

Semester II

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## Production and Operations Management

Subject Code: MGS201

Credits: 04

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

### Contents

Introduction to POM – Nature, Scope, Evolution, Importance, Types of Production Systems, Product and Service Design Factors, Productivity (System, Personnel, Capital), Operations as a competitive strategy, Integrated Productions Management

Location Decisions – Planning and Analysis, Plant Layout Decisions – Types, Process Flow, Concepts of Line Balancing, Work Measurement

Business Processes - Business Process Modeling, Inventory Management – Models and Applications, Lean Manufacturing, JIT, Supply Chain Management- Objectives and Elements. Operations and Production Scheduling, Simulation, Demand Forecasting, Replacement and Maintenance.


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

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

Cases

### Reference

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

  
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## Business Research and Data Analytics

Subject Code: MGS202

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Research in Business and Analysis of Data and various dimensions related to Business Research and Data Analytics. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to Business Research - Meaning, Significance, Research Process, Approaches (Inductive and Deductive, Scientific and Non Scientific), Features of a Good Research, Types of Research

Research Design - Research Problem, Hypothesis Formulation, Defining Research Design, Sources of Information (Primary and Secondary), Methods of Primary Data Collection (Interview, Observation, Designing Questionnaire, Schedule), Sample Design (Universe, Sample Size, Validity Analysis and Reliability Analysis, Probability and Non Probability Sampling, Errors in Sampling, Scaling Techniques)


Data Processing and Analytics - Tabulation and Classification of Data, Level of Significance, Uni-variate Analysis (Mean, Mode, Median, Dispersion), Bi-variate Analysis (Correlation, Regression, Cluster Analysis, Analysis of Variance), Parametric and Non Parametric Tests (t-Test, z-Test, f-Test, Chi-Square, One and Two Way ANOVA, Mann-Whitney Analysis, Kruskal-Wallis), Basics of SPSS

Report Writing and Decision Making - Format of Report, Guidelines for Effective Report Writing, Reaching to Conclusions

Cases

### References

1. CR Kothari, Research Methodology, New Age International Publisher
2. Cooper, Schindler and Sharma, Business Research Methods, McGraw Hill
3. Goode, W.J. and Paul Hatt, Methods in Social Research, McGraw Hill
4. Maxwell Joseph, Qualitative Research Design, Sage Publication
5. Dwivedi, Research methods in Behavioural Science, McMillian

  
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## Financial Management

Subject Code: MGS 203

Credits: 04

**Objective:** The course has been designed to impart knowledge of financial management as a foundation paper. Students will be exposed to various facets of financial management and related decisions including investment, financing and dividend decisions as well as sources of finances. Students will also learn about emerging issues in corporate finance.

### Contents

Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

### Suggested Readings

1. Brealey, Richard A. and Myers Steward C.; Principles of Corporate Finance; Tata McGraw Hill
2. Archer, Stephen H. etc.; Financial Management; John Wiley, New York
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
5. Pandey, I. M.; Financial Management, Vikas Publishing House Pvt. Ltd.
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
7. Home, James C.; Financial Management and Policy; Prentice Hall of India, New Delhi
8. Damodaran Aswath; Corporate Finance; Wiley

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## Human Resource Planning and Development

Code: MGS204

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 Planning and Development in the corporate world and various dimensions related to planning and developing Human Resource in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Course contents

Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in Designing HRD System.

Human Resource Planning – Concept, Process, Linking HRD with Strategic Planning, Job Design – Concept and Approaches. Job characteristic, Model to Work Motivation.

Employee Training and Development – Training Phases, Need Assessment, Establishment of Training Objectives, Training Methods, Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, T.A. Evaluation of a Training Programme, Designing Training Programme, Employee Empowerment, Concept and Approaches, Human Resources Audit.

### References:

1. Edwin B. Flippo: Principles of Personnel Management
2. Hiroy, S. Pyars & Leslie W. Rue: Human Resource and Personnel Management, Richard D. Irwin Inc.
3. Randeil, S.Schuler: Effective Personnel Management – West Publishing Company
4. Paul Pigors & Charles A. Myers Personnel Administration McGraw Hill Kogakusha
5. Arun Monappa & Mirze S. Saiyadmin Personnel Management, Tata McGraw Hill
6. Ivancevich & Gullock: Functions of Personnel: Human Resource Management
7. Pareek U & T.V. Rao – Designing and Managing Human Resource Systems, Oxford & Hill Pub. Co. New Delhi.

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**Services Management - II**

**Subject Code: MGS 205**

**Credits: 04**

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

**Contents**

Concept of Service Economy, Political, Socio-Cultural and Economic Environment for Service Sector

Role of Service sector in Global and Indian Economy, Growth and Recent Trends in Service Sector, Milestones and Future of Service Sector

Major Service Sectors in Indian Economy - Telecom Sector, Financial Service and Insurance, Hospitality and Tourism, Healthcare, Sports, Education, Retail, BPO, Media and Entertainment, Social Services and NGOs

Emergence of GATS in World Trade, WTO and Services

Cases

**References**

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

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Syllabus: Master of Business Administration (Services Management) [2019-21]

## Marketing Management - II

Subject Code: MGS206

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.

### Content

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

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## Entrepreneurship

Subject Code: MGS207

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of students to understand and appreciate the concept of Entrepreneurship as a career option. This subject aims at making students familiar with various dimensions and the process of creating a new venture. It also aims to equip students with knowledge, skill and competencies to develop into an entrepreneur.

### Contents

Introduction to Entrepreneurship (Nature, Importance, Drawbacks, Evolution), Entrepreneurial Process, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Creativity (concept and process), Innovation, Role of Entrepreneurship in Society and Economy, Star Model of Entrepreneurship, Institutional Void

Idea to Feasibility - Idea and Opportunity identification (Sources, Methods), Feasibility Analysis (Technical, Social, Legal, Economic, Market, Financial, Managerial)

Business Plan - Objective, Features of a Winning Business Plan, Structure of B-Plan

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

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

Cases

### References

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

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## IT for Managers

Subject Code: MGS208

Credits: 04

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

### Contents

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

Data Base Management System - Traditional File Environment, Database Management Systems, Data Models, MS-Excel in detail, SQL in brief


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

Functional and Enterprise Systems - Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems

Cases

### Reference

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

  
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## Organisation Change and Effectiveness

Code: MGS209

Credits: 04

**Objective:** This paper will enable students to appreciate the central role of change in ensuring organization's growth and sustainability. Being proactively change oriented is a leadership challenge and integral to organization's culture. The paper educates about change concept, management challenges and creation of organization effectiveness.

### Contents

A brief history of organization change, scientific management, Hawthorne studies, survey feedback. Sensitivity training, Socio-technical systems, management grid and organization development, Open system strategy.

Change Process- Open System theory, Conceptual Models for Understanding.

Organization Change- Context (What); Process. Process Theories- Technological; Lifecycle; Dialectic and Evolutionary.

Models- Lewin; Kotler; Nadler-Tushman and Tichy's TPC (Technical Political and Cultural Framework). Revolutionary Versus Evolutionary Change.

Level of Organization Change- Individual, Group and larger systems. Resistance to change- reasons and strategies for managing resistance. Leading organization change- pre launch, launch and post launch phases.

Technological Change: Culture and organization change. Burke Letwin Model of organization performance and change,

Organization Effectiveness- Models and Sustaining effectiveness.

Cases

### Reference

1. Anderson and Barker. Effective Enterprises and Change Management, Oxford.
2. French and Bell. Organizational Development. Prentice Hall.
3. Fred Luthans, Organizational Behavior, McGraw Hill
4. Robbins. Organizational Behavior, Prentice Hall.
5. Raina Ratan. Change Management and Organization. Sage Publication.
6. Grievies Jim. Organizational Change Development, Oxford.
7. Myers, Hulks and Wiggins: "Organizational Change: Perspectives on Theory and Practice". Oxford.