



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

**SYLLABUS**

**Faculty of Management**

**Master of Business Administration**

**Semester Scheme**

**2020 - 22**

*Raj / Jain*  
Dy. Registrar (Acad.)  
University of Rajasthan  
JAIPUR



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

**Semester Scheme**  
**Master of Business Administration**  
**2020-22**

**Course Category:**

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

**Contact Hours:**

L: Lecture

T: Tutorial

P: Presentation

S: Self Study

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Semester-I

No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
					1	MGM 101	Accounting for Managers	CCC	4
2	MGM 102	Marketing Management-I	CCC	4	3	1	0	3	0
3	MGM 103	Human Resource Management	CCC	4	3	1	0	3	0
4	MGM 104	Quantitative Techniques	CCC	4	3	1	0	3	0
5	MGM 105	Managerial Economics	CCC	4	3	1	0	3	0
6	MGM 106	Organization Behavior	CCC	4	3	1	0	3	0
<b>Elective Courses</b>									
7	MGM 107	Business Communication and Personality Development	OEC	4	3	1	0	3	0
8	MGM 108	Business Statistics	OEC	4	3	1	0	2	1

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Semester-II

No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM 201	Production and Operations Management	CCC	4	3	1	0	3	0
2	MGM 202	Business Research and Data Analytics	CCC	4	3	1	0	3	0
3	MGM 203	Financial Management	CCC	4	3	1	0	3	0
4	MGM 204	Human Resource Planning and Development	CCC	4	3	1	0	3	0
5	MGM 205	Organization Change and Effectiveness	CCC	4	3	1	0	3	0
6	MGM 206	Marketing Management-II	CCC	4	3	1	0	3	0
<b>Open Elective Courses</b>									
7	MGM 207	Entrepreneurship	OEC	4	3	1	0	3	0
8	MGM 208	IT for Managers	OEC	4	3	1	0	3	0

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## Semester-III

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

## Electives in Semester-III:

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

## Note:

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

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## Semester-IV

Sl. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM 401	Strategic Execution	CCC	4	3	1	0	3	C
2	MGM 402	Business Legislation and Regulation	CCC	4	3	1	0	3	C
3	MGM 403	CSR, Ethics and Corporate Governance	CCC	4	3	1	0	3	C
4	MGM 404	Multi-Disciplinary Research Project	CCC	4	3	1	0	3	C
5		Specialization Elective	ECC	4	3	1	0	3	C
6		Specialization Elective	ECC	4	3	1	0	3	C
7		Specialization Elective	ECC	4	3	1	0	3	C
8		Specialization Elective	ECC	4	3	1	0	3	C
9		Specialization Elective	ECC	4	3	1	0	3	C

## Electives in Semester-IV:

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

## Note:

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

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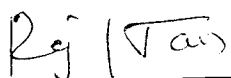
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## Specialization Electives

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

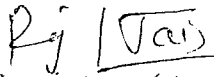
## Program Administration

1. The medium of instruction and examinations shall be English.
2. There will be a component of Continuous Internal Assessment along with End of Semester Examination. Continuous Internal Assessment will be conducted by the Institute under supervision of the Director.
3. There shall be 20% weightage of Continuous Internal Assessment (CIA) and 80% weightage of EOSE i.e. in the final CGPA calculation for each paper. Thus, the marks of Continuous Internal Assessment will be added to the final percentage calculation of the candidate having 20% weightage in each paper. Continuous Internal Assessment will consist of Written Test, Presentations / Assignments / Projects / Quizzes in each paper. EOSE will consist of written test of 100 marks in each paper having 80% weightage in the final percentage and CGPA calculation.
4. No candidate shall be considered to be eligible to pursue End of Semester Examinations unless he/she passes the Continuous Internal Assessment with 36% marks in each paper. Minimum passing percentage for any candidate in each paper in EOSE will be 36%. Aggregate percentage required in every semester will be 48%.
5. The OEC paper of Business Communication and Personality Development in Semester I will be evaluated through verifiable means by an external examiner to be appointed by University as part of EOSE. There will be written examination of 50 marks and external examiner evaluation of 50 marks.
6. Courses/papers are inter-changeable from one year to another. The optional papers are given separately for each semester.
7. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups.
8. In EOSE, There will be 7 questions out of which the candidate is required to answer 5 questions. Out of 7 questions, the question number 7<sup>th</sup> will be a case problem which will be compulsory.

  
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8. 75% attendance is compulsory in each paper failing which student will not be qualified to take the examination in that paper.
10. Promotion from a semester to another will be as per University rules.
11. Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area.
12. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
13. There will be a Credit Monitoring Committee of the Institute whose decisions regarding credits and allied domain will be final and binding as per University rules.
14. Credit registration at least once in all compulsory credit courses shall be binding and earning all CCC credits for accumulation of minimum 120 credits. However, a student may earn more than 120 credits as well but additional credits will not be counted for Percentage or CGPA calculations.
15. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
16. A student may opt for not more than three OEC papers out of total offered papers during Semester I and II. A student will have to opt for total 10 functional specialization papers during Semester III and IV. 5 out of these will be from one functional area and 5 from another during his III and IV semesters. He / She cannot choose from more than two functional areas.
17. Respective subject teachers may announce resources and references in the classes.
18. There should be adequate number of students willing to opt for an elective paper and functional area specialization (if the number is less than 10 then the elective will not be offered).

  
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Semester I

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## Accounting for Managers

Subject Code: MGM101

Credits: 04

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

### Content

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

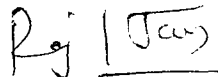
Regulatory framework governing accounting and reporting practices

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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## Marketing Management - I

Course Code: MGM102

Credits: 04

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

### Contents

Market and Marketing, Marketing Management, Core Marketing Concepts - Need, Want, Demand, Motivation, 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

Case Studies

### Reference

1. Kotler, Keller, Koshy, Jha, Marketing Management- 14<sup>th</sup> edition, Pearson
2. Etzel, Walker, Stanton, Pandit, Marketing - 14ed, McGraw Hill.
3. Bains, Gill, 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: MGM103

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Human Resource Management and various dimensions related to managing Human Resource in the organization. It also aims to equip students with knowledge, skill and competences 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 – 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, TMII
6. Monappa et al. Human Resource Management, McGraw Hill

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## Quantitative Techniques

Subject Code: MGM104

Credits: 04

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

### Contents

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

Transportation and Assignment Theory and Applications – Concepts, Methods

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

Matrix and Its applications

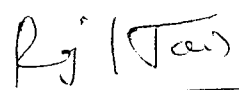
Probability Theory and Distribution - Set theory, Sample space, Probability function, Events, Axioms, Conditional Probability, Independent events, Random Variables, Expectations, Binominal Poisson, Normal Distribution.

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

Case Studies and application of all these techniques for managers

### References

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

  
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## Managerial Economics

Subject Code: MGM105

Credits: 04

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

### Contents

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

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

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 Nerdhaus, Economics 19<sup>th</sup> edition, McGraw Hill.
2. M. Mote, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
3. R. Varshney and K. Maheshwari, 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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## Organization Behavior

Course Code: MGM106

Credits: 04

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

### Contents:

- 1. Evolution- Classical to post modern theories (Brief description).
- 2. Individual Behavior – Personality, Perception, Attitudes and their measurement, Learning and Emotional Intelligence
- 3. Concept of Role; Role Space; Role Set; Role Efficacy; Role Conflict, Work Life Balance, Stress Management.
- 4. Work Groups and Teams, Group Dynamics, Conflict and Cooperation in Organizations.
- 5. Leadership. Behaviour- Leadership Styles, Leadership Theories.
- 6. Motivation at Workplace-Theories, Process and Impact.
- 7. Managing Millennials in the work place. Work place diversity. Working with Artificial Intelligence.

### 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. 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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## Business Communication and Personality Development

Subject Code: MGM107

Credits: 04

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

### Contents

Introduction to Business Communication - Meaning, Process, Types of Communication, Channels of Communication, Barriers to Communication, Making Communication Effective, Communication Networks in Organizations.

Business Writing and Correspondence - Report Writing, Making effective presentations, Business Letters, Writing business emails, Telephone etiquettes, Managing Business Meetings, Key elements of Non-Verbal communication, Reading Effectiveness for Managers; SQ3R Technique of Reading, Techniques of Effective reading and listening, Social media and Business communication- Linkages, strategies and Impact.

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

Personality Development (This unit will be evaluated by External Examiner) - Role of Verbal and Non Verbal Communication, Behavioral Aspects of Communication, Effective Body Language, Preparing for Group Discussions and Job Interviews, Public Speaking, Formal Dressing Sense, Dining etiquettes

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

### Reference

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

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## Business Statistics

Subject Code: MGM108

Total Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concepts and application of statistics in Business and various dimensions related to Business decision making using statistics as a tool. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

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

Data – Meaning, Usage of data, classification of data

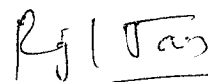
Univariate Analysis – Data series, Central Tendency – Mean, Median, Mode, Quartiles, Dispersion – Standard Deviation, Mean Deviation, Quartile Deviation, Range

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

Cases and application for managers

### References

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

  
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