course Title	Course Category	Credits	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGS 201	Production and Operations Management	CCC	4	3	1	0	3	0
2	MGS 202	Business Research and Data Analytics	CCC	4	3	1	0	3	0
3	MGS 203	Financial Management	CCC	4	3	1	0	3	0
4	MGS 204	Human Resource Planning and Development	CCC	4	3	1	0	3	0
5	MGS 205	Organizational Change and Effectiveness	ECC	4	3	1	0	3	0
6	MGS 206	Service Quality Management	ECC	4	3	1	0	3	0
Open Elective Courses (Opt for any three out of following five)									
7	MGS 207	Entrepreneurship Management	OEC	4	3	1	0	3	0
8	MGS 208	Micro Finance and MSME Management	OEC	4	3	1	0	3	0
9	MGS 209	Ethics, Corporate Governance and CSR	OEC	4	3	1	0	3	0
10	MGS 210	Community Based Organization Management	OEC	2	1	1	0	3	0
11	MGS 211	Corporate Fiscal Administration	OEC	2	1	1	0	3	0
12	MGS 212	E - Business	OEC	4	3	1	0	3	0


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Master of Business Administration (Services Management): Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGS 301	Strategic Analysis and Choice	CCC	4	3	1	0	3	0
2	MGS 302	Project Formulation and Implementation	CCC	4	3	1	0	3	0
3	MGS 303	Summer Internship Project	CCC	4	3	1	0	3	0
4	MGS 304	Global Business Management	CCC	4	3	1	0	3	0
5		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
6		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
7		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
8		Specialization Elective (Functional Area-II)	ECC	4	3	1	0	3	0
9		Specialization Elective (Functional Area-II)	ECC	4	3	1	0	3	0


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Master of Business Administration (Services Management): Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOSE Duration (Hrs.)	
					Per Week			T	P
					L	T	P		
1	MGS 401	Strategic Execution	CCC	4	3	1	0	3	0
2	MGS 402	Business Legislation and Regulation	CCC	4	3	1	0	3	0
3	MGS 403	Indian Socio Economic Policies and Practices	ECC	4	3	1	0	3	0
4	MGS 404	Multi-Disciplinary Research Project	EEC	4	3	1	0	3	0
5		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
6		Specialization Elective (Functional Area-I)	ECC	4	3	1	0	3	0
7		Specialization Elective (Functional Area-II)	ECC	4	3	1	0	3	0
8		Specialization Elective (Functional Area-II)	ECC	4	3	1	0	3	0
9		Specialization Elective (Functional Area-II)	ECC	4	3	1	0	3	0

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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Specialization (Functional) Elective Papers

Marketing Specialization	
MGS E01	Consumer and Organizational Buying Behavior
MGS E02	Integrated Marketing Communications
MGS E03	Retail and Sales Management
MGS E04	Supply Chain Management
MGS E05	Services Marketing
MGS E06	Strategic Product and Brand Management
MGS E07	Rural Marketing
Human Resource	
MGS F01	Employee Relationship Management
MGS F02	Manpower Planning and Management
MGS F03	Performance Appraisal and Compensation Management
MGS F04	Knowledge Management and Learning Organization
MGS F05	Strategic HRM
MGS F06	Counselling Skills for HR Managers
MGS F07	International HRM
Financial Management	
MGS G01	Investment Management and Securities Analysis
MGS G02	Marketing of Financial Services
MGS G03	Behavioral Finance
MGS G04	Financial Institution Management
MGS G05	Indian Financial System
MGS G06	Commodity and Derivatives Securities
MGS G07	Consumer and Retail Finance
Rural Development	
MGS H01	Management of Rural and Agro Based Industries
MGS H02	Rural Credit and Finance
MGS H03	Rural Project Planning and Management
MGS H04	Rural Society and Polity in India
MGS H05	Management of NGOs
MGS H06	Natural Resources Management

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. MGS-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.


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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).


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**Master of Business Administration
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Semester I**


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Accounting for Managers

Subject Code: MGS101

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

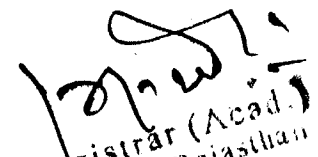
Analysis of Published Financial Statement - Sources of Information, Ratio analysis, Cash Flow Statement as per AS 3, Inferences from Published Financial Statements

Cost Accounting - Concepts and Classification, Cost Structure Management and Cost Saving Techniques, 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, Survival and Growth through Costing Management

Case Studies

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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Marketing Management

Subject Code: MGS102

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 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

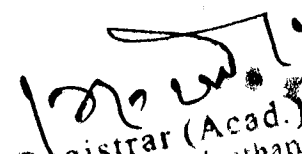
Pricing Decisions (Introduction to Price, Pricing Process, Methods), Delivering and Communicating Customer Value (Value chain Model, Market Channel, Retailing and Wholesaling, Marketing Communications)

Marketing Evaluation and Control, Sustainability and Ethics in Marketing

Case Studies

Reference

1. Kotler, Keller, Koshy, Jha, Marketing Management- 11th edition, Pearson
2. Etzel, Walker, Stanton, Pandit, Marketing - 14^{ed}, McGraw Hill.
3. Bains, Fill, Page and Sinha, Marketing - Asian Edition, Oxford.
4. Ramaswamy and Namakumari, Marketing Management - 5 Edition, McGraw Hill.
5. Saxena Rajan, Marketing Management, McGraw Hill.


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Human Resource Management

Subject Code: MGS103

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

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


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Quantitative Techniques

Subject Code: MGS104

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

Queuing 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 Kiripetuck - Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian

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Managerial Economics

Subject Code: MGS105

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)

Production, Revenue and Cost - Theory of Supply, Production Possibility, Production Function, Returns to Scale, Law of Returns, Isoquant, Iso-Cost, Elasticity of Supply, Theory of Cost, Revenue Concepts, Producer's Equilibrium, Break Even Analysis

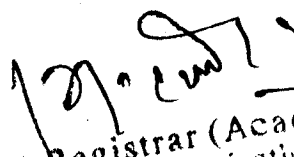
Market Structure - Perfect Competition, Monopolistic, Oligopoly, Duopoly, Monopoly, Monopsony, Market Equilibrium

Macro Economics - Basics of National Income, Money and Banking, Balance of Payment, Foreign Exchange Rate and Market, Business Cycles, Recent Trends in Indian Economy, Money Supply and Inflation (CPI, WPI and GDP Deflator), World Bank Ease of Doing Business Report

Cases Studies

Reference

1. Paul A Samuleson and William D Nordhaus, Economics 19th edition, McGraw Hill.
2. VL Mote, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
3. RL Varshney and KL Maheshwari, Managerial Economics - 21st edition, Sultan Chand and Sons.
4. DN Dwivedi, Managerial Economics - 7th edition, Vikas Publication.


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Services Management

Subject Code: MGS106

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 Services Management and various dimensions related with management of Services Industry. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

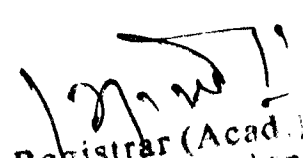
Introduction to Services Management - Concept, Understanding Service Phenomenon, Difference from Goods, Convergence from Goods, Classification of Services, Role of Service Sector in Indian Economy, Challenges in Service Sector, Growth and Recent Trends in Service Sector, Skill Development for Service Sector, Designing Services

Technology in Services - Role, IT Enabled Services, Service Enhancement through Technology

Service Environment - Growth, Trends, Contemporary Issues, Milestones and Future of Major Service Sectors (Healthcare, Education, Telecommunication, Transportation, Aviation, Banking and Insurance, Travel and Hospitality, IT, Public Services)

Reference

1. Zeithaml and Bitner, Services Marketing, FMH
2. Lovelock, Wirtz and Chatterjee, Services Marketing, Pearson
3. Ravi Shankar, Services Marketing, Excel Books
4. Jauhari and Dutta, Services, Oxford


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IT for Managers

Subject Code: MGS107

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

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


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

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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Business Communication and Personality Development

Subject Code: MGS108

Credits: 04

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

CIA Marks: 20

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

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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Rural Management

Subject Code: MGS109

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.


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Business Statistics

Subject Code: MGS110

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

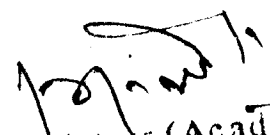
Analysis of Time Series

Interpolation and Extrapolation,

Index Number

References

1. Freedman, Statistics, Viva Books
2. N.D. Vohra, Business Statistics, McGraw Hill
3. Gupta and Gupta, Business Statistics, Himalaya Publishing House


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Principles of Management

Subject Code: MGS111

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,

Organization Structure - Factors affecting Organizational Structures, Types - Functional, Divisional, Project, Matrix, Hierarchy, Pyramidal, Tall and Flat Structures, Henry Mintzberg's Organization Structure Typologies, Structure as a blue print of the organization, Technology and Structure, Structure Change- Reasons and Challenges

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

1. Robbins, Judge and Vohra, Organisational Behavior - 15th Edition, Pearson.
2. Fred Luthans, Organisational Behavior - 12th edition, McGraw Hill.
3. Stoner, Freeman, Gilbert, Jr. Management, P.H.


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Organizational Behavior

Total Credits: 04

Subject Code: MGS112
EOSE Marks: 80
CIA Marks: 20

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

Work motivation, Empowerment, Managing millennial in the workplace.

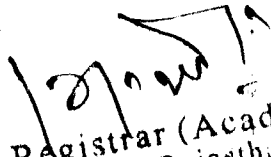
References

1. Robbins, Judge and Vohra, Organisational Behavior - 15th Edition, Pearson.
2. Fred Luthans, Organisational Behavior - 12th edition, McGraw Hill.
3. Pareek, Udai, Understanding Organizational Behavior 3rd Edition. Oxford University Press.
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


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**Master of Business Administration
(Services Management)**

Semester II


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Productions and Operations Management

Subject Code: MGS201

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

Business Processes - Business Process Modeling, Inventory Management - Models and Applications, Lean Manufacturing, JIT, Supply Chain Management- Objectives and Elements, Operations and Production Scheduling

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


Quality Management - Techniques and Tools, Total Quality Management Systems (TQMS), Types of International Standards on Quality Systems, ISO standards, Total Quality and Safety, Six Sigma, Statistical Process Control.

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

Cases

Reference

1. Buha and Sarin, Modern Production and Operation Management, Wiley
2. Russell and Taylor III, Operation Management - 4th 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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Business Research and Data Analytics

Subject Code: MGS202

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 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)

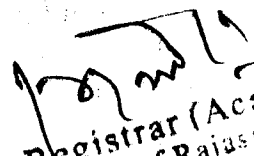
Data Processing and Analytics - Tabulation and Classification of Data, Level of Significance, Uni-variate Analysis (Mean, Mode, Median, Dispersion), Bi-variate Analysis (Correlation, Regression, Cluster Analysis, Analysis of Variance), Parametric and Non Parametric Tests (t-Test, z-Test, F-Test, Chi-Square, 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 Sharma, Business Research Methods, McGraw Hill
3. Goode, W.J. and Paul Hatt, Methods in Social Research, McGraw Hill
4. Maxwell Joseph, Qualitative Research Design, Sage Publication
5. Dwivedi, Research methods in Behavioural Science, McMillian


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Financial Management

Subject Code: MGS203

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

Investment Decisions - Nature, Cost of Capital, Leverage, Capital Structure Theories, Capital Budgeting, Risk Analysis in Capital Budgeting

Operating and Financing Decisions - Working Capital Management, Policy - Issues and Challenges, Cash Management, Inventory Management, Accounts Receivables, Financing Current Assets

Dividend Decisions - Introduction, Determinants, Dividend Theories, Bonus Issues, Stock Split, Buy Back of Shares, Tax issues, Recent Trends in Dividend Policies, Management of Profit, Share Value Creation, Corporate Restructuring - Merger and Acquisition

Cases

References

1. IM Pandey, Financial Management, Vikas Publication
2. Prasanna Chandra, Financial Management, Tata McGraw Hill
3. Khan and Jain, Financial Management, McGraw Hill


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Human Resource Planning and Development

Code: MGS204

Credits: 04

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 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

Human Resource Planning - Concepts, Process, Linking HRD with Strategic Planning

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

Employee Training and Development - Training Phases, Need Assessment, Establishment of Training, Objectives, Training Methods - On the Job and Off the Job, Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, TA Evaluation of a Training Programme, Designing Training Programme

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
2. Hooy, S Pyars and Leslie W Rue, Human Resource and Personnel Management, Richard D. Irwin Inc.
3. Randeil, S Schuler, Effective Personnel Management, West Publishing Company
4. Paul Pigors and Charles A Mayers, Personnel Administration, McGraw Hill
5. Pareek and Rao, Designing and Managing Human Resource Systems, Oxford and Hill Publications.

Organisational Change and Effectiveness

Code: MGS205

Credits: 04

EOSE Marks: 80

CIA Marks: 20

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

1. Anderson and Barker, Effective Enterprises and Change Management, Oxford.
2. French and Bell, Organizational Development, Prentice Hall.
3. Fred Luthans, Organizational Behavior, McGraw Hill
4. Robbins, Organizational Behavior, Prentice Hall.


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Service Quality Management

Subject Code: MGS206

EOSE Marks: 80

CIA Marks: 20

Credits: 04

Objectives: Through this course, the participants would appreciate the role of quality in services particularly its assessment, control and recovery. Focus has to be given on customer satisfaction surveys and research using certain tools and models and assessment of total service quality management systems. Implementation of total quality management systems in service sectors like health care, hospitality and education is to be emphasized.

Contents

Concept of Total Quality (TQ) in Services, Determinants of Service Quality, Components of TQ Loop, Elements of a TQM System, Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility; Quality Policy and Organisation; Service Quality Costs, Design for Quality, Failsafing,

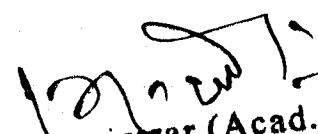
Service Quality Deployment, Benchmarking, Q-7 and new Q-7 Tools, Assessment of Customer feedback and Satisfaction, Walk-Through Audit, Use of scales like SERVQUAL and LODGESERVE, Service Quality Gaps Analysis, Customer Value Analysis, Human aspects of Service Quality, Total Employee Involvement and Empowerment, Suggestion System, Benchmarking

Implementing Service Quality: Complaints Handling and Service Recovery, Unconditional Service Guarantee and Refunds, Integrating Service Quality with Environment, Safety and Supply Chain, Total Service Quality Management Systems, Assessment, Accreditation and Audits.

Cases

References

1. Antony J., (2002). Understanding, managing and implementing quality, London: Routledge.
2. All India Institute of Medical Sciences (2000). Proceedings of national convention on quality criteria for Indian hospitals, New Delhi:
3. Dale, B. G. & Plunkett, J. J. (1999). Quality costing, (3rd ed.) Hampshire: Gower.
4. Fitzsimmons, J. A. & Fitzsimmons. M. J. (Eds.). (2000). New service development. Thousand Oaks, California: Sage Publications.


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Entrepreneurship Management

Subject Code: MGS207

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


Implementation - Choice of Ownership, Sources of Capital (Equity and Debt financing, Venture Capital, Angel Investor), Financial Management Issues, Operation and Production Issues, Marketing Issues, Guerrilla Marketing Strategies, HR Issues, Information Management and Intellectual Property Rights Related Issues, E-commerce Issues, Quality Management Issues

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

Cases

References

1. Zimmerer and Scarborough, '*Essentials of Entrepreneurship and Small Business Management*', Prentice Hall of India.
2. Hisrich, Peters, Shepherd, '*Entrepreneurship*', McGraw-Hill.
3. David H. Halt, '*Entrepreneurship - New Venture Creation*', Prentice Hall of India.


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Micro Finance and MSME Management

Subject Code: MGS208

Credits: 04

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 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

Introduction to Micro Finance - Meaning, Significance, Challenges in Micro Financing and Social Banking Initiatives, Evolution of Micro Finance, Micro Finance Institutions in India, Micro Finance Models, Financial Inclusion - Meaning, Significance, Need, Challenges

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

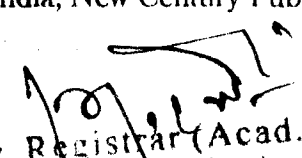
MSME Management - Definition of Micro, Small, Medium and Micro Enterprises, Salient features of MSME Act 2006, Significance, Challenges, Growth and Performance of MSMEs in India, Sickness in MSMEs (Criteria, Causes, Symptoms, Remedies), Government Policies, Incentives and Institutional Support for MSMEs,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

Cluster Development - Meaning, Evolution, Types and Characteristics, Government Policy for Cluster Development, Financial and Promotional Incentives, Problems and Prospects, Cluster as tool of holistic development, Success Stories

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


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Ethics, Corporate Governance and CSR

Subject Code: MGS209

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 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
2. Hill, Charles, An Integrated Approach to Strategic Management, Cengage Learning
3. Ackerman, The Social Challenge to Business


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Community Based Organization Management

Subject Code: MGS210

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
2. David Peters, Systems Thinking for Social Change, Chelsea Green Publishing
3. Sushil Mahajan, NGO Management, Pearl Books


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Corporate Fiscal Administration

Subject Code: MGS211

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

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E-Business

Subject Code: MGS212

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

Definition of e-commerce | e-Commerce versus traditional commerce | Components of the internet | Extranet | Mobile commerce | Components in a mobile network | Models of E-Business (B-B, B-C, C-C, G-C, B-G, G-B, C-G), Types of E-Business (E-Marketing, E-CRM, E-SCM, E-Procurement, E-Commerce), Online Revenue Models, Current Status and Trends in 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

Internet protocols | Security issues in e-Commerce environment | E-Business Architecture and Infrastructure; E-Business Designs | Implementation - E-Business Strategies, Selling on E-Commerce Platforms, Legal Issues, Success stories in E-Business in India and World, Competition in Indian E-Business world (Issues and Strategies)

Procurement

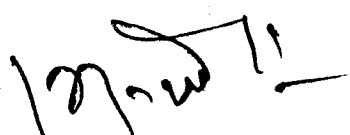
How it works | Types of procurement | Trends in supply chain management

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


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**Master of Business Administration
(Services Management)**

Semester III

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Jaipur

Strategic Analysis and Choice

Subject Code: MGS301

Credits: 04

EOSE Marks: 80

CIA Marks: 20

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

Evolution of the Business policy Course, Strategic Decisions- Nature, impact and Risk, Board level decisions, Strategic Intent, Objectives and Strategies of an organization.

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

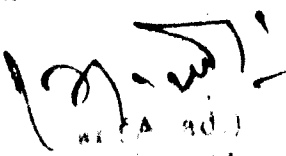
Business Strategies: Generic Cost, Differentiation and Focus strategies Cost Leadership Differentiation and sustained competitive advantage, Competitors and complementors in business strategy.

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
2. Gupta Vipin, Kamala Gollakota and R Srinivasan, Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India
3. Barney and William, Strategic Management and Competitive Advantage, 4th Ed., Prentice Hall India
4. Wheelan, Thomas and J David Hunger: Concepts in Strategic Management and Business Policy. Pearson India


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Project Formulation and Implementation

Subject Code: MGS302

Credits: 04

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 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

Project Meaning, Importance and Scope, Types of Projects, Project Life Cycle, Identification of Project Opportunities, Generation and Screening of Project Ideas, Market, Technical and Economic Feasibility Studies.

Project Appraisal - Concepts, Phases of Capital budgeting, Levels of Capital budgeting, Estimation of Project Cash flows, Payback period, NPV of inflows, IRR concepts, Risk Analysis (Economic, Industry Risk, Company, Financial), Sensitivity Analysis, Social Cost Benefit Analysis, Shadow Price of Investment, Social Rate of Discount, Value of Foreign Exchange


Work Breakdown Structure, Contractor Schedule, PPBS, Accomplishment Cost Procedure, Project Training and Control, Project Information System.

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

Cases

References:

1. Eric Larson and Clifford Gray, 'Project Management: A Managerial Process', McGraw Hill
2. Harold Kerzner, 'Project Management: A System Approach to Planning, Scheduling and Controlling', Wiley publications
3. R. Gupta, 'Project Management', Prentice Hall India
4. Bhatta, V. K. (2008). Financial management and policy. New Delhi: Anmol Publications.
5. Chandra, P. (2009). Projects: Planning analysis, selection, financing, implementation and review (7th ed.). New Delhi: Tata McGraw Hill.
6. Clifford, F. G., & Larson, E. W. (2007). Project management the managerial process. New Delhi: McGraw-Hill.


By Registrar
(Academic)
University of Rajasthan
JAIPUR

Summer Internship Project

Subject Code: MGS303

EOSE Marks: 80

CIA Marks: 20

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 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.


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Global Business Management

Subject Code: MGS304

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

Introduction to global Business – Globalization (concept, evolution, Drivers, Challenges, Opportunities) Stages of global involvement- EPRG framework. Global trends and Economic Systems.

Balance of Payments International Trade Theories. Instruments of Trade Policy and Trade Barriers.

International Economic Institutions – GATT, WTO, IMF, World Bank, UNCTAD. Global Monetary System – Exchange rate mechanism. Floating Exchange Rate mechanism.

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

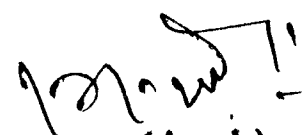
Issues in Global Marketing – Product decisions, Pricing decisions, Advertising and Promotion, Global distribution and logistics decisions. Global market research.

Global Market selection and entry strategies. Global Production Decisions. Global HRM decisions.

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

References

1. Charles Hill and Arun Jain, '*International Business*', McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, '*International Business*', Pearson.
3. Rakesh Mohan Joshi, '*Global Business Management*', Oxford Press.
4. Francis Cherunilam, '*International Business*', PHI.
5. Warren J Keegan, '*Global Marketing*', Pearson.
6. Cateora, Graham and Salwan, '*International Marketing Management*', McGraw Hill.
7. Warren Keegan – Global Business Management
8. Charles Hill & Arun Jain. International Business


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Master of Business Administration (Services Management)

Semester IV

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Strategic Execution

Subject Code: MGS401

EOSE Marks: 80

CIA Marks: 20

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

Strategy Implementation - Nature, Scope and Focus, Implementation of strategy through Structures, Impact of global strategy on structure, Functional Strategies.

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
2. Gupta Vipin, Kamala Gollakota and R Srinivasan, Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India
3. Wheelan, Thomas and J David Hunger: Concepts in Strategic Management and Business Policy, Pearson India
4. Mascarenhas, Oswald.A.J. Business Transformation Strategies: The Strategic Leader as Innovation Manager, Sage Publishing, New Delhi.
5. Henry Anthony, Understanding Strategic Management, Oxford University Press

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Dr. P. S. Rao
University of Hyderabad
New Delhi

Business Legislation and Regulation

Subject Code: MGS402

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

Indian Contract Act 1872 - Offer, Acceptance, Agreement, Contract, Capacity to Contract, Consideration, Performance of Contract, Breach of Contract, Remedies to Breach of Contract, Quasi - Contract, Indemnity and Guarantee

Companies Act 2013 and Mercantile Acts - Meaning, Features of Company, Types of Companies, Formation of a Company, MOA and AOA, Directors, Meetings, Winding Up
Sales of Goods Act and Negotiable Instrument Act

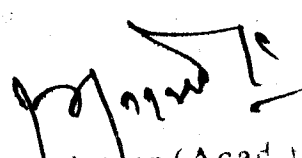
Other Acts - Laws related to Women Protection at Workplace, Basics of Cyber Laws, Basics of Intellectual Property Right Act, RTI Act

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

Cases

References

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


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Indian Socio Economic Policies and Practices

Subject Code: MGS403

Credits: 04

EOSE Marks: 80

CIA Marks: 20

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 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)

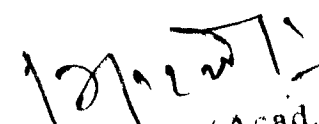
Indian Socio Economic Policies - Salient feature of Fiscal Policy, Salient features of Monetary Policy, Introduction to Government Flagship Programs (MNREGA, Jan Dhan Yojna, Make in India, Digital India, Stand Up India - Start Up India, Clean India Program, Skill India Program)

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

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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Multi-Disciplinary Research Project

Subject Code: MGS404

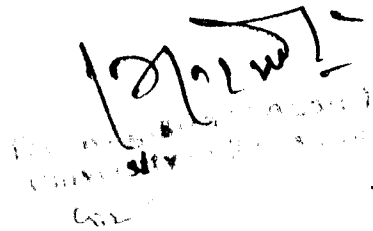
EOSE Marks: 80

CIA Marks: 20

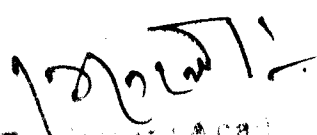
Credits: 04

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.

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Specialization (Functional) Elective Papers
Marketing Area


Dr. Rakesh Chandra
2018

Consumer and Organizational Buying Behavior

Subject Code: MGSE01

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

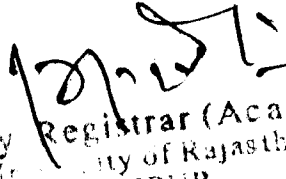
Concept, Diversity of Consumer Behavior, Characteristics of Indian Consumers, Consumer Needs, Motives (Positive and Negative, Rational and Emotional), Consumer Relevant Reference Groups (Opinion Leaders, Family Decisions Making and Consumption Related Roles, Family Life Cycle, Social Class and Consumer Behavior, Influence of Culture on Consumer Behavior), Consumer Decision Making Models, Post Purchase Behavior (Consumer Satisfaction Concept and Models - *Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance*, Consumer Delight, Consumer Complaint Behavior), Consumerism (Evolution and Effects)

Organizational Buying

Concept, Comparison with Consumer Buying, Economic Influence, Political Influence, Legal Influence, Supplier's Influence, Technology Influence, Customer Influence, Government Influence, Labor Influence, Analyzing Buyers' Strengths and Negotiation Capabilities, Organizational Influences on Buying Behavior (Buying Roles, Market Response, The Organizational Buying Decision Process, Buying Tasks, Interpersonal Influencing in Organizational Buying)

Reference

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


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Integrated Marketing Communication

Subject Code: MGSE02

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

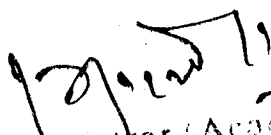
Introduction - Concept, Communication Models, Process, Importance, Advantages, Partners in IMC

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. Belch and Belch, Integrated Marketing Communications, McGraw Hill
1. Aaker David, Advertising Management, PHI
2. Sirgy and Don, Integrated Marketing Communications, Cengage


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University of Rajasthan
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Retail and Sales Management

Subject Code: MGSE03

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 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

Sales Management - Introduction, Objectives, Nature, Responsibilities, Approaches to Personal Selling, Selling and Negotiation Skills, Process of Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing Sales Force, Automation in Personal Selling

References

1. Barry Berman, Retail Management, Pearson
2. Bajaj and Tuli, Retail Management, Oxford
3. Levy and Weitz, Retailing Management, McGraw Hill
4. Still, Cundiff, Govani, Sales Management, Pearson


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Supply Chain Management

Subject Code: MGSE04
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 supply chain management and various dimensions and managerial implication of SCM for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Content

Introduction - The Supply Chain Revolution, Generalized Supply Chain Model, Supply Chain and Networks, Extended Organization, Logistical Value Proposition, Logistical Operating Arrangements, Supply Chain Synchronization

Supply Chain Application - Procurement and Manufacturing(Quality Imperative, Procurement-Manufacturing-Logistical Interfaces), Information Technology Framework (Information System Functionality, Comprehensive Information System Integration, Communication Technology, ERP Implementation, ERP System Design, Supply Chain Information System Design), Inventory (Inventory Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainty, Inventory Management Policies and Practices), Transportation (Transport Functionality, Principles and Participants, Transportation Service, Transportation Economic and Pricing, Transport Administration, Documentation), Warehousing (Strategic Warehousing, Warehousing Operations, Warehousing Ownership Arrangements, Warehouse Decisions), Packaging And Materials Handling (Packaging Perspectives, Packaging For Efficient Materials Handling)

Operational Integration - Global Strategic Positioning, Global Supply Chain Integration, Supply Chain Security, International Sourcing, Network Integration (Enterprise Facility Network, Warehouse Requirements, Total Cost Integration), Relationship Development and Management

References

1. Chopra and Kalra, Supply Chain Management, Pearson
2. Sople, Supply Chain Management, Pearson
3. Khalid Zaidan, Supply Chain Management, Createspace

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Services Marketing

Subject Code: MGSF05

Credits: 04

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 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

Emerging Issues in Service Marketing Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

References

1. Services Marketing, Rao, Pearson Education.
2. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books.
3. Service Management, Operations, Strategy, Information Technology, Fitzsimmons & Fitzsimmons, McGraw Hill.
4. Marketing of Services, Hoffman & Bateson, Cengage Learnings.
5. Services Marketing, Zeithaml and Bitner, McGraw Hill.
6. Services Marketing, Lovelock and Chatterjee, Pearson.
7. Services Marketing, Nargundkar, McGraw Hill.


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Strategic Product & Brand Management

Subject Code: MGSE06

Credits: 04

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 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.

Product development – idea generation-concept development-business strategy & commercialization.

Brands – meaning-strategies and brand positioning.

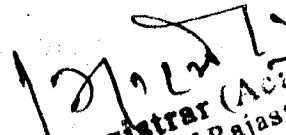
Building brands- brand elements and brand value. Building marketing programs to build brand equity.

Branding decisions. Brand associations & co-branding. Brand equity. Brand equity management. Brand equity measurement. Sources of brand equity. Strategies for growing and sustaining 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.


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Rural Marketing

Subject Code: MGSE07

Credits: 04

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 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

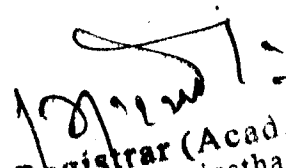
Overview of Rural Markets and Rural Marketing - Rural Economy in India, Rural Marketing (Meaning, Scope, Characteristics of Rural Markets, Taxonomy of Rural Markets, Changing Patterns, Attractiveness of Rural markets, Challenges and Constraints)

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


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Specialization (Functional) Elective Papers
Human Resource Area


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Employee Relationship Management

Subject Code: MGSF01

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 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

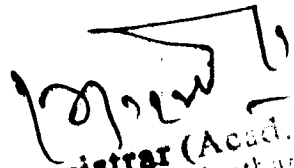
Industrial Disputes - Definition, Causes, Types, Prevention, Settlement, Industrial Dispute Act (Conditions to Strikes, Lock-outs, Lay-off & Retrenchment and Laws relating to Standing Orders), Grievance & Disciplinary Procedure, Labor Court, Industrial Tribunal, National Tribunal, Role of Judiciary and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

Career Management and Quality Circles - Career Planning, Factors affecting Career Choices, Career Stages, Career Anchors, Need for Career Planning, Individual and Organizational Problems in Integration, Integration Process, Quality Circles (Meaning, Objectives, Process)

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


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Manpower Planning and Management

Subject Code: MGSF02

Credits: 04

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 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
3. Gareth Roberts, Recruitment and Selection, Jaico


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Performance Appraisal and Compensation Management

Subject Code: MGSF03

Credits: 04

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)

Wage and Salary Administration - Nature, Scope, Process, Factors Influencing, Wage (Theories, Types), Incentives (Definition, Types: Individual Incentives, Organization Wide Incentives, Non-financial Incentives, Fringe Benefits)


Incentives and Retirement Plans - Basic Pay, Calculation of Total Compensation Package (Provisions for Dearness Allowance, Various Methods of Compensating Cost of Living), Executive Compensation Plan, Retirement Plan and VRS

Planning For Improved Competitiveness - Diagnosis and Bench Marking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems

Cases

References

1. Goel D. Performance Appraisal and Compensation Management, PHI
2. Jordan, Performance Appraisal, Harvard Press
3. Dipak Bhattacharya, Compensation Management, Oxford


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Knowledge Management and Learning Organization

Subject Code: MGSF04

Credits: 04

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

Learning Organization - Concept of Learning Organization, Need for Learning, Organizational Learning: A Capabilities-Based View, Learning Tools and Techniques (Systems Thinking, Benchmarking and Process Mapping), Measuring Learning; The Intellectual Capital, Architecting a Learning Organization

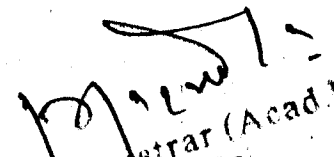
Knowledge Management- Introduction, Meaning of Knowledge, Components (Data, Information, Knowledge, Wisdom), Organizational Knowledge Mapping Techniques, Knowledge Life Cycle, Value of Knowledge, Global Knowledge Economy, Knowledge-Based Competition

Strategies and Application - Knowledge-Creation and Acquisition Processes, Developing Knowledge Management Framework, Knowledge Management Systems, KM Strategies, Knowledge and Culture, Knowledge Measurement (Framework and Techniques), Implementation Barriers, Recent Tools in Knowledge Management and Intelligent Support Systems, Intellectual Capital

Cases

References

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


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Strategic HRM

Subject Code: MGSF05

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 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

Introduction- Meaning, Need, Importance, Linking HR Strategy with Business Strategy, Strategizing HR Processes (Recruitment and Retention, Training and Development, Performance Appraisal and Compensation Management), Gaining Competitive Advantage through HR, VRIO Framework

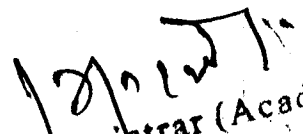
Manifestation of HR Strategies - HR and Change Management, HR and OD Interventions (General OD Competencies, OD Skills, Designing OD Interventions - *Personal, Team, Intergroup and Systems*, Evaluation, Future of OD), Human Side of Mergers and Acquisitions

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: MGSF06

Credits: 04

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 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

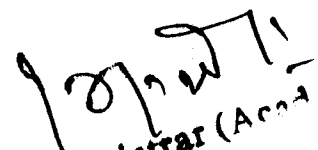
Introduction - Meaning, Significance, Features of Good Counseling, Historical Evolution, Approaches to Counseling (Psychoanalysis, Behaviorism, Humanism), Objectives, Process of Counseling (Beginning to Termination to Follow Up), Counseling Knowledge, Skills and Attitude, Dimensions of Counseling, Basics 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. Alok Satsangi, Counselling Skills for Managers, Laxmi Publishers


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International HRM

Subject Code: MGSF07

Credits: 04

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 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, TMI


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Specialization (Functional) Elective Papers

Finance Area

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61 JAI PUR

Investment Management and Securities Analysis

Subject Code: MGSG01

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
2. Cheney and Muses, Fundamentals of Investments, Paul, New York
3. Madhumati and Rangrajan, Investment Analysis and Portfolio Management


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Marketing of Financial Services

Subject Code: MGSG02

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

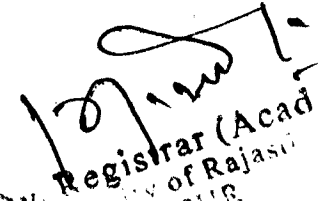
Marketing and Types of Mutual funds; Comparison, Pricing and Promotion Strategies, Creation of Financial Brand, Venture Capital

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


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Jaipur

Behavioral Finance

Subject Code: MGSG03

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 Finance 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

Concepts of Behavioral Finance, Assumptions, Types of Investors, Elements and Causes of Behaviors, Factors Affecting Behavioral Finance, Type of Behavioral Biases- Over Confidence, Loss Aversion, Anchoring, Diversification, Disposition Effect, Herding, Optimism, Narrow Framing.

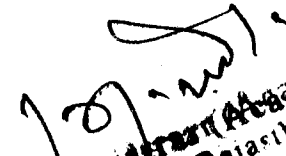
Conventional Finance V/s Behavioral Finance, Theories of Behavioral Finance- Human Informatics, Processing Arbitrage, EMH, Anomalies

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 Sulphrey, Behavioural Finance, PHI
2. William Forbes, Behavioural Finance, Wiley
3. Suchita Singh and Shulpa, Behavioural Finance, Vikas Publishing


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Financial Institution Management

Subject Code: MGSG04

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 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, FII, Funding by VC

Cases

References

1. Bhalla, V.K.; Indian Financial System, Delhi, Anmol Pub. Pvt. Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz; Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B.; Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A.; Development Banking. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R.; Financial Institutions. Ontario, Irwin Dorsey, 1985.


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Indian Financial System

Subject Code: MGSG05

EOSE Marks: 80

CIA Marks: 20

Credits: 04

Contents

Concept, Evolution of Indian Financial System since ancient India, Learnings from Kautilya'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
2. Indian Financial System- Machiraju- Vikas Publishing House -2008
3. Indian Financial System- Khan, Tata McGraw-Hill -2004


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Commodity and Derivative Securities

Subject Code: MGSG06

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 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.

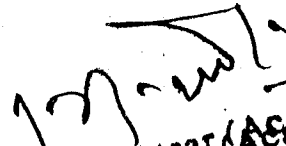
Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swap option

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


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Director of Rajasthan

Consumer and Retail Finance

Subject Code: MGSG07

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

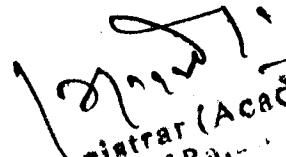
Evaluation- Pay Back, ROI, EMI, Charge and Collateral, Recovery Mechanism

Client Acquisition and Retention Strategy

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Specialization (Functional) Elective Papers

Rural Development Area


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Management of Agro and Rural Based Industries

Subject Code: MGS01

Total Credits: 04

EOSE Marks: 80

CIA Marks: 20

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)

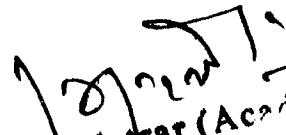
SWOT Analysis of ABIs in India. Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India, Food processing sector, APMC Act, Future scenarios, Methods of Sales of agricultural products, Agents and Marketing Agencies, Commodity Markets and Trading

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 abd Heady
5. Agricultural Decision Analysis :Jack R. Anderson, John L. Dillon and Brian Hardaker
6. Agricultural Bargaining Power :George W.Ladd


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Rural Credit and Finance

Subject Code: MGS02

Total Credits: 04

EOSE Marks: 80

CIA Marks: 20

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

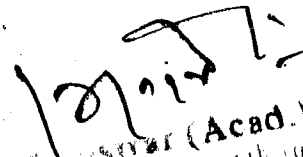
Microfinance Models,Co-operatives operation and reforms , PACS ,Micro Insurance -Benefits and Challenges, Commercial bank (Policies and Objectives before and after nationalization of banks),Branch expansion policy and programs,Emergence of RRBs policy (Objectives , Functions , Progress and Achievements), 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


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Rural Project Planning and Management

Subject Code: MGS03

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

Concept of Planning, Situational analysis and Identification of Needs, Participatory methods, Project strategy, Preparation of plan, Logical Framework Analysis: Concept, Basic Principles, Steps in Constructing a Logical Framework


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:

1. Report of Ministry of Rural Development, Government of India.
2. India Annual Issue, DAVP Publication.
3. Reports of Various Committees setup by Government of India.


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Rural Society and Polity in India

Subject Code: MGS04

EOSE Marks: 80

CIA Marks: 20

Total Credits: 04

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.

Rural society in India: Social differentiation and stratification of rural society, Indological Perspective, Structural- Functional Perspective, Marxian Perspective, Subaltern Perspective, Non- Brahminical Perspective, Jajmani System in Rural Society.

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
3. David L. Brown and Kai A. Schafft, 'Rural People and Communities in the 21st Century: Resilience and Transformation, Polity Press publications

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Management of NGOs

Subject Code: MGS05
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'

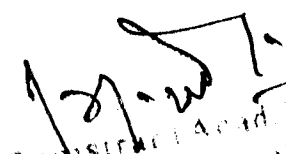
Typology of NGO and NGO Activity, NGO Activities in Political Advocacy, Policy Change and Development, NGO Relations with Communities and Grassroots Organizations Government, Donors and Philanthropic Agencies, Analysis of NGO Roles as Project Implementers, Technical Assistance Providers, Intermediaries,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

1. Blakely, E., & Bradshaw, T. K. (2002). *Planning local development: Theory and practice* (3rd ed.). New Delhi: Sage.
2. CAPART. (1999-20002). *Prayas case studies of NGO success in rural development*. New Delhi: CAPART.
3. Chandra, P. (2005). *NGOs in India: Role, guidelines & performance appraisal*. New Delhi: Akansha Publishing house.
4. De Neufville, R., & Desousa, I. (2009). *Government NGOs and anti-corruption vices and virtues*. London: Routledge.


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Natural Resources Management

Subject Code: MGS1106

Total Credits: 04

EOSE Marks: 80

CIA Marks: 20

Contents

Land Resources

Land Use Pattern, Changes in Land Use Pattern, Factors Influencing Changes in Land Use Pattern, Bleeding Lands - Exploitation, Soil Erosion, Desertification, Degradation - Soil, Salinity, Alkalinity and Pollution, Indigenous Knowledge Systems for Management of Land Resources - Moisture Retention, Soil Fertility Management, Cropping Patterns, Effects of Modern Agricultural Practices on Land and Environment, Nutrient Management, Integrated Pest Management, Non-pesticide Management

Management of Land Resources, Soil conservation: Concept, Methods and Practices, Application of Geographic Information System for Management of 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

Progress of Micro Irrigation in India- Issues and Constraints, Principles of Integrated Water Resources Management

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, Etno 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

1. Report of Ministry of Environment.
2. Economic Survey
3. Various Reports of Special Task Force
4. Annual Report of Institute of Forest Management.

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DR. K. S. RAO
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