



UNIVERSITY OF RAJASTHAN

JAIPUR

SYLLABUS

Faculty of Management

Master of Business Administration

Executive

Semester Scheme

2020 - 22

Raj Jain
Director (Acad.)
University of Rajasthan
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**R.A. Podar Institute of Management
Faculty of Management Studies
University of Rajasthan
Jaipur**

**Semester Scheme
Master of Business Administration (Executive)
2020-21**

Course Category:

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

Contact Hours:

L: Lecture

T: Tutorial

P: Presentation

S: Self Study

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Master of Business Administration – Executive (MGE)

Semester-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGE101	Marketing Management	CCC	6	4	2	0	3	0
2	MGE102	Human Resource Management	CCC	6	4	2	0	3	0
3	MGE103	Accounting for Managers	CCC	6	4	2	0	3	0
4	MGE104	Organization Behavior	ECC	6	4	2	0	3	0
5	MGE105	Quantitative Techniques	ECC	6	4	2	0	3	0
6	MGE106	Managerial Economics	ECC	6	4	2	0	3	0
Total Credits in the Semester				36					

Semester-II

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGE201	Business Research and Data Analytics	CCC	6	4	2	0	3	0
2	MGE202	Production and Operations Management	CCC	6	4	2	0	3	0
3	MGE203	Financial Management	CCC	6	4	2	0	3	0
4	MGE204	Entrepreneurship	ECC	6	4	2	0	3	0
5	MGE205	Human Resource Planning and Development	ECC	6	4	2	0	3	0
6	MGE206	Organization Change and Effectiveness	ECC	6	4	2	0	3	0
Total Credits in the Semester				36					

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Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGE301	Strategic Analysis and Choice	CCC	6	4	2	0	3	0
2	MGE302	Global Business Management	CCC	6	4	2	0	3	0
3	MGE303	Project Formulation and Implementation	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
Total Credits in the Semester				36					

Electives in Semester-III:


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

Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGE401	Strategic Execution	CCC	6	4	2	0	3	0
2	MGE402	Business Legislation and Regulations	CCC	6	4	2	0	3	0
3	MGE403	CSR, Ethics and Corporate Governance	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
Total Credits in the Semester				36					

Electives in Semester-IV:

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



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Specialization Electives

Marketing Specialization	
MGE A01	Consumer and Organizational Buying Behavior
MGE A02	Integrated Marketing Communications
MGE A03	Sales and Channel Management
MGE A04	Supply Chain Management
MGE A05	Services Marketing
MGE A06	Strategic Product and Brand Management
MGE A07	Rural and Agricultural Marketing
MGE A08	Digital Marketing
Financial Management	
MGE B01	Strategic Financial Decision
MGE B02	Security Analysis and Portfolio Management
MGE B03	Management of Financial Services
MGE B04	Financial and Commodity Derivatives
MGE B05	Management of Financial Institutions
MGE B06	Corporate Taxation
MGE B07	International Financial Management
Human Resource Management	
MGE C01	Employee Relationship Management
MGE C02	Manpower Planning and Management
MGE C03	Performance Appraisal and Compensation Management
MGE C04	Knowledge Management and Learning Organization
MGE C05	Strategic HRM
MGE C06	Counselling Skills for HR Managers
MGE C07	International HRM
Entrepreneurship	
MGE D01	Market Analysis and Value Creation
MGE D02	Family Business Management
MGE D03	Entrepreneurial Finance
MGE D04	Innovation Management and Design Thinking
MGE D05	Building Entrepreneurial Culture and Team
MGE D06	Business Operations Management
MGE D07	Emerging Business Sectors and Technologies

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 80% in calculation of Internal Continuous Assessment result) and Presentation / Assignments / Projects / Viva (weightage 20% 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% of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.


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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

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Marketing Management

Subject Code: MGE101

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

Content

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

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

Environmental Scanning (External and Internal), Analyzing Consumer Behavior, Buying Decision Process, Analyzing Organizational Buying Behavior, Analyzing Competition Marketing Information System including basics of Marketing Research Levels of Marketing Planning, Generic Strategies and Value Chain Segmentation, Targeting and Positioning, Ethical Issues in Marketing

Developing products - Classification, Product Levels, Product Classification, Product Life Cycle, Product Line and Mix, Packaging and Labeling, Product Quality, Concept and Role of Branding Pricing Decisions - Pricing Process, Methods, E - Pricing

Delivering Product - Marketing Channels, Retailing and Wholesaling, Logistics, E- Distribution Marketing Communications – Process and Tools

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

Case Studies

Reference

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

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Human Resource Management

Subject Code: MGE102

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.

Course contents

Human Resource Management. Introduction, Scope. HRM Environment in India. Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.

Human Resource Procurement- Recruitment, Selection and Induction.

Performance Appraisal- Uses, Process, Methods, MBO. Internal Mobility- Promotion. Transfer and Demotion. Discipline-Meeting, Forms. Process and Causes of Indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation- Components. Voluntary Retirement. Managing Employee Exit- Workers, Managers, CEO.

Case and Problems.

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

Reference

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

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Accounting for Managers

Subject Code: MGE103

Credits: 06

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

Content

Accounting – Functions and scope of Accounting, Accounting concepts and conventions; Accounting Process – Recording and analysing business transactions

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


Regulatory framework governing accounting and reporting practices

Analysis of Financial Statements -- Ratio Analysis, Analysis of Corporate performance and drawing inferences; Cash Flow Statement – preparation and analysis

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

Suggested Readings

1. Narayanaswamy, R.; Financial Accounting - A Managerial Perspective, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; Financial Accounting, Pearson
3. Khan, M. Y. and Jain, P. K.; Management Accounting, Tata McGraw-Hill, New Delhi
4. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.: Accounting: Text and Cases. Tata McGraw Hill Publishing Company Limited, New Delhi
5. Banerjee, A.; Financial accounting - A Managerial Emphasis, Excel Books
6. Anthony, Robert: Management Accounting
7. Hunt, Williams and Donaldson: Basic Business Finance
8. Wheldon: Cost Accounting and Cost Methods


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

Contents

Organization Evolution- Classical to post modern theories (Brief description).

Organization Behavior – Personality, Perception, Attitudes and their measurement, Learning and Emotional Intelligence

Concept of Role; Role Space; Role Set; Role Efficacy; Role Conflict, Work Life Balance, Stress Management.

Work Groups and Teams, Group Dynamics, Conflict and Cooperation in Organizations.

Leadership, Behaviour- Leadership Styles, Leadership Theories.

Motivation at Workplace-Theories, Process and Impact.

Managing Millennials in the work place. Work place diversity. Working with Artificial Intelligence.

References

1. Robbins, Judge and Vohra, Organisational Behavior – 15th Edition, Pearson.
2. Fred Luthans, Organisational Behavior – 12th edition, McGraw Hill.
3. Pareek, Udai, Understanding Organizational Behavior 3rd Edition. Oxford University Press.
4. Singh Pritam and Asha Bhandarkar, Millennials and the Work Place Challenges for Architecting the Organizations of Tomorrow, AIMA- Sage.
5. Mc Shane, Stevan and Mary and Glinow, Organizational Behaviour Emerging Knowledge Global Reality. McGraw Hill

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

Contents

Game Theory and Applications – Concepts, Zero Sum Game, Pure and Mixed Strategy

Transportation and Assignment Theory and Applications – Concepts, Methods

Decision Theory and Applications - Decision under Uncertainty, Decision under Risk, Methods

Matrix and Its applications

Probability Theory and Distribution - Set theory, Sample space, Probability function, Events, Axioms. Conditional Probability, Independent events, Random Variables, Expectations, Binominal Poisson, Normal Distribution.

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

Case Studies and application of all these techniques for managers

References

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

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

Contents

Introduction to Managerial Economics - Basic Concepts, Scope, Positive and Normative, Deductive and Inductive Analysis, Objectives of Firms

Theory of Consumer Behavior - Utility Analysis (Cardinal and Ordinal), Theory of Demand, Elasticity of Demand and Business Decision Making, Demand Forecasting (Importance, Quantitative and Qualitative Techniques)

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

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

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

Cases Studies

Reference

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

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