



**UNIVERSITY OF RAJASTHAN**  
**JAIPUR**

**SYLLABUS**

**Faculty of Management Studies**

**Master of Business Administration**  
**(Executive)**

**Semester Scheme**

**I<sup>st</sup> / II<sup>nd</sup> Semester Exam      2017-2018**

**III<sup>rd</sup> / IV<sup>th</sup> Semester Exam      2018-2019**

  
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**Academic**  
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**Semester Scheme**  
**Master of Business Administration Executive**

**Course Category:**

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

**Contact Hours:**


L: Lecture

T: Tutorial

P: Presentation

S: Self Study

Master of Business Administration – Executive (M/AME)

  
Head of Department  
Department of Management Studies  
University of Mumbai



## Semester-I

Sl.No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM E101	Principles of Management and Organization Behavior	CCC	6	4	2	0	3	0
2	MGM E102	Marketing Management	CCC	6	4	2	0	3	0
3	MGM E103	Accounting for Managers	CCC	6	4	2	0	3	0
4		Elective - I	ECC	6	4	2	0	3	0
5		Elective - II	ECC	6	4	2	0	3	0
6		Elective - III	ECC	6	4	2	0	3	0
<b>Total Credits in the Semester</b>				<b>36</b>					

### Electives in Semester-I:

MGME A01- Indian Socio Economic Policies and Practices

MGME A02 - Human Resource Management

MGME A03 - Productions and Operations Management

MGME A04 - Business Communication and Personality Development

MGME A05 - IT for Managers

  
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## Program Administration

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

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

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

  
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## Semester I

### Syllabus

#### Principles of Management and Organization Behavior

Subject Code: MGME101

Credits: 06

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

#### Introduction to Management

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

#### Individual Behavior

Personality | Perception | Learning | Stress Management | Emotional Intelligence

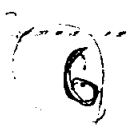
#### Organizational Behavior

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

#### References

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

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## Semester I

### Syllabus

#### Marketing Management

Subject Code: MGME102

Credits: 06

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

#### Introduction to Marketing

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

#### Exploring Customer Value

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

#### Creating Customer Value

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

#### Marketing Control

Marketing Evaluation and Control | Sustainability and Ethics in Marketing

#### Reference

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

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## Semester I

### Syllabus

#### Accounting for Managers

Subject Code: MGME103

Credits: 06

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

#### Introduction

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

#### Published Financial Statement Analysis

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

#### Cost Accounting

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

#### Reference

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





## Semester I

### Syllabus

#### Indian Socio Economic Policies and Practices

Subject Code: MCME A01

Credits: 06

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate various Indian Socio Economic Policies and Practices and various dimensions related to Indian Social and Economic Trends and Government Schemes having implications on managerial decisions.

#### Indian Economic Structure

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

#### Indian Socio Structure

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

#### Indian Socio Economic Policies

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

#### Reference

1. Narseem Azad, Social and Economic Problems in India, Ramesh Publishing House
2. SK Goyal, India's Social Milieu, Academic Foundation
3. Magazines (Economic and Political Weekly | Frontline | India Today | Others) and Newspapers
4. Nissam, India : Economic, Political and Social Issues, Nova Science Publisher

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## Semester I

### Syllabus

#### Human Resource Management

Subject Code: MGME A02

Credits: 06

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

#### Introduction to HRM

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

#### Human Resource Procurement

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

#### Performance Appraisal and Reward Management

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

#### Employee Compensation

Meaning | Financial and Non-Financial Components

#### Human Resource Accounting

Meaning | Importance | Methods

#### Reference

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



## Semester I

### Syllabus

#### Productions and Operations Management

Subject Code: MGME A03

Credits: 06

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

#### Introduction to POM

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

#### Business Processes

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

#### Network Techniques


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

#### Quality Management

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

#### Reference

1. Bufo and Sarin, Modern Production and Operation Management, Wiley
2. Russell and Taylor III, Operation Management - 4<sup>th</sup> edition, Pearson
3. Adam Jr. and Ebert, Production and Operation Management, Pearson
4. Anil Kumar and N Suresh, Production and Operation Management, New Age

  
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## Semester I

### Syllabus

#### Business Communication and Personality Development

Subject Code: MGME A04

Credits: 06

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

#### Introduction to Business Communication

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

#### Business Writing and Correspondence

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

#### Personality Development

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

#### Reference

1. Lesikar, Flatley, Rentz, Paude, 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



**Semester Scheme**  
**Master of Business Administration Executive**  
**Semester I**

**Syllabus**

**IT for Managers**

Subject Code: MGMEA05

Credits: 06

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

**Computer Hardware and Software**

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

**Data Base Management System**

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

**Telecommunication and Networks**

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

**Functional and Enterprise Systems**

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

**Reference**

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

  
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## Semester-II

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration [Hrs.]	
					L	T	P	T	P
1	MGM E201	Financial Management	CCC	6	4	2	0	3	0
2	MGM E202	Business Regulatory Framework	CCC	6	4	2	0	3	0
3	MGM E203	Managerial Economics	CCC	6	4	2	0	3	0
4		Elective - I	ECC	6	4	2	0	3	0
5		Elective - II	ECC	6	4	2	0	3	0
6		Elective - III	ECC	6	4	2	0	3	0
<b>Total Credits in the Semester</b>				<b>36</b>					

### Electives in Semester-II:

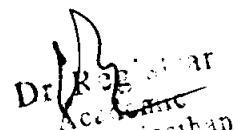
MGME B01- Business Ethics, Corporate Governance and CSR

MGME B02 - Business Research and Data Analytics

MGME B03 - Micro Finance and MSME Management

MGME B04 - Entrepreneurship and New Venture Management

MGME B05 - Managing Change and Innovation


  
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### Semester-III

S.No.	Subject Code	Course Title	Course Category	Credits	Contact Hours Per Week			BOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM E301	Strategic Management	CCC	6	4	2	0	3	0
2	MGM E302	Quantitative Techniques	CCC	6	4	2	0	3	0
3	MGM E303	Integrated Term Project	CCC	6	4	2	0	3	0
4		Elective - I	ECC	6	4	2	0	3	0
5		Elective - II	ECC	6	4	2	0	3	0
6		Elective - III	ECC	6	4	2	0	3	0
<b>Total Credits in the Semester</b>				<b>36</b>					

**Electives in Semester-III:**

- a) See Marketing Electives
- b) See Financial Electives
- c) See Human Resource Electives
- d) See Rural Development Electives
- e) See Entrepreneurship Electives
- f) See Operations and IT Electives

  
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### Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credits	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM E401	E - Business	CCC	6	4	2	0	3	0
2	MGM E402	Community Based Organization Management	CCC	6	4	2	0	3	0
3	MGM E403	Global Business Management	CCC	6	4	2	0	3	0
4		Elective - I	ECC	6	4	2	0	3	0
5		Elective - II	ECC	6	4	2	0	3	0
6		Elective - III	ECC	6	4	2	0	3	0
<b>Total Credits in the Semester</b>				<b>36</b>					

**Electives in Semester-IV:**

- a) See Marketing Electives
- b) See Financial Electives
- c) See Human Resource Electives
- d) See Rural Development Electives
- e) See Entrepreneurship Electives
- f) See Operations and IT Electives






## Specialization Electives

<b>Marketing Specialization</b>	
MGME E01	Consumer and Organizational Buying Behavior
MGME E02	Integrated Marketing Communications
MGME E03	Retail Management
MGME E04	Supply Chain Management
MGME E05	Services Marketing
MGME E06	Strategic Brand Management
MGME E07	Rural Marketing
<b>Human Resource Management</b>	
MGME F01	Employee Relationship Management
MGME F02	HR Acquisition and Development
MGME F03	Performance Appraisal and Compensation Management
MGME F04	Knowledge Management and Learning Organisation
MGME F05	Strategic HRM
MGME F06	Counselling Skills for HR Managers
<b>Financial Management</b>	
MGME G01	Investment Management and Securities Analysis
MGME G02	Marketing of Financial Services
MGME G03	Behavioral Finance
MGME G04	SMSE and Micro Finance
MGME G05	Strategic Financial Decision
MGME G06	Commodity and Derivatives Securities
MGME G07	Portfolio Management
<b>Rural Development</b>	
MGME H01	Management of Rural Development
MGME H02	Management of Rural and Agro Based Industries
MGME H03	Rural Credit Finance and Institutions
MGME H04	Rural and Agricultural Marketing
MGME H05	Rural Society and Polity
MGME H06	Management of NGOs

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<b>Entrepreneurship</b>	
MGME I01	Social Entrepreneurship
MGME I02	Family Business Management
MGME I03	Innovation Management
MGME I04	Business Modelling and Leadership
MGME I05	Project Management
<b>Operations and Information Technology Management</b>	
MGME J01	Computer Networks and Internet
MGME J02	Data Analysis with Excel and SPSS
MGME J03	Management Information System
MGME J04	Technology Management
MGME J05	Enterprise Resource Planning
MGME J06	Data Mining and Warehousing
MGME J07	Operations Strategy and Competitiveness

  
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## Program Administration

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

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16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).

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Faculty of Management Studies - University of Rajasthan  
Semester Scheme  
Master of Business Administration (Executive)  
Semester II

Syllabus

Financial Management

Subject Code: MGME 201

Credits: 06

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Financial Management and various dimensions related to Investment, Capital and Dividend managerial decisions. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Introduction to Financial Management**

Objectives | Contemporary Financial Environment | Fundamental Concepts (Risk and Return, Time value of Money) | Behavioral Finance

**Investment Decisions**

Cost of Capital | Leverage | Capital Structure Theories | Capital Budgeting | Working Capital Management | Cash Management | Inventory Management

**Reward and Dividend Decisions**

Introduction | Dividend Decisions | Determinants | Dividend Theories | Bonus Issues | Stock Split | Buy Back of Shares | Tax issues | Recent Trends in Dividend Policies | Management of Profit

**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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Semester Scheme  
Master of Business Administration (Executive) .  
Semester II

Syllabus

Business Regulatory Framework

Subject Code: MGME 202

Credits: 06

**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.

**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 | Role of Independent Directors | CSR and Legal Provisions for Corporate Governance | Meetings | Winding Up | Sales of Goods Act | Negotiable Instrument Act

**Other Acts**

Laws related to Women Protection at Workplace | Basics of Cyber Laws | Basics of Intellectual Property Right Act | RTI Act

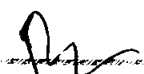
**Regulatory Framework in India**

Concept of Regulatory Organizations | RBI (Objectives and Functions) | IRDA (Objectives and Functions) | SEBI (Objectives and Functions) | TRAI (Objectives and Functions) | PFRDA (Objectives and Functions) | FSDC (Objectives and Functions) | Competition Commission | NGT

**References**

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

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Semester Scheme  
Master of Business Administration (Executive)  
Semester II

Syllabus

Managerial Economics

Subject Code: MGME 203

Credits: 06

**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.

**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 | CVP and its implications for Business Decision-Making

**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 | Business Cycles | Recent Trends in Indian Economy | Inflation (CPI, WPI and GDP Deflator) | Money Supply

**Reference**

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

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Semester Scheme  
Master of Business Administration (Executive)  
Semester II

Syllabus

**Business Ethics, Corporate Governance and CSR**

Subject Code: MGME B01

Credits: 06

**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.

**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)

**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

**External and Internal Context**

Ecology and Society Related Issues and Sustainable Development | Consumers Related Issues | Employees Related Issues | Government Related Issues | Stakeholders Related Issues | Code of Conduct | Ethics Training and Communication | Systems to Monitor and Enforce Ethical Standards | Ethics Audit

**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

**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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Syllabus

Business Research and Data Analytics

Subject Code: MGME B02

Credits: 06

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.

**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

**References**

1. Goode, W.J. and Paul Hatt, Methods in Social Research, McGraw Hill
2. Maxwell Joseph, Qualitative Research Design, Sage Publication
3. Dwivedi, Research methods in Behavioural Science, Mcmillian

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Syllabus

Micro Finance and MSME Management

Subject Code: MGME B03

Credits: 06

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.

**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 - Strategies and Application**

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 | Role of Self Help Groups in Micro Financing

**MSME Management**

Definition of Micro, Small, Medium and Micro Enterprises | Significance | Challenges | Growth and Performance of MSMEs in India | Sickness in MSMEs (Criteria, Causes, Symptoms, Remedies) | Government Policies, Incentives and Institutional Support for MSMEs

**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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Syllabus

Entrepreneurship and New Venture Management

Subject Code: MGME B04

Credits: 06

**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.

**Introduction**

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

**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

**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

**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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Syllabus

Managing Change and Innovation

Subject Code: MGME B05

Credits: 06

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

**Change Management**

Meaning | Significance | Change Process | Models of Change | Diagnosing Organizational Capabilities to Change | Structure, Systems and People | Dealing with Resistance to Change | Organizational Culture and Change | Learning Organization Concept | Managing Technological Change | Developing Man - Machine Synergy | Managing Business Success and Failure


**Innovation Management**

Meaning | Significance | Types of Innovation | Innovation Process | Innovation Engine | Sources of Innovation | Innovation Strategies | Innovation Time and Innovation Cost | Worldwide patterns observed in Innovation Management | Innovation in Start Ups in India | Innovation Success Stories

**References**

1. Anderson and Barker, Effective Enterprise and Change Management, Oxford Blackwell
2. French and Bell, Organisation Development, PHI
3. Luthans, Organisational Behavior, McGraw Hill

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Syllabus  
Strategic Management

Subject Code: MGME 301

Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of strategy and taking competitive advantage in the fierce competitive environment and various dimensions related to strategies for any organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Introduction**

Meaning | Levels | Strategic Decision Making and Approaches | Strategic Business Units | Corporate Planning Process | Environment Scanning and Appraisal | Organizational Appraisal | Strategic Advantage Analysis | SWOT Analysis | Porter's Five forces Model of Competition | Value Chain Model | Vision, Mission and Objectives

**Strategy Formulation and Portfolio Analysis**

Consolidation Strategies | Growth (Mergers, Acquisition, Joint Venture, Licensing, Franchising, Strategic Alliance, Diversification) | Retrenchment Strategies | Modernization | Synergy | GAP Analysis | McKinsey 7-S framework | GE-9 Cell Model | BCG Matrix | Selection of Matrix | Factors affecting Strategic Choice

**Strategy Implementation and Evaluation**

Issues in Strategy Implementation (Resource Allocation, Budgets, Organization Structural Considerations, Behavioral Issues like Leadership Styles, Functional Issues) | Corporate Culture and Values Power | Structural Considerations | Strategic Control (Overview, Techniques, )

**Contemporary Issues**

New Business Models and Strategies for Internet Economy | Strategic Issues in Non-profit Organizations

**References**

1. Hesterly and Barney, Strategic Management and Competitive Advantage, Pearson
2. Wheelon and Hunger, Strategic Management and Business Policy, Pearson
3. Azhar Kazmi, Business Policy, Tata McGraw Hill

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Syllabus  
Quantitative Techniques

Subject Code: MGME ~~102~~ 302

Credits: 06

**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.

**Game Theory**

Concepts | Zero Sum Game | Pure and Mixed Strategy | Application for Managers

**Transportation and Assignment**

Concepts | Methods | Application for Managers

**Decision Theory**

Decision under Uncertainty | Decision under Risk | Methods | Application for Managers

**Queuing Theory**

Concepts | Methods | Application for Managers

**Linear Programming**

Concepts | Methods (Simplex, Duality, Graphical) | Application 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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Syllabus  
Integrated Term Project

Subject Code: MGME 303


Credits: 06

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

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization. A report based on the research 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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Syllabus  
E-Business

Subject Code: MGME401

Credits: 06

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of E-Business and various dimensions of E-Business for any organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Introduction**

Meaning | Significance | Unique Features | Opportunities and Challenges | 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 | History

**E-Business Architecture and Infrastructure**

Capacity Planning | Enabling Technologies | Information and Communication Publishing Technologies | E-Business Designs | Performance Modeling | Mobile Commerce (Framework and Models) | Electronic Payment Systems (Concept of Virtual Money, Types of Systems, Infrastructure, Issues)

**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)

**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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Syllabus  
Community Based Organization Management

Subject Code: MGME402

Credits: 06

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.

**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)

**Management of CBOs and NGOs**

Project Formulation and Documentation | 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 (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)

**Field Work**

Student will have to undergo a Fifteen-day internship with any SHG/ NGO/ CBO/ Governmental Social Initiative and submit experience to be evaluated by the Institute.

**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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Syllabus  
Global Business Management

Subject Code: MGME403

Credits: 06

**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.

**Introduction to Global Business**

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

**Global Business Environment**

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

**Global Economic Environment**

Economic Systems | Global Financial Institution (WTO, World Bank, IMF, UNCTAD, Asian Development Bank, New Development Bank) | Global Monetary System (Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade) | Regional Economic Integrations (ASEAN, SAARC, BRICS, OPEC, EU, NAFTA)

**Management of Global Business**

Global Market Selection and Entry Strategies | Issues in Global Financial Management | Issues in Global Marketing | Issues in Global Human Resource Management | Global Operations and Logistics

**Contemporary Trends in GBM**

India- an Emerging Market | Global Trade in Pre-liberalization and liberalization Era | Export Performance and Direction of India | Brief of Indian Trade Policy | Brief of Export Import Documentation

**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.

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Marketing Electives Syllabus  
Consumer and Organizational Buying Behavior

Subject Code: MGME E01

Credits: 06

**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.

**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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Marketing Electives Syllabus

Integrated Marketing Communication

Subject Code: MGME E02

Credits: 06

**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.

**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
2. Aaker David, Advertising Management, PHI
3. Sirgy and Don, Integrated Marketing Communications, Cengage

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Marketing Electives Syllabus

Retail Management

Subject Code: MGME E03

Credits: 06

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.

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 Facade | Store Administration (Floor Space Management, Managing Store Inventories and Display) | Merchandising (Concept, Importance, Functions, Steps in Merchandising Planning) | Category Management (Definition, Process) | Private Label Brands | Planning Retail Communication (Managing In-Store Promotions and Events)

Integrated Marketing Channels

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

References

1. Barry Berman, Retail Management, Pearson
2. Bajaj and Tuli, Retail Management, Oxford
3. Levy and Weitz, Retailing Management, McGraw Hill



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Marketing Electives Syllabus

Services Marketing

Subject Code: MGME E05

Credits: 06

**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.

**Introduction**

Emergence of GATS in World Trade | Service Sector and Indian Economy | Gaps Model of Service Quality | Consumer Behavior in Services (Search, Experience, Credence Properties and Consumer Choice) | Customer Expectations (Meaning, Types, Influencing Factors, Customer Perceptions, Customer Satisfaction, Service Quality and Service Encounters, CRM in Services)

**Services Marketing Mix**

Product | Price | Place | Promotion | Physical Evidence | Process | People

**Service Industries in India**

Marketing Strategies in Service Sectors like Banking, Finance and Insurance | Travel, Tourism and Hospitality | Wellness | Telecom | NGOs | Public Utility Services

**References**

1. Zeithaml and Bitner, Services Marketing, McGraw Hill
2. Lovelock and Chatterjee, Services Marketing, Pearson
3. Nargundkar, Services Marketing, McGraw Hill

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**Marketing Electives Syllabus**

**Strategic Brand Management**

**Subject Code: MGME E06**

**Credits: 06**

**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.

**Introduction to Brand**

Meaning | Elements | Brand and Product | Significance | Challenges | Brand Equity | Strategic Brand Management Process

**Branding Strategies**

Brand Positioning | Brand Resonance and Brand Value Chain | Building Brands | Choosing Brand Elements to Build Brand Equity | Designing Marketing Programs and IMC to Build Brand Equity | Brand Associations and Leveraging Brand Associations | Brand Equity Measurement and Management System | Measuring Sources and Outcomes of Brand Equity | Strategies for Growing and Sustaining Brand Equity

**References**

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



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Marketing Electives Syllabus

Rural Marketing

Subject Code: MGME E07

Credits: 06

**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.

**Overview of Rural Markets and Rural Marketing**

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

**The Rural Consumer**

Classification and Characteristics of Rural Consumers | Unique Rural Consumer Behavior | Innovation Adoption | Factors Influencing Rural Consumer Behavior | Rural Shopping Habits and Growing Consumerism | Rural Market Segmentation, Targeting, Positioning

**Strategies for Indian Rural Marketing**

Product Strategy | Rural Branding | Product Life Cycle | Rural Pricing | Rural Distribution | Rural Communication Mix


**Agricultural Marketing**

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

**References**

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

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HR Electives Syllabus

Employee Relationship Management

Subject Code: MGME F01

Credits: 06

**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.

**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)

**References**

1. Elizabeth Aylott, Employee Relations, Kogan
2. Singh and Kumar, Employee Relations Management, Dorling Kindersley
3. Paul Blyton, Dynamics of Employee Relations, Palgrave Macmillian

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HR Electives Syllabus

HR Acquisition and Development

Subject Code: MGME F02

Credits: 06

**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.

**Human Resource Planning**

Definition | Objectives | Importance | Factors affecting HRP | Process of HRP | Employee Forecasting (Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting) | Managing Diversity

**Job Analysis**

Meaning | Purpose | Process | Methods | Job Description (Contents, Writing Job Description) | Job Specification | Job Enrichment

**Procurement, Selection and Induction**

Recruitment (Meaning, Process, Sources, Modern Techniques) | Selection (Meaning, Essentials, Hurdles, Procedure) | Induction (Meaning, Types - *Formal or Informal, Individual or Collective, Serial or Disjunctive, Investiture or Dis-investiture*, Requisites)

**Training and Development**

Concept of Training and Development | Need | Importance | Difference between Training and Development | Principles of Training | Areas of training | Assessment of Training Needs | Training Methods (On the Job and Off Job Methods, Electronic Training, Distance and Internet Based Training) | Evaluation of Training (Process, Evaluation of System, Evaluation of Methodology, Evaluation of Resource Person, Evaluation of Contents) | Competency Mapping | Feedback and Control | Employee Empowerment

**References**

1. Werner and Randy, Human Resource Development, Cengage
2. Ashoke Kumar, Human Resource Development, New India Publishing
3. Gareth Roberts, Recruitment and Selection, Jaico

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HR Electives Syllabus

Performance Appraisal and Compensation Management

Subject Code: MGME F03

Credits: 06

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.

**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

**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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HR Electives Syllabus

Knowledge Management and Learning Organization

Subject Code: MGME F04

Credits: 06

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.

**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

**Knowledge Management - 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

**References**

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

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HR Electives Syllabus

Strategic HRM

Subject Code: MGME F05

Credits: 06

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.

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

References

1. Jeffrey, Strategic Human Resource Management, Cengage
2. Tanuja Agarwala, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson

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HR Electives Syllabus

Counseling Skills for HR Managers

Subject Code: MGME F06

Credits: 06

**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.

**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

**References**

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

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Finance Electives Syllabus

Investment Management and Securities Analysis

Subject Code: MGME G01

Credits: 06

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.

Introduction

Concept of Savings and Investment | Trends in Savings and Investment | Process of Investment | Investment Avenues | Issues of Risk, Return and Evaluation | GDS and GDC (Composition and Trends)

Capital Market

Understanding Capital Market (Issues and Challenges, Prospects) | Terminology of New Issue Market | Secondary Market | Capital Market (Size, Procedure, Recent Trends, Regulatory Mechanism) | Investors Protection

Securities Analysis

Fundamentals, Economic, Industry, Company and Technical Analysis (Random Walk, Elliot Waves) | Portfolio Creation and Review of Investment Strategies (Warren Buffet, Peter Lynch etc. ) | Understanding and Managing Price Fluctuations | Stock Market Index

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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Finance Electives Syllabus

Marketing of Financial Services

Subject Code: MGME G02

Credits: 06

**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.

**Introduction**

Concept and Emergence of Financial Services | Types of Financial Services | Regulatory Framework for Financial Services | Financial Services and Customer Awareness | Recent Trends in Financial Services

**Specialized Services**

De-Mat | Securitization | Third Party Guarantee | Factoring | Investment Banking | Cross Border Transaction | Foreign Exchange Management | International and National Risk Management

**Marketing of Financial Services**

Designing Financial Services (Creation of Brand, Marketing of Financial Brand, Successful Financial Brand, Analysis and Interpretation) | Selling Financial Services | Branding Financial Services | Pricing | Issues and Challenges in Marketing of Financial Services | Marketing of Insurance Services (Strategies, Issues and Challenges, Branding)

**References**

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

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Finance Electives Syllabus

Behavioral Finance

Subject Code: MGME G03

Credits: 06

**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.

**Introduction**

Concept and Emergence of Behavioral Finance in India | Theories of Behavioral Finance | Tenets of Behavior | Individual and Group Behavior | Essentials of Behavioral Finance | Analysis of Behavior Finance (Strategies and Factors)

**Motivation**

Motivation for Behavior Finance (Theories, Application) | Influence of Brand and Marketing | Rural and Urban Behavior | Communication Strategies for Rural Customers | Determinants of Motivation | Financial Government Finance and KYC

**Strategies for Behavioral Finance**

Models and Simulation | Investors Feedback and Analysis | CRM and Retention Strategies | Implication for Strategies in India and BRIC Nations

**References**

1. MM Sulphey, Behavioural Finance, PHI
2. William Forbes, Behavioural Finance, Wiley
3. Suchita Singh and Shilpa, Behavioural Finance, Vikas Publishing

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Finance Electives Syllabus  
SMSE and Micro Finance

Subject Code: MGME G04

Credits: 06

**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.

**Introduction**

Concept of Rural Finance | Status of Rural Sector in India | Analysis of Government Policies for Supporting Rural Sector | Evolution of Non-Government and Voluntary Organizations | Financial Literacy | Determinants of Rural Finance

**Strategies**

Strategies for Rural Finance | Innovation | Funding | Profitability Analysis of Social Marketing | Community and Cluster Development


**Institutional Network**

NABARD | Micro Credit Institution | Commercial Banks | International Organization

**References**

1. Durgadas Roy, Rural Banking and Agriculture Finance, Rajat Publications
2. Gyanindira, Micro Finance and Rural Development, Regel

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Finance Electives Syllabus  
Strategic Financial Decision

Subject Code: MGME G05

Credits: 06

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

Introduction

Concept | Evolution | Types of SFD | Initiatives for SFD Policies Formulation and Implementation

Strategic Financial Decisions

Valuation of Strategic Option (Forms, Value and Reward) | Mergers and Acquisition (Process, Legal Framework, Value Creation, Successful Mergers and Acquisitions in India) | Leasing or Buying Decision | International Fund Transfer | Expansion and Diversification Strategies | Emerging Issues in Strategic Financial Decision | Managing Cross Country Currencies (Rates, Fluctuations and Strategies)

References

1. VK Bhalla, Financial Management and Policy, Anmol Delhi
2. Fogier and Ganpathy, Financial Econometrics, PHI
3. Van and James, Financial Management and Policy, PHI

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Finance Electives Syllabus  
Commodity and Derivative Securities

Subject Code: MGME G06

Credits: 06

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.

Introduction

Concept | Types of Derivatives (Options, Futures, Forward) | Evolution of Derivatives in India -  
Dr. LC Gupta's Recommendation | Volume and Trends in Derivatives Trade in India

Trading Strategies for Future and Options

Margin Call | Swap | Other Instruments | Open Interest | Carry Forward | Settlement |  
Clearing House | KYC | Limit

Regulatory Framework

Regulatory Framework for Derivatives Securities in India | SEBI and FMC | Investors  
Protections

References

1. Hull, Options, Futures and Derivatives, Pearson
2. Gardner, Future and Options, Macmillian
3. Gardner, Derivatives, Macmillian

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Finance Electives Syllabus

Portfolio Management

Subject Code: MGME G07

Credits: 06

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

**Course Content**

Portfolio Management (Meaning | Importance | Objectives | Various Issues in Portfolio Construction | Revision of Portfolio and Evaluation)

Portfolio Analysis (Estimating rate of return and standard deviation of portfolio returns | Effect of Combining securities | Markowitz risk return optimization)

Single Index Model (Portfolio Total Risk | Portfolio Market Risk and Unique Risk | Sharpe's Optimization Solution) | Capital Market Theory (Capital Market Line | Security Market Line | Risk Free lending and borrowing | Recent Developments)

Factor Models (Arbitrage pricing theory | principle of arbitrage | arbitrage portfolios) | Two Factor and Multifactor Models | Efficient Market Hypothesis

Portfolio Construction (Techniques) | Portfolio Performance Evaluation (Measures of return | Risk adjusted measure of performance evaluation | Market Timing | Evaluation Criteria and Procedures)

**References**

1. Barua, Verma and Rangnathan, Portfolio Management, Tata McGraw Hill
2. Clark and Francis, Investment Analysis and Management, McGraw Hill
3. Fabozzi Frank, Investment Management, PHI
4. Fischer and Jordan, Security Analysis and Portfolio Management, PHI

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Rural Development Electives Syllabus  
Management of Rural Development

Subject Code: MGMEH01

Total Credits: 06

Course contents

Meaning of development | Nature and features of rural economy of India | Dimension, dynamics and Magnitude of rural population | Rural poverty and development dimension | Problems of rural unemployment-specially disguised unemployment causes and remedies, Livelihood approach |

Indian agriculture production system-role, problems, and gender equity | Resource structure | growth opportunities | Agricultural finance and rural indebtedness | Development strategy: Centralization vs. 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 |

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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Rural Development Electives Syllabus  
Management of Rural and Agro Based Industries

Subject Code: MGMEH02

Total Credits: 06

Course contents

Choice of Agro-based Industries | Problems relating to location and size | Growth of agro based industry | Innovation | 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

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

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

References:

1. Problems of Development of Tribal Areas : S.G.Deogaonker
2. Rural :Planning of one country : Black,JohnDonald,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,JohnL.Dillon and Brian Hardaker
6. Agricultural Bargaining Power :George W.Ladd

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Rural Development Electives Syllabus

Rural Credit Finance and Institutions

Subject Code: MGME H03

Total Credits: 06

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

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 |

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 Development Electives Syllabus

Rural and Agricultural Marketing

Subject Code: MGME H04

Total Credits: 06

**Objectives:**

The course has been designed keeping in mind that the rural Indian market is one of the fastest growing markets in the world. Most of the corporate dealing with both FMCG and durables are already geared up to meet the demands being emerged from rural market. The subject has covered to give insights in to the various characteristics, opportunities and problems in marketing the products or services in rural India.

**Course Content**

Rural economy (size and nature) | Rural Marketing (Definition and scope) | Characteristics of Rural Markets | Taxonomy of Rural markets | Changing patterns | Attractiveness of Rural markets | Problems and constraints in rural marketing

Classification of Rural consumers | Characteristics of rural consumers | Rural consumer behavior (Decision process | Brand loyalty | Innovation Adoption | Factors influencing rural consumer behavior | Opinion leadership process | Rural shopping habits | Growing consumerism | Rural market Segmentation, Targeting, Positioning

Product Strategy – Scope and significance | Product mix decisions | Product personality | Rural Branding | Product Life Cycle | Rural Pricing – Pricing in Rural Markets | Rural Distribution (Type of Channels, Distribution Strategies) | Promotion (Role of Media in rural market | Conventional Media | Rural Communication Mix | Media and Creative Strategies | Personal Selling (Role and Management of Rural Sales Force) |

**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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Rural Development Electives Syllabus

Rural Society and Polity

Subject Code: MGME H05

Total Credits: 06

**Objective:** The main objective of this course is to provide an understanding of basic concept of rural area and its society, different issues, challenges and approaches for the development.

**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- Brahmanical 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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Rural Development Electives Syllabus

Management of NGOs

Subject Code: MGME H06

Total Credits: 06

Objective

The objective of this course is to acquaint the participants with fundamental principles of NGO start-up management and sustainability within the strategic context of changing state-private, sector-civil society relationship. It will also develop analytical skills required for NGO organizational design, governance, human resource and system management.

Course 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

Suggested Readings

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, L. (2009). *Government NGOs and anticorruption vices and virtues*. London: Routledge.

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Entrepreneurship Electives Syllabus

Social Entrepreneurship

Credits:06

Subject Code: MGME I01

Objectives

The Main objective of the course is to acquire theoretical knowledge in social entrepreneurship development, develops aptitude and skills in identifying and selecting business ventures prepare a project proposal for funding.

Course Contents

Social Enterprise (Definition | Hypothesis | Types | Models) | Concept of Entrepreneurship | Entrepreneurship as a Career | Entrepreneurial Traits | Types | Theories of Entrepreneurship Development | Development of Women Entrepreneurs | Prospects and Problems of Entrepreneurship in Rural Sector | Entrepreneurship: Growth and trends in India | Entrepreneurial Motivation and Competencies

Strategic Innovation at the Base of the Pyramid | Social Venture Opportunity Identification | Growing Opportunity: Entrepreneurial Solutions to Insoluble Problems | Social Venture Plan Concept Pitches Assessing Social Venture Opportunities: Social Impact Theory | Globalization of Social Entrepreneurship Opportunities | The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit | Assessing Social Venture Opportunities: Social Impact Theory | Disruptive Innovations for Social Change |

Developing the Social Venture Strategy and Plan: Preparation and Launch | Venture Entry: Positioning the Firm for Social and Strategic Advantage | Funding Social Ventures | Strategies for Scaling Social Impact | Double Bottom Line Project Report | Measuring and/or Estimating Social Value Creation

References:

1. David Bornstein and Susan Davis, 'Social Entrepreneurship: What Everyone Needs to Know?', Oxford
2. C. Paramasivan, 'Social Entrepreneurship' New Century publication
3. Sally Osberg, Arianna Huffington Roger L. Martin, 'Getting Beyond Better: How Social Entrepreneurship Works' Harvard Business School Publishing

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Entrepreneurship Electives Syllabus

Family Business Management

Subject Code: MGME I02

Credits: 06

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Family Businesses and various dimension of for managing such an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Introduction to Family Business**

Meaning | Family Business Members | Unique Features | Significance for Economy | Advantages | Dilemmas and Challenges | Indian Family Businesses (Issues, Challenges, Success Stories and Status)

**Family Business Dynamics**

Articulating Vision and Values | Family Business Interaction (Family Communication, Family Councils, Family Employment Policy, Family Advisors, Family Team Work, Family Governance, Family Leadership) | Cultural Blur | Family Conflicts | Cross Generational Conflicts | Conflict between Family and Professional Management | Demutualization | Managing Non Family Employees | Professionalizing the Boardroom

**Future of Family Business**

Succession Management (Meaning, Succession Paradox, Affecting, Transition Process) | Building Financial Security | Role of Founder after Retirement and Future Leadership

**References:**

1. Peter Leach, ' Family Businesses: The Essentials', Profile books
2. Ernesto J. Poza, ' Family Business', South Western publications
3. Sudipt Dutta, ' Family Business in India', SAGE publications

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Entrepreneurship Electives Syllabus

Innovation Management

Subject Code: MGME I03

Credits: 06

Introduction to creativity | Difference between creativity and innovation | Myths of creativity | Barriers of creativity | The 5 W's and H of creativity | Six Thinking Hats

Disruptive Innovation | Executing innovations: organizing to execute | Organizing innovation teams | Organizing flexible processes | Incentivizing and organizing innovators | Organizing innovation between firms and communities | Incentivizing and organizing external innovators | Negotiation innovation work between firms and academia

Exploiting innovations: options, portfolios and platforms | Dynamics of the market for ideas | designing the value chain | Creating Innovative Cultures | Stimulation of scientific, technical and conceptual creativity | Encouraging reasonable risk taking | Knowledge-Intensive Projects | Managing high-performance knowledge projects | Organizational Design (Structures for learning organizations | Operation of knowledge bases and information management)

Creating Innovation Capabilities | Renewing innovations: organizing disruption | Internal vs. external sources of renewal | Renewing innovation; corporate venturing | Renewing innovation; internal venturing | Management of Intellectual Capital

References:

1. Allan Afuah, ' Innovation Management: Strategies, Implementation and Profits' Oxford University press
2. Paul Trott, ' Innovation Management and New product development' Pearson Education publication
3. Navi Radjou, ' Jugaad Innovation: A frugal and flexible approach to innovation in 21<sup>st</sup> Century', RHI

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Entrepreneurship Electives Syllabus

Business Modelling and Leadership

Subject Code: MGME I04

Credits: 06

**Business Modelling**

Introduction to Business Model | Business Model Architecture and Analytics | Distinctive Assets, Technology and Know-How | Customer Value | Feasibility Analysis (Market | Technological | Economic | Financial | Legal | Managerial) | Positioning and Marketing | BEP Analysis | Financing the Model | Evolution from Project to Corporate Finance | Organizational Structure | Using human resources as a competitive edge | Sustainability |

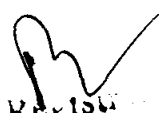
**Leadership Development**

Introduction to leadership | Role of situation in leadership | Trait-based perspectives of leadership | Models of leadership | Practices of exemplary leadership | leading from within (Managing oneself and Knowing yourself) | Inspiring others: The role of vision | Building your company's vision | The vision trap | Developing and communicating a vision | Leadership is a team effort | Foster Collaboration | Leading past conflict | Developing others | Leadership group coaching | Framework for leadership coaching | Leading to a decision | Power and influence assessment

**References:**

1. Abhijit Chaudhary, 'Business Modelling: Multidisciplinary Approaches Economics, Operational, and Information Systems Perspectives (Operations Research/Computer Science Interfaces Series)'.
2. Peter G Northhouse, 'Leadership: Theory and Practise', Sage South Asia publication
3. Roger and Gill, 'Practise and Theory of Leadership', Sage South Asia publication

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Entrepreneurship Electives Syllabus

Project Management

Subject Code: MGME I05

Credits: 06

Project planning & Project Appraisal: Concepts | Capital Expenditures - Importance and difficulties | Phases of Capital budgeting | Levels of Capital budgeting | Estimation of Project Cash flows | Expenditures | Time value of money | Payback period | NPV of inflows | IRR concepts | Cost of acquiring capital | Planning of portfolio | Risk Analysis (Economic Risk | Industry Risk | Company Risk | Financial Risk)

Sources of Finance(Long term | Medium Term | Short Term) | Institutional Finance (Banks and NBFCs) | Working Capital Management (Cash Management | Inventory Management | Receivables Management)

Venture Capital (Meaning | Origin | Importance | Venture capital in India | Benefits) | Hire Purchase (Concept | Evaluation of Hire Purchase Proposals) | Leasing (Overview | Tax aspects | Lease Accounting | Evaluation of Leasing Proposals)

Preparing the Financing Plan (General considerations | Tax Considerations | Loan repayment Parameters)

References:

1. Erik 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

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Faculty of Management Studies - University of Rajasthan  
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Master of Business Administration(Executive) -  
Semester III and IV

Operations and IT Electives Syllabus  
Computer Networks and Internet

Subject Code: MGMEJ01  
Credits: 06

**Introduction to Data Communication:** Evolution on Computer Networks, Impact of Computers Networks on Business, Networked Economy-Framework, Issues and future trends. **Data Signals:** Analog and Digital signals, Amplitude, Period and Frequency, Wavelength, Composite Analog Signals, Bandwidth, Bit Rate and Bit Length, Transmission Impairments. **Data Transmission:** Communication Modes, Transmission Modes, Multiplexing and spreading, Transmission Media, Switching and Routing

**Computer Networks:** Basic concept, Advantages, classification, topologies, Components of computer networks: Hardware components, Software components. **Network Architecture Models:** Introduction to OSI and TCP/IP Models

**Internet:** History and Development, how it works, control mechanism. **WWW:** Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. **Internet and WWW tools and Applications:** Browser, FTP, Telnet, Email, Information and Knowledge sharing using computer networks and the Internet

**Network Security:** Security Threats and their sources, Countermeasures to ensure security, Cryptography, Identifying and Managing IT risks, Networking applications in Education and Training, Healthcare, Banking, e-governance and social networking. **Major issues and considerations in networked economy:** Social issues, Economic issues, Ethical Issues, Privacy issues and Health issues.

**Recommended Books:**

- Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
- Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill
- Tanenbaum, A. S., Computer Networks, Pearson Education
- Stalling W, Computer Networks, Pearson Education
- Douglas E. Comer & M.S Narayanan, "Computer Network & Internet", Pearson Education
- Behraj A Forouzan, Data Communication & Networking, McGraw-Hill.
- Natalia Olifar & Victor Olifer, Computer Networks, Willey Pub.
- Prakash C. Gupta, Data Communications and Computer Networks, PHI
- Bertsekas & Gallager, Data Network, PHI
- Gallo, Computer Communication & Networking Technologies, Cengage Learning

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Operations and IT Electives Syllabus

Data Analysis with Excel and SPSS

Subject Code: MGMEJ02

Credits: 06

Understanding Data, Types of Data and Levels of Measurements: Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencng, Data Entry (Manual and Autofill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs, Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics

Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

Analytical Techniques: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman's Rank Correlation

Recommended Books

- Naval Bajpai, Business Statistics, Pearson
- Whigham David, Business Data Analysis, Oxford University, Press, Delhi.
- Darren George and Paul Mellery. SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, 8/e, Pearson

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Operations and IT Electives Syllabus

Management Information System

Subject Code: MGMEJ03

Credits: 06

Basic concept of information systems: Role of information systems in business, Managerial challenges, Types of information and their characteristics. Types of information systems: Transaction Processing Systems, Office Automation Systems, Management Information Systems, Decision Support Systems and Group Decision Support Systems, Expert Systems, Executive Support systems

Information system for strategic advantage: strategic role for information system, breaking business barriers, business process reengineering. Improving business qualities. Infrastructural requirements for information systems: hardware, software, data management and storage, networking/telecommunication platforms.

Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods

Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems

Recommended Books

- O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems, 9/e: Tata McGraw Hill
- Laudon, Kenneth C., Laudon, Jane P. and Dass, Rajanish, Management Information Systems: Managing the Digital Firm, 11/e: Pearson Education

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Master of Business Administration(Executive) -  
Semester III and IV

Operations and IT Electives Syllabus

Technology Management

Subject Code: MGMEJ04

Credits: 06

Technology management process Scanning, acquisition, assimilation, absorption, Business Strategy and technology Strategy. Adaptation, Critical Factors in Managing Technology and improvement and Planning.

Technology Life cycle and forecasting; Technology Transfer, Technology Development: Management of R & D; Product Design and Development; Commercialization of R & D; R & D - Manufacturing- Marketing Interface; R & D Project Management; Technology development and competitiveness, Technology and business strategy.

Technology Innovation and creative Transformation in the Knowledge Age: Critical Trajectories, Technology entrepreneurship, IPR, Patenting, Technology Role of Government; International Protocols; Treaties; Standards; International Comparisons of Technology Management.

Management of Technological Innovation: Technology Fusion & the new R&D, Core competencies in Technology and its Commercialization. The Organizational Support System, Structural Imperatives of Technology Management, Building Organization Culture

Recommended Books

- Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi
- Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
- Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.
- Rastogi P N, Management of Technology and Innovation - Competing through Technological Excellence, Sage Publications, UK.
- Narayanan V.K, Managing Technology and Innovation for Competitive Advantage, Pearson Education, New Delhi.
- Harrison N and Samson D, Technology Management - Text and International Cases, Tata McGraw Hill, New Delhi.

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Operations and IT Electives Syllabus

Enterprise Resource Planning

Subject Code: MGMEJ05

Credits: 06

Introduction to ERP: ERP and its evolution, the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodeling

ERP systems development process: Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation

Critical factors in ERP implementation success: Risks involved in ERP implementation- Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges

ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP

Recommended Books

- Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi
- Ray, Rajesh, Enterprise Resource Planning: Text & Cases, Tata McGraw Hill, New Delhi.
- Leon, Alexis, ERP Demystified. Tata McGraw Hill, New Delhi.
- Garg, V. K and Venkitakrishnan, N. K., Enterprise Resource Planning: Concepts and Practices 2ed, PHI, New Delhi.

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Operations and IT Electives Syllabus

Data Mining and Warehousing

Subject Code: MGMEJ06

Credits: 06

Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost- benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).


Data Warehousing Strategy: Developing organizational context, Preliminary survey and source system audit, Identifying data sources and defining Warehouse architecture; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning

Data Warehouse implementation: Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing

Recommended Books

- Mark W. Humphries and Michael W. Hawkins, Data Warehousing: Architecture and Implementation, Pearson Education, New Delhi.
- Pudi, Data Mining, Oxford University Press, Delhi.
- Thareja, Data Warehousing, Oxford University Press, Delhi.
- George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Pearson Education, New Delhi
- Soumendra Mohanty, Data Warehousing, Tata McGraw Hill, New Delhi.

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Faculty of Management Studies - University of Rajasthan  
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Operations and IT Electives Syllabus  
Operations Strategy and Competitiveness

Subject Code: MGMEJ07

Credits: 06

World of operations in 2020 | Operations Management in the organizational chart | Operations as a service | Historical role of Operations Management | Current perspectives | Operations and Corporate Strategy | Strategic Fit - A framework for Operations Strategy in Manufacturing and Services

Role of Manufacturing /Operations in Business Strategy | Value as business concept | Strategic issues in manufacturing | Value Chain concept | Focus, core competence and distinctive capabilities | Stake holders and strategy | Methodology for Developing Operations Strategy

Dynamic Markets & Generic Strategies | Technology strategy | Issues in New Product development | Strategic nature of process - Business implication of Process choice - Hybrid Process | Product /Service Profiling: Procedure | Company or plant based profiles | Decisions for product reallocation | Downsizing | Capacity decisions | Progression & Regression

Operations Strategy Implementation | Evaluating various tradeoffs alternatives | Focused manufacturing | Product or process focus | Make or Buy | Value chain approach | Just in Time | Lean manufacturing | Quality as strategic factor - CAD/CAM/CIM | Delivering Value to customer

Manufacturing Infrastructure Development | Importance | Issues involved | Organizational issues operational approaches to improving delivery system | Controlling operations | Key Performance Indicators | Linking investments to Product life Cycle and Risk reduction | Fast market feedback

References

1. Operations Strategy, David Walters, Palgrave Mcmillan
2. Operations Management for Competitive Advantage, Chase
3. Competitive Manufacturing Management, Nicholas
4. Manufacturing Strategy, Terry Hill

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