



**UNIVERSITY OF RAJASTHAN
JAIPUR**

SYLLABUS


Faculty of Management Studies

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

Semester Scheme

IInd Semester Exam. June 2017

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उप-कुलसचिव
(शैक्षणिक)
राजस्थान विश्वविद्यालय
जयपुर



Faculty of Management Studies, University of Rajasthan, Jaipur

Master of Business Administration(Services Management) - 2016-18
Semester Scheme Syllabus : Semester II

| S. No. | Subject Code | Course Title | Credit | Theory | Contact Hours Per Week | | | Total | |
|-------------------------------|--------------|--------------------------------------|--------|--------|------------------------|---|---|-------|---|
| | | | | | L | T | P | T | P |
| 1 | MGS201 | Financial Management | CCC | 4 | 3 | 1 | 0 | 3 | 0 |
| 2 | MGS202 | Business Legislation and Regulation | CCC | 3 | 2 | 1 | 0 | 3 | 0 |
| 3 | MGS203 | Business Research and Data Analytics | CCC | 3 | 2 | 1 | 0 | 3 | 0 |
| 4 | MGS 204 | Strategic Planning | CCC | 4 | 3 | 1 | 0 | 3 | 0 |
| 5 | MGS 205 | Managerial Economics | CCC | 4 | 3 | 1 | 0 | 3 | 0 |
| 6 | - | Elective – I | ECC | 4 | 3 | 1 | 0 | 3 | 0 |
| 7 | - | Elective – II | ECC | 4 | 3 | 1 | 0 | 3 | 0 |
| 8 | - | Elective – III | ECC | 4 | 3 | 1 | 0 | 3 | 0 |
| 9 | - | Elective – IV | ECC | 4 | 3 | 1 | 0 | 3 | 0 |
| Total Credits in the Semester | | | | | | | | | |

Electives in Semester-II:

MGS B01- Human Resource Planning and Development

MGS B02- Entrepreneurship and New Venture Management

MGS B03- Community Based Organization Management and Field Work

MGS B04- Organization Change, Effectiveness and Innovation

MGS B05- Family Business Management

MGS B06- Business Ethics, Corporate Governance and CSR

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Financial 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 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, Sources of Short Term and Long Term Finance.

Investment Decisions

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

Operating Decisions


Working Capital Management, Cash Management, Financing Current Assets, 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, Contemporary Issues in Financial Management, Share Value Creation.

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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Business Legislation and Regulation

Subject Code: MGS202

Credits: 03

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


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Business Research and Data Analytics

Subject Code: MGS203

Credits: 03

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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Strategic Planning

Subject Code: MGS204

Credits: 04

Introduction

Meaning, Levels, Vision, Mission and Objectives, Strategic Decision Making and Approaches, Strategic Business Units, Corporate Planning Process, Competitive Advantage and Core Competencies, Profile- Competitive., Porter's Competitive Strategies- Cost Leadership and Differentiation, Environment Scanning and Appraisal, Organizational Appraisal, Strategic Advantage Analysis, Porter's Five forces Model of Competition, Value Chain Model,

Strategy Formulation and Portfolio Analysis

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

References

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

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Managerial Economics

Subject Code: MGS205

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.

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

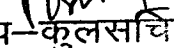
Basics of National Income, Money and Banking, Balance of Payment, Foreign Exchange, Business Cycles, Recent Trends in Indian Economy, Inflation (CPI, WPI and GDP Deflator)| Money Supply

Reference

1. M. L. Motilal, Samrat Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.

2. R. L. Varshney and KL Maheshwari, Managerial Economics - 21st edition, Sultan Chand and Sons.

3. DN Dwivedi, Managerial Economics - 7th edition, Vikas Publication.


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Human Resource Planning and Development

Subject Code: MGS B01

Credits: 04

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.

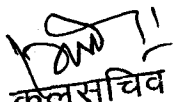
Job Design – Concept and Approaches, Job Characteristics, Model to work motivation

Employee Training and Development – Training phases, need assessment, establishment of training objectives, Training methods – lecture, business games, role play, in basket, sensitivity, syndicate.

TA evaluation of the training program, Designing training program, Employee empowerment, Concepts and approached, Human Resource Audit

References:

1. Edwin B Flippo, Principles of Personnel Management
2. Hioy, S. Pyars, and Leslie W Rue, Human Resource and Personnel Development
3. Randeil and S. Schuler, Effective Personnel Management
4. Paul Pigors and Charles A Myres, Personnel Administration


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Entrepreneurship and New Venture Management

Subject Code: MGS B02

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.

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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Community Based Organization Management and Field Work

Subject Code: MGS B03


Credits: 04

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)


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Organization Change and Effectiveness and Innovation

Subject Code: MGS B04


Credits: 04


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

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


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Family Business Management

Subject Code: MGS B05

Credits: 04

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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Business Ethics, Corporate Governance and CSR

Subject Code: MGS B06

Credits: 04

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Ethics, Corporate Governance and Corporate Social Responsibility and various dimensions related to being a socially responsible organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Overview of Business Ethics

Concept of Ethics | Meaning of Business Ethics, Nature of Business Ethics, Significance, Arguments For and Against, Framework for Ethical Decision Making, Factors Affecting Business Ethics (Individual Factors, Organizational Factors, Environmental Factors)

Corporate Governance


Meaning, Accountability Issues, Code of Conduct, Mechanism of Corporate Governance, Current Context of CG in India, Objectives and Strategies, Role of Independent Directors, Board Structure, 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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