



UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Management

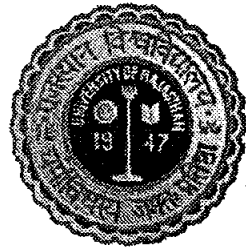
Master of Business Administration

Semester Scheme

2023 - 25

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



Master of Business Administration
(Semester Scheme)

Syllabus

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Semester-I

S. 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	3	1	0	3	0
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	Data Analysis and Decision Tools	CCC	4	3	1	0	3	0
5	MGM 105	Managerial Economics	CCC	4	3	1	0	3	0
6	MGM 106	Organizational Behavior	CCC	4	3	1	0	3	0
7	MGM 107	Business Communication	CCC	4	3	1	0	3	0
8	MGM 108	Indigenous Management System	CCC	4	3	1	0	3	0

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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 201	Production and Operations Management	CCC	4	3	1	0	3	0
2	MGM 202	Decision Modelling and Optimization	CCC	4	3	1	0	3	0
3	MGM 203	Corporate Finance	CCC	4	3	1	0	3	0
4	MGM 204	Marketing Management II	CCC	4	3	1	0	3	0
5	MGM 205	Organizational Effectiveness & Change	CCC	4	3	1	0	3	0
6	MGM 206	Entrepreneurship	CCC	4	3	1	0	3	0
7	MGM 207	Economic Environment of Business	CCC	4	3	1	0	3	0
8	MGM 208	Management Information Systems	CCC	4	3	1	0	3	0


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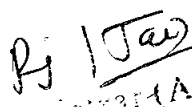
Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGM 301	Strategic Analysis and Decision Making	CCC	4	3	1	0	3	0
2	MGM 302	Project Planning, Analysis and Management	CCC	4	3	1	0	3	0
3	MGM 303	Summer Internship Research Project	CCC	4	3	1	0	3	0
4	MGM 304	Business Transformation Through Thoughts & Leadership	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

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Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOSE Duration (Hrs.)	
					Per Week			T	P
					L	T	P		
1	MGM 401	Global Business Strategies & Management	CCC	4	3	1	0	3	0
2	MGM 402	Legal Environment of Business	CCC	4	3	1	0	3	0
3	MGM 403	Business Ethics, Corporate Governance & CSR	CCC	4	3	1	0	3	0
4	MGM 404	Multi-Disciplinary Research Project	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


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Specialization Electives

Marketing Specialization	
MGM-A01	Consumer Behaviour
MGM-A02	Integrated Marketing Communications
MGM-A03	Services Marketing
MGM-A04	Product & Brand Management
MGM-A05	Digital Marketing & Marketing Analytics
MGM-A06	Global Marketing
MGM-A07	Rural & Agro-Marketing
Financial Management	
MGM-B01	Security Analysis and Portfolio Management
MGM-B02	Financial Analytics
MGM-B03	Global Financial Management
MGM-B04	Merchant Banking and Financial Services
MGM-B05	Corporate Taxation
MGM-B06	Financial Derivatives & Risk Management
MGM-B07	Financial Markets and Institutions
MGM-B08	Mergers and Corporate Restructuring
Human Resource Management	
MGM-C01	Human Resource Development: Strategies and Systems
MGM-C02	Human Resource Metrics and Analytics
MGM-C03	Performance, Training & Compensation Management
MGM-C04	Talent Management
MGM-C05	Managing Interpersonal and Group Processes
MGM-C06	Counseling Skills for Managers
MGM-C07	Management of Industrial Relations
Entrepreneurship	
MGM-D01	New Venture Creation & Start UPs
MGM-D02	Creativity, Innovation & Design Thinking
MGM-D03	Market Analysis & Value Creation
MGM-D04	Emerging Technologies & Business Process Re-engineering
MGM-D05	Entrepreneurial Finance
MGM-D06	Managing E-Business
MGM-D07	Artificial Intelligence and Deep Learning

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SEMESTER - 1: MGM 101 to MGM 108

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MGM 101: ACCOUNTING FOR MANAGERS

Contents:

Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, Policies of Indian Companies.

Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies. Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,

Cash Flow Statement, Preparing a statement of Cash Flows.

Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.

Suggested Readings:

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2013). *Accounting: Text and Cases* (13th ed.). Tata McGraw Hill.
2. Needles B.E., Powers, M., & Crosson, S.V. (2013). *Principles of Financial Accounting* (12th ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. (2017). *Managerial Accounting* (10th ed.). Tata McGraw Hill.
4. Narayanaswamy, R. (2017). *Financial Accounting: A Managerial Perspective* (6th ed.). Prentice Hall of India.
5. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2017). *Horngren's Cost Accounting: A Managerial Emphasis* (16th ed.). Pearson.
6. Horngren, T.C., Sundem, G.L., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16th ed.). Pearson.
7. Spiceland, D., Thomas, W.M., & Herrmann, D. (2018). *Financial Accounting* (5th ed.). McGraw-Hill.
8. Vij, M. (2013). *Management Accounting* (1st ed.). Excel Books, 2013.
9. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2014). *Cost Accounting, Student Value Edition* (1st ed.). Pearson.
10. Arora, R.K. (2018). *Financial Accounting: Fundamentals, Analysis and Reporting* (2nd ed.). Wiley.

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MGM 102: MARKETING MANAGEMENT-I

Course Contents

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

Marketing Environment: Understanding the impact of Macro and Micro environment on Marketing,

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process.

Overview of Product, Price, Place and Promotional Strategies, Marketing Practices in India.

Suggested Readings:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective* (14thed.). New Delhi: Pearson.
4. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4thed). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4th ed.). New Delhi: Tata McGraw Hill.

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MGM 103: HUMAN RESOURCE MANAGEMENT

Course Content:

Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources;

Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction;

Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management;

Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation,

Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM.

Suggested Readings

1. Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14thed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8thed.) New Delhi: McGraw Hill.
3. Bohlander, G.W., & Snell, S.A. (2016) *Principles of Human Resource Management* (16thed.). New Delhi: Cengage India.
4. Carbonara, S. (2013) *Manager's Guide to Employee Engagement*. New York: McGraw Hill.
5. Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10thed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016) *Human Resource Management* (12th ed.). Wiley.
7. Dessler, G. & Varkkey, B. (2015). *Human Resource Management* (14th ed.). New Delhi: Pearson.
8. Espinoza, C. & Ukleja, M. (2016). *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* (2nd Ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8thed). Essex: Pearson.
10. Ivancevich, J.M. (2017). *Human Resource Management* (11thed.). New York: McGraw Hill.
11. Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. New Delhi: Viva Books.
12. Sharma, R.C. (2016). *Industrial Relations and Labour Legislation*. New Delhi: Prentice Hall.
13. Venkat Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations* (2nded.). New Delhi: Oxford University Press.

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MGM 104: DATA ANALYSIS AND DECISION TOOLS

Contents:

Statistics and its importance for managers, Data collection, Data Classification and Tabulation, Descriptive statistics.

Covariance and Correlation, Introduction to Regression: fitting of the linear model using Regression for prediction.

Probability and Probability Distributions: Terminologies, Probability Rules, Joint and Conditional probability and Bayes' theorem, Binomial, Poisson, Normal, Exponential.

Inference from Samples: Sampling From a Population, Sampling Distribution of the Sample Mean, Point Estimation. Confidence Interval for the Population mean and Proportion, Introduction to Hypothesis Testing, Hypothesis testing the population mean. Hypothesis testing for comparison of two populations. Z and t-Test, Analysis of Variance.

Chi-square test, Mann-Whitney U test, Kruskal Wallis test,

Introduction to Linear Programming (LP): Formulation of LP models, Graphical method for solving LP problems, Duality, Applications of LP in Marketing, Finance, Operations management.

Transportation Problem and Assignment Problem.

Suggested Readings:

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics* (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making* (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., & Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13th ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
7. Powell, S. G., & Baker, K. R. (2017). *Business Analytics: The art of modeling with spreadsheets*. Wiley.
8. Stine, R.E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2nd ed.). India: Pearson Education.

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MGM 105: MANAGERIAL ECONOMICS

Contents:

Introducing Management Students to Microeconomic. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision- Making.

Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.

Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short- Run, Long-Run.

Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory, Models of Oligopoly --- Bertrand duopoly, Cournot duopoly

Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection.

Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7th ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (3rd ed.). McGraw Hill Education.
4. Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. (2008). *Modern Microeconomics* (2nd ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (9th ed.). Cengage Learning.
7. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). *Managerial Economics* (7th ed.). Pearson.
8. Salvatore, D. (2016). *Managerial Economics* (8th ed.). Oxford University Press.
9. Thomas C. R., & Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10th ed.). McGraw Hill Education.
10. Varian, H. R. (2010). *Intermediate Microeconomics* (8th ed.). East-West Press Pvt. Ltd.

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MGM 106: ORGANIZATIONAL BEHAVIOUR

Contents:

Introduction to Organizational Behaviour; Management Functions, Skills and Roles

Introduction to Individual Behaviour: Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions

Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window

Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership

Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

Decision Making: Introduction, Types of Decision, Process of Decision, Individual and Group Decision Making Models

Stress and Well -being at work: Introduction, Sources, Reaction and

Organization Structure and Design:

Suggested Readings:

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach*(13th ed.).McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016).*ORGB: A South Asian Perspective* (2nd ed.).Cengage Learning India Pvt. Ltd
3. Nelson, D L, Quick, J.C., & Khandelwal. P,(2013).*Organizational Behaviour: A South Asian Perspective*(7th ed.). Cengage Learning India Pvt. Ltd.
4. Pareek, U. and Khanna, S. (2016).*Understanding Organizational Behaviour*(4th ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behaviour*(16th ed.).New Delhi: Pearson Education.
6. Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd ed.).New Delhi: Vikas Publication.

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MGM 107: BUSINESS COMMUNICATION

Contents:

Communication in Organizations:

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

Written Communication:

Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills

Interpersonal Communication:

Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

Cross Cultural Communication:

Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures

Career Management and Communication

Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Suggested Readings:

2. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd ed.). New Delhi: Cengage Learning.
3. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies.
4. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11th ed.). Pearson
5. Mukerjee, H. S. (2012). *Business Communication* (2nd ed.). New-RAJASTHAN: Oxford University Press
6. Post Emily. (2005). *The Etiquette Advantage in Business* (2nd ed.). New York: Collins.
7. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

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MGM 108: Indigenous Management Systems

Course Contents:

Rationale of studying Indigenous Management Systems, Business Management Systems in Ancient India, Evolution of Spiritual Business Management Systems, Spirituality 'Paradox', Shri Mad-Bhagwad-Gita and Management, Corporate Governance, Mahabharat, Traditional Indian Knowledge Systems, Concepts of Community and Polity in Kautilya's Arthashastra, Management Systems in Arthashastra

Role of Values and Ethics in Indian Management, **Human Values – Indian Insights**, Factors affecting values, Values in Business Management, **Importance of Values to Managers**, Spirituality and Management- **Concepts, Values and Spirituality**, Implementation of workplace spirituality in an organization, Indian Ethics and **Human Values – Indian Insights**, Values in Business management -**Relevance of Values and Management and Social Values**, Values and Behaviour, Western Values Vs Indian Values, **Effectiveness** for Western and Indian Management.

Yoga and Management : Introduction, **Meaning and Definition of Yoga**, Characteristics/benefits of Yoga, Application of Yoga in management, **Yoga and Personality Development**, Astang Yoga and Stress Management, **Personality Development through Yoga**, Yoga and Guna's Theory of Personality

Meditation : Scope of Meditation, **Obstacles to Meditation**, **Types/Techniques of Meditation**, Yoga Sutra for Meditation, Benefits of Meditation

Indian Thinkers : C.K. Prahalad, Mahatma Gandhi, **Sri Aurobindo Ghosh**, Swami Vivekanand

Indian Business Leaders : Azim Premji, Dhruva Khosla, **Chandshyam Das Birla**, Jhangir Ratanji Dadabhoj Tata, Lakshmi Niwas Mittal, **Manmohan Bhasin**, Ram Krishna Bajaj, Sunil Bharti Mittal.


Suggested Readings:

1. Bansal, I. (2002). Management Concepts in Ancient Indian Psycho-Philosophic Thought and their Significance for Present Day Organizations (1 ed.), Indore, Popular Book Depot.
2. Sharma, S. (1996). Management in New Age: Western Windows, Eastern Doors (2 ed.), New Age International Publication.
3. Sharma, S. (2007). New Mantras In Corporate Governance: Ancient Roots To Global Routes (2 ed.). New Delhi: New Age Int. Pvt. Ltd.
4. Chatterjee, B. K. (2002). Arindam Chaudhuri, **Corporate Decisions before They Hatch** (led.), New Delhi: Vikas Publishing House (2001).
5. Dasgupta, Ajit K. (1993). A History of Indian Economic Thought (1 ed.), London and New York, Routledge history of economic thought series.
6. Bansal I. & Purohit H. (2004) Intellectual Property Rights: The emerging Issues for Industry (10 ed), Indore, Navjeevan Publication
7. Malhotra, R. (2013). Being different: An Indian perspective on global universalism. (4 ed), Delhi, Harper Collins India.

8. Nandram, S. S. (2016). Organizational ~~management~~ simplification. (3 ed), Delhi, Springer International Pu. Suggested E-Text: ~~Management~~
9. Joshi, A. (2018, Jan 3). Indegenous ~~Management~~ introduction. Retrieved Feb 12, 2019, from www.youtube.com: <https://www.youtube.com/watch?v=q5K2Hff85MM>
10. Joshi, A. (2016, Dec 7). Management from ~~Management~~ A Few Insights. Retrieved Feb 18, 2019, from Shastriya Prabandhan - A Holistic Design Thinking Approach to Education and Management: <http://ankurjoshi.in/blog/management/>
12. Sharma, S. (1999, Oct 1). Corporate ~~Management~~ Management, Administration and Leadership. Retrieved March 2019 from journals.sagepub.com: <https://journals.sagepub.com/doi/10.1177/097118639901010201>
13. Sharma, S. (2006, Jan). Management In New Age Western Windows Eastern Doors. Retrieved Feb 21, 2019 from www.researchgate.net: <https://www.researchgate.net/publication/304918467-Management-In-New-Age-Western-Windows-Eastern-Doors>
14. Swami Vivekananda Chicago Speech on 15th September 1893. (2013, Aug 12). Retrieved Jan 5, 2019, from www.youtube.com:

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SEMESTER - 2: MGM 201 to MGM 208


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MGM 201: PRODUCTION & OPERATIONS MANAGEMENT

Contents:

Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

Design of production process and facility layout, Process design and analysis.

Design of products and services: Process of product and service design, tools.

Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models.

Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).


Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

Just-in-time, Lean operations and Toyota Production System

Theory of Constraints, Critical chain project management

Suggested Readings:

1. Bedi, K. (2014). *Production and Operations Management* (3rd ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3rd edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15th ed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12th ed.). Pearson Education, RAJASTHAN.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11th ed.), Pearson Education, RAJASTHAN.
7. Mahadevan, B. (2015). *Operations Management* (3rd ed.). Pearson Education, RAJASTHAN.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7th ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9th ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12th ed.). McGraw Hill, Chennai.


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MGM 202: DECISION MODELLING AND OPTIMIZATION

Contents:

Model building for optimization. Distribution and network models: Shortest route and other routing problems, maximal flow problem

Multiple criteria decision models: Introduction of goal programming, modelling and solution

Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models

Simulation: Types of simulation, Monte-Carlo simulation method, Verification and validation.

Decision making under uncertainty: Decision criteria, decision tree, Value of Information, Risk profile


Project scheduling: Scheduling with known activity times, time-cost trade-offs, Scheduling with uncertain activity times

Markov processes: Introduction to stochastic process, terminologies, Markov process, transition probabilities, simple business applications

Theory of games, two-person zero-sum, constant-sum and non-constant sum games, application of linear programming in finding equilibrium solutions.

Suggested Readings:

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An introduction to management science: quantitative approaches to decision making* (13th ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
3. Hillier, F. & Lieberman, G.J. (2014). *Introduction to operations research* (10th ed.). McGraw-Hill Education.
4. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.


Dy. Registrar (Acad.)
University of Rajasthan
JALPAUR

MGM 203: CORPORATE FINANCE

Contents:

Financial Management – An Overview: Evolution of Finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time Value of Money concept.

Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach. Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, International Dimensions in Cost of Capital

Financing Decisions - Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

Working Capital Management -Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management.

Suggested Readings:

1. Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P. (2014). *Principles of Corporate Finance* (11th ed.). Tata McGraw Hill.
2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management* (12th ed.). South Western.
3. Brigham, E. & Houston, J. (2014). *Fundamentals of Financial Management* (14th ed.). Thomson.
4. Keown, A.J., Martin, J.D., Petty, J.W., & Scott, Jr. (2017). *Foundations of Finance* (9th ed.). Pearson Prentice Hall.
5. Megginson, W.L., Smart, S.B., & Gitman, L.J. (2009). *Corporate Finance* (2nd ed.). Thomson.
6. Chandra, P. (2015). *Financial Management* (9th ed.). McGraw Hill.
7. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2016). *Fundamentals of Corporate Finance* (11th ed.). Tata McGraw Hill.
8. Wachowicz, V. (2009). *Fundamentals of Financial Management* (13th ed.). Pearson Education.
9. Watson, D., & Head, A. (2016). *Corporate Finance- Principles and Practice* (7th ed.). Pearson Education.
10. Brigham, E.F., & Ehrhardt, M.C. (2015). *Financial Management: Theory & Practice* (15th ed.). Engage Learning.

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By Registrar (Acad.)
University of Rajasthan
Jaipur

MGM 204: MARKETING MANAGEMENT-II

Course Contents

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination


Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Green Logistics in India.

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, other emerging trends.

Suggested Readings:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective*(14thed.). New Delhi: Pearson.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4thed). New Delhi: Macmillan.
7. Saxena, R. (2009). *Marketing Management* (4th ed.). New Delhi: Tata McGraw Hill.


Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR

MGM 205: ORGANIZATION EFFECTIVENESS AND CHANGE

Contents:

Introduction to concepts of Organizational Change and Development: Forces, Resistance and Management of Change; Models of Change

Organizational Climate and Culture: Introduction; Evolution; Determinants; and Dimensions

Management of Conflict & Negotiations: Sources, Reactions and Management of Conflict; Approaches to Negotiation

Intergroup Behaviour and Negotiation: Understanding Competition and Collaboration, Approaches to negotiation

Power and Politics in Organization: Introduction, Bases of Power, Power and Political tactics, Sources of Political Behaviour

Management of Creativity and Innovation: Individual and Organizational Creativity, Creative Blocks, Overcoming Blocks, Organizational Innovation

Understanding Gender Issues in management: Gender stereotypes, Women in Management, Individual and Organizational strategies to manage Gender Issues in Organizations

Cross-Cultural Management; Learning Organizations

Suggested Readings:

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach* (13th ed.), McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). India: Cengage Learning India Pvt. Ltd.
3. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2013). *Organizational Behaviour: A South Asian Perspective* (7th ed.). India: Cengage Learning India Pvt. Ltd.
4. Pareek, U. & Khanna, S. (2016). *Understanding Organizational Behaviour* (4th ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., Judge, T.A., & Vohra, N. (2015). *Organizational Behaviour* (16th ed.). Pearson Education.
6. Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.
7. Singh, K. (2010). *Organization Change and Development* (2nd ed.). New Delhi: Excel Publications.

Rg/Vee
University of Delhi
New Delhi

MGA 206 : ENTREPRENEURSHIP

Contents

Concept of Entrepreneur and Entrepreneurship, Myths about Entrepreneurship, Types of Entrepreneurship, Traits/competencies and functions of an entrepreneur, Types of entrepreneurs, Society, Technology and Entrepreneurship, Entrepreneurship as a career option, Role of Entrepreneurship in the wealth building and creating impact.

Design Thinking ,Design Thinking Process , Identification of the problem, Generation of Idea, Identifying Customer Segments, Value proposition, Lean Canvas, Idea Validation, Creativity and Innovation at Grassroots, Effectuation Theory, Principles of Effectuation

Developing Business Model, Sizing the opportunity, Concept of Start-up, Incubation Centres, Entrepreneurial Finance and Venture Capital, financial statement, cash flow, budget making, Concept of Unit Economics, Financial and Non-financial Support: Revenue Streams; Pricing and Costs, Sources of Funds.

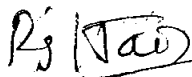
Entrepreneurial Marketing: Marketing: Positioning; Channels and Strategy, Sales: Sales Planning. Team: Importance of Team building; Complimentary skill sets
Legal Issues: Brief Overview of Intellectual Property Rights, Patent, Trademarks, Copy Rights, Trade Secrets, Licensing and GI, Business Plan Writing. Programme and Policies to promote entrepreneurship Eco-system in India.

Uniqueness and Importance of Family Business , Issues and Process for Entering Family Business, Crafting Family Business Strategies, Governance, Communication and Conflict Resolutions in Family Business, Gender and Family Business.

Case Studies of contribution of Indian Business Leaders -Azim Premji, Dhirubhai Ambani, Ghanshyam Das Birla, Jehangir Ratanji Dadabhoy Tata, Lakshmi Niwas Mittal, Narayana Murthy, Ram Krishna Bajaj, Sunil Bharti Mittal etc.

Suggested Readings

2. Passiante, G., Romano, A. (2016). Creating Technology Driven Entrepreneurship: Foundations, Processes and Environment (4ed). Palgrave Macmillan, New Delhi.
3. Bygrave, W. & Zacharakis, A. (2011). Entrepreneurship (1sted). John Wiley & Sons Inc, New Delhi.
4. Maurya, A. (2012). Running Lean: Iterate from Plan A to A Plan that works (2ed). O'Reilly, New Delhi.
5. Agarwal, R. Srinivasan, S (2010). Accounting Made Easy (2nded.) McGraw Hill Education
6. Poza, J. E., Daugherty, S.M. (2013). Family Business (4th ed.), Cengage Unlimited.
7. Heinonen, J., Vainio-Korhonen, K. (2018). Women in Business Families: From Past to Present (1sted). Routledge: Taylor & Francis Group.


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MGM 207: ECONOMIC ENVIRONMENT OF BUSINESS

Contents:

Introduction, Key Macroeconomic Variables and their Relevance to Business, National Accounts, Measuring the State of the Economy, Problems of GDP Measurements, Inflation, Inequality, and Unemployment – Measurement and Issues

Economic Growth, Growth around the World, A Model of Production, Total Factor Productivity, The Solow Model, Balanced Growth Path, Steady State, Transition Dynamics, Lessons for Developed and Developing Countries,

The Short Run, Real Business Cycle, Keynesian Framework, IS/LM Framework, Analyzing Policy Effectiveness, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analyzing Policy Effectiveness.

Phillips Curve, Expectation Augmented Phillips Curve, Fiscal Policy, Monetary Policy, Neutrality of Money. Crowding Out, Liquidity Trap, Role of the Central Bank, Inflation Targeting.

Open Economy, Theories of Trade, Nominal and Real Exchange Rates, Balance of Payment, Capital Account, Current Account, Exchange Rate Regimes, Capital Account Convertibility, Mundell Fleming Framework in difference Exchange Rate Regimes

Suggested Readings:

1. Blanchard, O. (2017). *Macroeconomics* (6th ed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11th ed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2nd ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3rd ed.). Pearson Education.
5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10th ed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6th ed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2nd ed.). Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2nd ed.). McGraw Hill Education.

Raj/Tax
By Registrar (Acad.)
University of Jammu
Jammu

MGM 208: MANAGEMENT OF INFORMATION SYSTEMS

Contents:

Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems. Interorganizational Information Systems.

Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

Suggested Readings:

1. Davis, G., & Margrethe, O.(2017). *Management Information System: Conceptual Foundations - Structure and Development*(2nd ed.). McGraw Hill Education.
2. Effy, OZ. (2013). *Management information systems* (6thed.). USA:Cengage Learning.
3. Efraim, T., &Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7thed.).NY: John Wiley & Sons.
4. Kelley,G.(2008).*Selected readings on information technology management: Contemporary issues*. New York: Information ScienceReference.
5. Rainer, R.K.,& Prince, B. (2015). *Management Information Systems: Moving Business Forward*.John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., &Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
8. O'Brien, J. A., &Marakas, G. (2017). *Management information systems* (10thed.).McGraw Hill Education.

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SEMESTER - 3: MGM 301 to MGM 304

Rajiv
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University of Rajasthan
WIPVA

MGM 301: STRATEGIC ANALYSIS & DECISION MAKING

Contents:

Strategy as the science and art of creating value: Goals and means, deliberate versus emergent strategies, Influence of stakeholders, Strategic choices, Levels of strategy, Vision and mission, Strategic fit, leverage and stretch, The Balanced Scorecard

Analysis of the External Environment: Demand and competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups

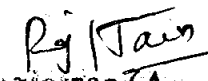
Organisational resources and capabilities: Types and nature of resources and capabilities, transforming resources into capabilities, Identifying and appraising resource and capabilities, Gap analysis

Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, The role of innovation, Competencies as barriers to change, Value Chain analysis

Generic Strategies: Cost based versus differentiation-based strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage

Suggested Readings:

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th ed.), John Wiley.
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.), Wiley.
3. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
4. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
5. Prahalad C.K. (2013). *The fortune at the bottom of the pyramid*. India: Pearson.


Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR

MGM 302: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Contents:

Project Preparation: Meaning and importance of Project; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. identification of investment opportunities; Pre-feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas; financial planning; Estimation of fund requirements, sources of funds; Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. Project management tools, process, plans and project planning tips; Balanced scorecard, design project management; Project Management Templates

History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects: Mathematical techniques for project evaluation; Network technique for project management; Multiple projects and constraints Project Appraisal for financial institution; Preparation of project report.

Project Financing and Implementation: Judgmental, Behavioural, Strategic and organisational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management; Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non-profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.

Suggested Readings:

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8th ed.). McGraw Hill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7th ed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6th ed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4th ed.). John Wiley & Sons.

Raj / Jais
REGISTERED
SCHOOL / COLLEGE
TEACHER

MGM-303: SUMMER INTERNSHIP RESEARCH PROJECT

The Project Study shall commence from the beginning of the third semester and report shall be submitted at the end of the third semester. The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.

Course Objective:

Research Project provides an opportunity to the students to demonstrate the ability to devise, to show the application of skills of data collection, critical analysis and concept synthesis necessary for formation of defensible conclusions. It also provides a platform to demonstrate ability to draw appropriate conclusions argued from the evidence presented and also a forum to demonstrate the skills of structuring and present a balanced informed, complete, clear and concise written argument.

A Research Project shall be submitted by the student under the guidance of a research supervisor as approved by the Institute. Report must be an original work.

Examination Scheme:

Contents & Layout of the Report	20
Conceptual Framework	10
Objectives & Methodology	10
Implications & Conclusions	10
Viva/ Presentations	50
Total	100

R. J. Jain
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MGM 304: BUSINESS TRANSFORMATION THROUGH THOUGHTS & LEADERSHIP

Contents:

Introduction to history of leadership, Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Spiritual leadership, Integral leadership styles, Level 5 Integral Leadership Styles. Business Transformation Through Thoughts during various era.

Energy a missing concept in organizational culture, Concept of energy at workplace and creating energy at workplace, Energy based organizational culture.

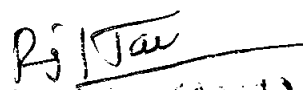
Foundations of organizational development, Various theories of organizational development, Focus on internal and external orientation, Role of spirituality in strength based employee engagement, purpose driven approach to work, virtue based management practices.

Role of greed and malaise of modern organizations, Different models of management, Spirituality – perceptions and definitions, Workplace spirituality, Spirituality and organizational performance, models of organizational transformation, spirituality and organizational transformation, Role of Emotions in organizational transformation, Intrinsic motivation and spirituality, Theories of spiritual leadership through vision, hope faith, and altruistic love.

Different Business Excellence Models, Linkage between organizational transformation and development interventions, Spiritual excellence model for employee wellbeing and organizational excellence, Strategic scorecard business model of spiritual leadership.

Suggested Readings:

1. Sengupta, S.S. (2018). *Compendium on Integrating Spirituality and Organizational Leadership* (2nded.). New Delhi: New Delhi Publishers.
2. Adams, J. (1984). *Transforming Work: A Collection of Organizational Transformation Readings*. New York: Miles River Press.
3. Alberts, E. M. (2006). *SUNetd- Spirituality and Business Leadership*. Retrieved October 17, 2009, from <http://hdl.handle.net/10019/2984>
4. Barrett. (2003). *Culture and consciousness: Measuring spirituality in the workplace by mapping values*. In R. Giacalone, & C. Jurkiewicz, *Handbook of workplace spirituality and organizational performance* (pp. 345-366). New York: M.E Sharpe.
5. Greenleaf, R. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press.


Dr. Registrar (Acad.)
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JALPUR

SEMESTER - 4: MGM 401 to MGM 404

Pg/Vas
By Registrar (Acad.)
University of Rajasthan
Jaipur

MGM 401: GLOBAL BUSINESS STRATEGIES & MANAGEMENT

Contents:

Introduction to Global Business

Globalization – Meaning, Implications, Globalization as a driver of International Business, International Business contrasted with domestic Business, Drivers of International Business, The Multinational Corporation – evolution, features and dynamics – from the Conglomerate to the Born Global Enterprise. Theories of International Business (Traditional theories for developed country incumbents vs Modern theories for Emerging Markets – Stage Model, Accelerated Internationalisation Models, LLL Theory, Leapfrogging and Springboarding theories, Modes of Entry into International Business – Trade, Contractual Entry and Investment related modes.

Global Business Environment

Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business.

Global Trading Environment

Theories of International Trade , Political Economy of International Trade – Tariff and Non tariff Barriers, Global Regulation of International Trade – WTO, UNCTAD; Regional Economic Interaction – theory, stages, working

Global Investment Environment

Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI

Strategy and Structure of Global Business

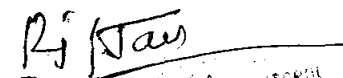
Modes of Foreign Market Entry, Country Evaluation and Selection, Entry and Expansion Strategies, Direct Investment versus Collaborative Arrangements, Organizational Structure in the global context, Global Competitiveness; Technology and Innovation.

Emerging Issues in Global Business

Production, outsourcing and Global Value chains, Environmental Issues in International Business, International Entrepreneurship.

Suggesting Readings:

1. Hill, C. W., & Arun, K. (2017) *International Business: Competing in the Global Marketplace* (10thed). McGraw Hill Education
2. Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) *International Business – Environments and Operations*, (12thedn), Pearson Ltd.
3. Griffin, Ricky R and Michael W Pustay (2007) *International Business: A Managerial Perspective*, Prentice Hall.
5. Cherunilam, F. (2010). *International Business: Text and Cases* (5th ed.). Prentice Hall India
6. Varma, S. (2012). *International Business* (1st ed.). Pearson.


Dy. Registrar (Acad.)
University of Rajasthan
JALPUR

MGM 402: LEGAL ENVIRONMENT OF BUSINESS

Contents:

Business Management and Jurisprudence

Philosophical context of the law, general principles and application of jurisprudence.

Commercial Laws

Essential elements of mercantile law

The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Negotiable Instruments Act, 1881; The Partnership Act, 1932; The Companies Act, 2013; The Competition Act, 2002; The Consumer Protection Act, 1986;

Banking & Insurance Law

Introduction, Control and Regulation of Banking and Insurance in India

The Banking Regulation Act, 1949; Insurance Act, 1938(Amendment Act 2015)


Foreign Exchange Management Act, 1999; Introduction, Definitions, Regulation and Management of Foreign Exchange

Intellectual Property Rights

Regulatory structure and compliance, The Copyright Act, 1957; The Patent Act, 1970 ; The Trade Mark Act, 1999

Suggested Readings:

2. Kapoor, N.D. (2017). *Elements of Mercantile Law*. New Delhi: Sultan Chand & Sons.
3. Albuquerque, D.(2017). *Legal Aspects of Business –Texts, Jurisprudence and Cases*. Oxford Higher Education.
4. Kuchchal, M.C., & Kuchchal, V. (2018). *Business Law*. Vikas Publishing.
5. Kapoor, N.D. (2015). *Elements of Company Law*. New Delhi: Sultan Chand & Sons.
6. Pathak, A. (2017). *Legal Aspects of Business*. Tata McGraw Hill
7. Gulshan, S. S., (2011). *Business Law Including Company*. Excel Books
8. Tulsian, P.C., & Tulsian, B. (2017). *Business Law*. Tata McGraw Hill.
9. Taxmann's Students Guide to Economics Laws, Taxman Allied Services Pvt. Ltd, New Delhi.
10. Kuchchal, M.C. (2009). *Corporate Laws*. New Delhi: Shri Mahaveer Book Depot.


Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR

MGM 403: BUSINESS ETHICS, CORPORATE GOVERNANCE & CSR

Contents:

Conceptual framework: Ethical considerations in business and the costs of being unethical. What is the purpose of business: profit maximization versus corporate social responsibility. Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories

Workplace ethics in human resources management: hiring, promotions, discipline, discharge and discrimination related to gender, caste and class. Sexual harassment.

Mergers & Acquisitions: reorganization, rationalization & redundancy. Labor and unions tactics that are not ethical but practiced by organizations frequently.

Marketing ethics: price, packaging & labeling problems; issues related to ethical advertising and communication; consumer protection and product safety.

Financial issues: insider trading, transparent financial statements and ethical issues related to disclosers.

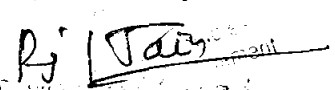
Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position, bribes & kickbacks, gifts & entertainment. Whistle blowing concept and implementation of ethical policy in the organization.

Corporate Governance: Introduction, Concept, Need of Corporate Governance, Agency Theory, Stewardship Theory, Popular Models of Governance: Anglo-American Model, Japanese Model, German Model and Indian Model of Corporate Governance. Board Structure, Types of Directors, Role and Responsibilities of Directors.

Meaning of CSR, History and Evolution of CSR, Concept of Charity, Corporate Citizenship, Concept of Sustainability and Stakeholder Concept, Models of CSR in India, Current Trends and Opportunities in CSR, CSR as a Strategic Business Tool for sustainable development.

Suggested Readings:

2. C., Fernando, (2012). *Business Ethics and Corporate Governance*. New Delhi: Pearson.
3. Sanjay Mohapatra (2012). *Case Studies in Business Ethics and Corporate Governance*. New Delhi: Pearson.
4. Griseri, P., & Seppala N. (2010). *Business Ethics and Corporate Social Responsibility*. South-Western Cengage Learning.
5. Sims., R.R. (2003). *Ethics and Corporate Social Responsibility, Why Giants Fall*. Greenwood Publishing.
6. Sekhar, R. C. (2002). *Ethical Choices in Business*. New Delhi: Response.
7. Flynn, G. (2008). *Leadership and Business Ethics*. Springer.
8. Chakroborty, S. K. (2001). *The Management of Ethics Omnibus*. Oxford University Press
9. Coomaraswamy, A. K. (1993). *Spiritual Authority and Temporal Power in the Indian Theory of Government*, New Delhi: Indira Gandhi Centre for Arts.
10. Valasquez, M. G. (2011). *Business Ethics: Concepts and Cases* (7th ed.), USA: Prentice Hall.
11. Robertson, M. (2014). *Sustainability Principles and Practice*. Earth Scan from Routledge.
12. Blowfield, M. (2013). *Business and Sustainability*. Oxford University Press.
13. Esty, D.C., & Winston, A.S. (2006). *Green to Gold*. Yale University Press.


Dr. P. S. Srinivasan
University of Jammu, Jammu
Jammu

MGM 404: MULTI-DISCIPLINARY RESEARCH PROJECT

Objective: The Multi-Disciplinary Research Project has been designed keeping in mind the specific need of managers to work on the interaction of various subjects. It will facilitate students to understand the interconnections between various subjects and with practice in a real time world. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

A research project shall be submitted by the student under the guidance of a research supervisor as approved by the Institute. Report must be an original work.

Evaluation

The project report will be evaluated by an external examiner appointed by the University.

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SPECIALIZATION AREA-1: MARKETING (MGM A01 to MGM A07)

By: R. Narasimhan
(Head of Department)
MGM A01 to MGM A07

MGM A01: CONSUMER BEHAVIOUR

Contents:

Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

Consumer involvement: perceived risk, antecedents and consequences Consumer decision making models.

Motivation and drive: theories and means and end chain, Hierarchical value mapping. Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self image, creating aspiration brand

Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence. Consumer culture: values and orientation, sub-culture, social class. Family decision making: decision making unit, roles and influence (in Indian prospective)

Types of decisions Organizational consumer behaviour: Types of Organization Products, differences, Process of Organizational buying behavior, models and strategies

Suggested Readings:

1. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2nd ed.). New Jersey: John Wiley & Sons.
4. Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behavior: building marketing strategy*. New Delhi: McGraw-Hill.
5. Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.
6. Lindstrom M. (2010) *Buyology: Truth and Lies About Why We Buy and the New Science of Desire*. New York: Business Books.
7. Peter, J. P. & Olson, J. C. (2010). *Consumer behaviour and marketing strategy*. New Delhi: McGraw Hill.
8. Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behaviour*. New Delhi: Prentice Hall.
9. Sheth, J. N., & Mittal, B. (2004). *Consumer behavior: A managerial perspective*. Ohio: Thomson-South Western.

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MGM A02: INTEGRATED MARKETING COMMUNICATIONS

Contents:

Understanding Marketing Communication- Objective of Marketing Communication, Communication Model, Integrated Marketing Communications, Advertising in the evolving marketing environment

Introduction to Advertising- Meaning and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising.

Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.

Building Advertising Programmes- Determination of Target Audience, Message Decisions- Content, Structure, Source and Format, Appeals in Advertising, Message tactics: copy writing.

Media Planning and Budgeting- Determining Media Plan, Media decisions- Analyzing various Types of Media; Reach, Frequency and Impact, Factors influencing the choice of media, Methods of setting Advertising Budget.

Evaluating Advertising Effectiveness- Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.

Advertising Organization and Regulation- Advertising Agency and its Functions, Choosing the Agency, Agency Compensation, Legal, Ethical and Social Aspects of Advertising in India.

Suggested Readings:

1. Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education.
2. Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th ed.). New York: McGraw Hill.
3. Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
4. Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
5. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th ed). New Delhi: Cengage.
6. Wells, W., Moriarty, S., and Burnett J. (2009). *Advertising: Principles and Practice* (8th ed.). Pearson.

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MGM A03: SERVICES MARKETING

Contents:

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy. Service as marketing entity: characteristics and strategy implications, service dominant logic. Types of services: insurance, banking, air transportation, courier, education etc. in Indian context.

Marketing mix: concept of value and value drivers, extended framework Relationship building: relationship marketing, bonding and life time value. Service encounter: moment of truth, service types and service encounter, service encounter classification. Service innovation: through encounter and system modification

Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting. Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization

Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Service quality: concept, technical and functional quality, service quality models and measurement and implementation. Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture

Suggested Readings:

1. Fisk, R. P., Grove, S. J., & John, J. (2013). *Services Marketing: An interactive approach* (4th ed.). USA: Cengage Learning.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
3. Gronroos, C. (2007). *Service management and marketing: Customer Management in service competition* (3rd ed.). New Delhi: Wiley India.
4. Gronroos, C. (2015). *Service management and marketing: Managing the service profit logic*. New York: John Wiley.
5. Hoffman, K. D., & Bateson, J. E. G. (2016). *Marketing of services: Concepts strategies and cases*. USA: Cengage Learning.
6. Lovelock, C., Wirtz, J., & Chatterjee, J. (2011). *Service marketing: people technology and strategy* (7th ed.). New Delhi: Pearson Education.
7. Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
8. Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
9. Verma, H. V. (2012). *Services marketing: text and cases* (2nd ed.) New Delhi: Pearson Education.
10. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2013). *Services marketing: integrating customer focus across the firm* (6th ed.). New Delhi: McGraw Hill.

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MGM A04: PRODUCT AND BRAND MANAGEMENT

Contents:

Product Management – Meaning, Consumer Need Hierarchy, Level of Products, Product Mix and Product Line Decisions, Product Life Cycle and New Product development, Labeling and Packaging decisions in Indian perspective.

Introduction and Concept of Brand Management: Meaning, Functions of Brand to Consumers, Role of Brand, Significance, Challenges. Branding: Meaning, Creation of Brand through Goods, Services & Online. Brand Management- Meaning and Definition, Brand Equity, Strategic Brand Management.

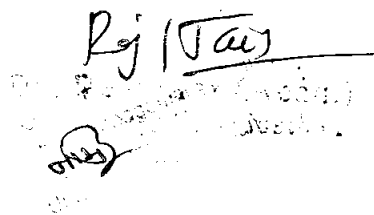
Consumer Based Brand Equity: Meaning, Steps in Building Brand, Positioning and re-positioning, Brand Identity, Dimensions of Brand Identity, Brand Personality, Brand Rejuvenation in Indian context.

Choosing Brand Elements to Brand Equity: Criteria for Choosing Brand Elements, Brand Name, Brand Association, Leveraging Brand Association, Logo and Symbols and their Benefits, Slogan and Benefits, Brand Value Chain.

Making Brands go Global: Geographic Extension. Source of Opportunities, Core Global Brands, Single Name to Global Brand, Barriers to Globalization, Pathways to Globalization.

Suggested Readings:

1. Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London: Kogan Page.
3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall
4. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.
5. Travis, D (2000). *Emotional Branding*. California: Random House,
6. Verma H V (2013). *Brand Management: Text and Cases*. New Delhi: Excel Books
7. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Sage Publications



MGM A05: DIGITAL MARKETING AND MARKETING ANALYTICS

Contents:

Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data.

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization

Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

Online consumer behavior: decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization.

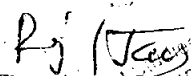
Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

Emerging issues in marketing Analytics: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics

Mobile Marketing, E-marketing; Internet marketing strategy: content marketing

Suggested Readings:

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.
4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press
5. Rayan D and Russ, H (2017). *Digital Marketing for Dummies*. NJ: John Wiley.


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MGM A06: GLOBAL MARKETING

Contents:

Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Dynamic environment of international trade; Trade theories

Global market environment; political environment, political systems, dumping; legal environment; tariff barriers, multiplicity of legal environments; political risk; culture dynamics and influence on marketing mix; and consumer behavior and social dimensions


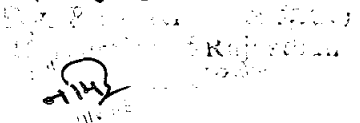
Assessing global market opportunities; global marketing research; Quantitative and qualitative research; Problems in gathering data; Data reliability; Marketing information system; Foreign market entry strategies; Market regions

Product strategy: levels, lifecycle management, brand strategy, international branding strategy, brand levels and alternatives, new product development for global markets; Product and culture; International pricing: pricing strategies, psychological pricing, pricing models, non-price factors, strategy for price leadership

Distribution in global marketing: distribution pattern, alternative middlemen choices, factors affecting choice of channels; Export logistics; Global promotion: designing and selecting sales force, global advertising, creative challenges, advertising appeals, message strategy and advertising effectiveness

Suggested Readings:

1. Cateora PR and Graham JL (2009). *International Marketing*. Boston: McGraw Hill/Irwin.
2. Czinkota M. R. and Ronkainen (2010). *International Marketing*. Cin OH: South-Western Cengage Learning.
3. Hollis, N (2008). *The Global Brands*. NY: Palgrave Macmillan.
4. Johansson, J.K. (2009). *Global Marketing*. NY: McGraw Hill.
5. Keegan W.J. and Green M.C. (2005). *Global Marketing*. Upper Saddle River: Prentice Hall.
6. Onkvisit S and Shaw JJ (2009). *International marketing: Strategy and Theory*. NY: Rutledge.
7. Rajagopal (2007). *International Marketing*. New Delhi: Vikas publishing.

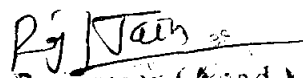
MGM A07: RURAL & AGRO MARKETING

Contents:

- Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets
- Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process
- Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets- Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix
- Product and Pricing - Classification of products and services in Rural marketing, Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets, Pricing Strategies in Rural Markets.
- Distribution and Communication - Accessing Rural Markets, Channels of Distribution, Prevalent Rural Distribution Models, Emerging Distribution Models, Rural Retail System, Rural Communication strategy, Rural Media, Advertising and promotion strategies for rural markets, Challenges in Rural Communication
- Shaping the Future of Rural Marketing- Identifying and Handling Constraints in Rural Marketing, Corporate Social Responsibility in Rural Markets, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets.

Suggested Readings:

1. Dogra B., & Ghuman K. (2010). *Rural Marketing Concepts and Practices*. New Delhi: Tata McGraw-Hill.
2. Gopal Swamy, T. P. (2009). *Rural Marketing (3rd ed.)*. New Delhi: Vikas Publishing House.
3. Kashyap, P., & Raut, S. (2007). *Rural Marketing (5th ed.)*. Wiley India Pvt.Ltd
4. KrishnamaCharyulu, C.S.G., & Ramakrishnan, L. (2011). *Rural Marketing Text & Cases (2nd ed.)*. Pearson Education.
5. Krishnamoorthy R. (2014). *Introduction to Rural Marketing, 4th Edition*. Himalaya Publishing House.
6. Ramakrishnan, R. (2006). *Rural Marketing in India – Strategies and Challenges*. New Century Publications.


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SPECIALIZATION AREA- 2: FINANCE (MGM B-01 TO MGM B-08)

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MGM B01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Contents:

Introduction to Financial Investments

Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.

Equity Investment

Economy-Industry-Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.

Fixed Income and Other Investment Alternatives

Pricing, yields and risks of investments in Fixed Income Securities. Active and Passive strategies of fixed income investments. Real Estate, Commodities, Derivatives and other Alternative Investments. Strategies for investments in various Investment alternatives.

Modern Portfolio Theories

Investor Preferences. Portfolio Formulation. Portfolio Optimisation. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model.

Asset Pricing

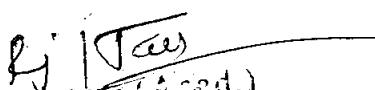
Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management.

Evaluation of Investment Performances

Measures of Portfolio Performance. Return Decomposition and Attribution. Portfolio Revision. Performance Evaluation of Public investment funds.

Suggested Readings:

1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management*. RAJASTHAN: McGraw- Hill Education.
3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.
4. Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
5. Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
6. Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio Management*. RAJASTHAN: Pearson Education.
7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. RAJASTHAN: Cengage Learning.
8. Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. RAJASTHAN: New Century Publications.


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MGM B02: FINANCIAL ANALYTICS

Contents:

Introduction of Software @ Risk and EViews, Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty

Techniques of Financial Data Analysis and Forecasting-I, Types of Data, Cross- section Data, Panel Data, Time series analysis, Exponential Smoothing, Classical Linear Regression Model

Techniques of Financial Data Analysis and Forecasting-II, ACF, PACF, correlogram, Stationary and Nonstationary Timeseries, Test of Stationarity, Auto Regressive, Moving Average, ARMA models of Stationary Time Series

Techniques of Financial Data Analysis and Forecasting-III, ARIMA (p, d, q) models for analysis and forecasting of financial data

Techniques of Financial Data Analysis and Forecasting-IV, Diagnostic checking, Q and LB Statistic, Box Jenkins Methodology for ARIMA models. Practical Applications using financial data, Evaluation of Forecasts, Root Mean Square Error, Thiel Statistics

Multiple Regression models for financial data, Multiple Regression models for financial data, Cointegration, Vector Auto regression, Vector Error Correction Model, Logit and Probit models

Modelling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and EViews).

Equity Research and Portfolio Models-I, Measuring systematic and non- systematic risk of assets using regression and Simulation, spread sheet models for the construction of a portfolio of equity, Portfolio performance

Equity Research and Portfolio Models-II, Equity and Bond Valuation. Valuation using Black-Sholes- Merton option pricing model

Financial Risk Models-I, Spread sheets for Measuring Market risk, Value at Risk (VaR)


Financial Risk Models-II, Calculation of Market risk using Historical and Monte- Carlo simulation

Financial Risk Models-III, Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices, Discriminant Analysis

Suggested Readings:

1. Brooks Chris, (2002). *Introductory Econometrics for Finance*, Cambridge Brooks, C. Introductory Econometrics for Finance. Cambridge.
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. (1996). *The Econometrics of Financial Markets*. Princeton, NJ: Princeton University Press.
3. Cochrane, J.H. (2005). *Asset Pricing*. (Revised Ed ed.). Princeton, NJ: Princeton University Press.
4. Murphy, K.P. (2012). *Machine Learning, A Probabilistic Perspective*. MIT Press.
5. Tsay, R.S. (2010). *Analysis of Financial Time Series*. (3rded.). New York, NY: John Wiley
6. Enders, W. (2013). *Applied Econometric Time Series* John Wiley.

7. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.
8. Damodaran, A. (2008). *Investment Valuation*. John Wiley.
9. Albright, S.C, Zappe, C.J & Winston, W.L. (1980). *Data analysis, Optimization, and Simulation modelling*. South-Western: Cengage Learning.
10. Dowd, K. (2005). *Measuring Market Risk*. John Wiley.
11. Hull, J.C. (2015). *Risk Management and Financial Institution*. John Wiley.
12. Fabozzi, F.J. (2015). *Quantitative Financial risk Management*. John Wiley.
13. Elton, E.J, Gruber, M.J & Brown, S.J. (2014). *Modern Portfolio Theory and Investment Analysis*. John Wiley.


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MGM B03: GLOBAL FINANCIAL MANAGEMENT

Contents:

Multinational Business Finance: An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

The Foreign Exchange markets – Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

Management of Foreign Exchange Risk- Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure Versus Economic Exposure.

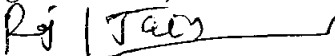
Financial Management of the Multinational Firm- Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV.

Multinational Cash management- Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk.

Managing Foreign Operations- Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario.

Suggested Readings:

1. Buckley, A. (2009). *Multinational Finance*. (5thed.). Pearson Education.
2. Shapiro, A.C. (2013). *Multinational Financial Management*. (10thed.). John, Inc.
3. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12thed.). South-Western.
4. Resnick, B. G., & Eun, C. S. (2014). *International Financial Management*. (7thed.). McGraw Hill International.
5. Hull, J.C., & Basu, S. (2018). *Options futures and other derivatives*. (10thed.). Prentice Hall of India.
6. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5thed.). Thomson South-Western.
7. Levi, M.D. (2018). *International Finance*. (6th ed.). Routledge Publications
8. Vij, M. (2018). *International Financial Management* (ed.). Excel Books


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MGM B04: MERCHANT BANKING AND FINANCIAL SERVICES

Contents:

Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.

Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange.

Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfaiting.


Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in Banks- Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance.

Mutual Funds and Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

Leasing and Hire purchase, Factoring and Forfaiting, Mergers and Acquisitions.

Suggested Readings:

1. Paul, H. (2014). *Fundamentals of Risk Management*. (3rd ed.). Kogan Page Publishers.
2. MacDonald, S.S., & Koch, T.W. (2015). *Bank Management*. (8th ed.): Cengage Learning.
3. Madura, J. (2018). *Financial Markets and Institutions*. (12th ed.). Thomson Business Information.
4. Mishkin, F.S. & Eakins, E. (2018). *Financial Markets & Institutions* (9th ed.). Pearson Education.
5. Rose, P., & Hudgins, S.C. (2012). *Bank Management and Financial Services* (9th ed.). McGraw-Hill Education.
6. Saunders, A. & Cornett, M. (2018). *Financial Institutions Management* (9th ed.). McGraw-Hill Publishing Company.
7. Saunders, A. & Cornett, M. (2007) *Management of Financial Markets and Institutions* (6th ed.). Tata McGraw Hill.
8. Vij, M., & Dhawan, S. (2018). *Merchant Banking and Financial Services* (2nd ed.). India: McGraw Hill Education (India) Private Limited.
9. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books.
10. Shanmugham, R. (2017). *Financial Services* (2nd ed.). Wiley.


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MGM B05: CORPORATE TAXATION

Contents:

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status
Computation of income under different heads Salaries Profits and gains of business or profession
Capital gains Total income and tax computation - and set-off and carry forward of losses
Deductions from gross total income.

Preparation of return of income manually as well as through software Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment.

Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders.

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions- Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company.

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti- avoidance measures.

Suggested Readings:

1. Ahuja, G., & Gupta, R. (2015). *Simplified Approach to Corporate Tax Planning and Management*. RAJASTHAN: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). *Direct Taxes including Planning & Management*. Agra: Sahitya Bhawan.
3. Kanga, P., & Vyas, D. (2013). *The Law and practice of income tax (10th ed.)*. Lexis Nexis.
4. Musgrave, R., & Musgrave, P. (2004). *Public finance in theory and practice (5th ed.)*. New York: McGraw Hill.
5. Pagare, D. (2009). *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
6. Singhania, V. K. (2018). *Direct taxes: Law and practice*. New Delhi: Taxmann.
7. Singhania, V. K., & Singhania, M. (2018). *Direct taxes planning and management*. RAJASTHAN: Taxmann Publications.

D. P. Singhania
SISTEM...
P. J. K. S.

MGM B06: FINANCIAL DERIVATIVES & RISK MANAGEMENT

Contents:

Introduction to financial markets: Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps and other derivative instruments

Value Creation and Risk Management. Types of risks faced by modern organisations. Nature, sources and measures of financial risks.

Determination of forward and futures prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence

Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. RiskMetrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.

Hedging strategies using futures: Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures

Introduction to Options: European options, American options, forward-spot parity, put- call parity, exercising American calls early, exercising American puts early, Basic Option Pricing: The binomial option-pricing model.

Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.

Other types of financial risks faced by the institutions. Measures and handling of Off- Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges.

Valuation of derivatives in Continuous Time: Introduction to Black-Scholes pricing, volatility, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the "greeks") and hedging of options, Delta, gamma and vega hedging using options and futures. variables, implied volatility

Financial Engineering: Construction of options strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets.

Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps.


Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.

Suggested Readings:

1. Hull, J.C. (2014). *Options Futures and other Derivatives*. 9th edition, Prentice Hall of India.
2. Neftci, S.N. (2000). *An Introduction to the Mathematics of Financial*

Derivatives. Academic Press.

3. Bhalla, V.K. (2012). *Investment Management*. New Delhi: Sultan Chand.
4. Wimott, P. (2012). *Quantitative Finance*. Wiley & Sons.
5. Jarrow, R. & Stuart, T. (1995). *Derivative Securities*. South Western.
6. Chance, D.M., & Brooks, R. (2008). *Derivatives and Risk Management Basics*. Cengage Learning India.
7. Pliska, S. (1997). *Introduction to Mathematical Finance*. Wiley-Blackwell Publishing.
8. www.ncdex.com for details on commodity derivatives in India
9. www.nse-india.com for stock-based derivatives
10. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes


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MGM B07: FINANCIAL MARKETS AND INSTITUTIONS

Course Contents:

Introduction to Financial Intermediation

Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms and Contemporary issues.

Depository Institution of Banking

Overview of Banking. Principles of Banking and Credit-creation. Banking regulations and role of market regulator. Banking products and services. Key market players. Evaluation of banking sector.

Capital Market

Overview of Capital Market. Primary and Secondary market. Security market regulations and role of market regulator. Capital market instruments and services. Key market players. Evaluation of Capital Market.

Debt Market

Overview of Money market. Wholesale and Retail Debt market. Debt market regulation and regulators. Debt market products and services. Key market players. Evaluation of Debt Market in India.

Other Markets

Overview of the markets for various Fee-based and Fund-based services. Regulatory issues and roles of market regulators. Alternative financial instruments and services. Key market players. Evaluation of each of such financial markets.

External Market

Overview of External Financial market. International capital flows. Capital Account convertibility and other regulations. International financial instruments. International financial centres. Evaluation of external financial market.

Suggested Readings:

1. Bhole, L. M., & Mahakud, J. (2017). *Financial Institutions and Markets*. RAJASTHAN: McGraw- Hill Education.
2. Fabozzi, F. J., Modigliani, F. P., & Jones, F. J. (2010). *Capital Markets – Institutions and Instruments*. RAJASTHAN: PHI Learning.
3. Khan, M. Y. (2018). *Indian Financial System*. Chennai: McGraw-Hill Education.
4. Madura, J. (2016). *Financial Markets and Institutions*. USA: Cengage Learning
5. Ministry of Finance. (Latest). *Economic Survey*. Available Online.
6. Reserve Bank of India. (Latest). *Report on Trend and Progress of Banking in India*. Online.
7. Securities and Exchange Board of India. (Latest). *Annual Report*. Available Online.
8. Vij, M., & Dhawan, S. (2017). *Merchant Banking and Financial Services*. RAJASTHAN: McGraw-Hill Education.

MGM B08: MERGERS AND CORPORATE RESTRUCTURING

Course Contents:

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

Suggested Readings:

1. Arzac, E.R. (2008). *Valuation for Mergers, Buyouts and Restructuring* (2nd ed.). John Wiley and Sons, Inc.
2. Brealey, Myers & Allen. (2018) *Principles of Corporate Finance*. (12th ed.). McGraw Hill.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. Damodaran, A. (2012). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. (2nded.). John Wiley and Sons, Inc.
5. Damodaran, A. (2017). *The Dark Side of Valuation*. (2nd ed.): Financial Times Press.
6. De Pamphilis, D.M. (2008). *Mergers, Acquisitions, and Other Restructuring Activities*. (4th ed.): Academic Press, Elsevier Inc.
7. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
8. Gaughan, P.A. (2007) *Mergers, Acquisitions and Corporate Restructurings* (4thed.). : John Wileys& Sons.
9. Hayward, R. (2015). *Valuation: Principles into Practice* (6th ed.). Routledge
10. Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). *The Art of M&A: A Merger Acquisition Buyout*. (4thed.). McGraw-Hill.
11. Rosenbaum, J. & Pearl, J. (2009) *Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions*. John Wiley and Sons, Inc.
12. Shapiro, E. Mackmin, D & Sams, G. (2018) *Modern Methods of Valuation*, 12th Editions: Routledge

**SPECIALIZATION AREA 3:
HUMAN RESOURCE MANAGEMENT (MGM C-01 to MGM C-07)**

Raj Kalyan
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University of Rajasthan
JALPUR

MGM C01: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Contents:

HRD: Evolution and Concepts; Challenges & Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD; HRD Climate; Systems Approach to HRD; HRD System Design Principles.


Design & Administration of Select HRD Systems: Career Management; Workplace Mentoring
Design & Administration of Select HRD Systems: Work-Life Integration; Developing global managers, HRD systems for International managers.

Applications of HRD: HRD for managing organizational change, HRD for Workers (blue collar employees)

HRD Audit; additional HRD systems with Case Examples

Suggested Readings:

1. Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press.
2. Dayal, I. (1993). *Designing HRD Systems*. Concept.
3. Maheshwari, B. L., & Sinha, D. P. (1991). *Management of Change Through HRD*. Tata McGraw Hill.
4. Mankin, D. (2009). *Human Resource Development*. Oxford University Press.
5. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). *Developing Global Executives: The Lessons of International Experience*. Harvard Business School Press.
6. Mello, J. A. (2009). *Strategic Human Resource Management* (4thed.). Cengage Learning.
7. Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi: Tata McGraw Hill.
8. Rao, T. V. (1988). *Alternative Approaches & Strategies of Human Resource Development*. Rawat.
9. Rao, T. V. (1999). *HRD Audit*. Response Books.
10. Som, A. (2008). *Organization Redesign and Innovative HRM*. Oxford University Press.
11. Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development* (6thed.). South western: Cengage Learning.


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MGM C02: HUMAN RESOURCE METRICS AND ANALYTICS

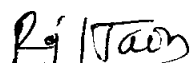
Course Content:

HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc); HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dash Boards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Suggested Readings:

1. Bassi, L., Carpenter, R., & McMurrer, D. (2012). *HR Analytics Handbook*. New York: McBassi & Co.
2. Bucknall, H. & Wei, Z. (2006). *Magic Numbers for Human Resource Management*. New Delhi: Wiley.
3. Edwards, M.R. & Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
4. Fitz-Enz, J. & Mattox-II, J. R. (2014). *Predictive Analytics for Human Resources*. New Jersey: Wiley.
5. Isson, J. P., & Harriott, J. S. (2016). *People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent*. New Jersey: Wiley.
6. Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. London: Kogan Page.
7. McBeath, G. (1992). *The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals*. Oxford: Wiley-Blackwell.
8. Pease, G. (2015). *Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments*. New Jersey: Wiley.
9. Rao, T.V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement (2nd ed.)*. New Delhi: Sage.
10. Smith, T. (2013). *HR Analytics: The What, Why and How*. Createspace Independent Pub.
11. Soundararajan, R., & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. New Delhi: Sage.
12. Sundmark, L. (2017). *Doing HR Analytics: A Practitioner's Handbook with R Examples*. Createspace Independent Pub.


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MGM C03: PERFORMANCE, TRAINING & COMPENSATION MANAGEMENT

Course Content:

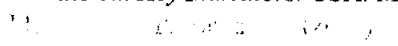
Perspectives to Performance Management System; Systems and Formats including Graphic Rating System, Behavioural Anchor System, Balanced Score Card System, and 360-Degree system; Identifying, defining, and measuring performance metrics and competencies (KRAs, KPAs, and KPIs); Formats for scaling and measurement; Designing Appraisal Form; Performance Feedback and Counselling; Potential Assessment and Performance Planning.

Performance Management perspective to training sub-system; Designing Training Needs Assessment (TNA) tools; Developing Training Modules including training objectives, lesson plan, and learning climate; Effective delivery of training; Evaluating training outcomes.

Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques; Bases of Pay; Designing a compensation system: Fixed and Variable Components and structuring; Performance and Compensation; Perspectives of equity, efficiency, and competitiveness; Designing Wage and Compensation Policy; Executive Compensation; Compensation for special groups: Third party vendors, Expatriates, etc.

Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Rewards and Incentives: Financial and Non-financial components; Perks, Benefits and Services for managerial staff; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, etc.; Employee Recognition and Motivation.

Suggested Readings:

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2nded). New Delhi: Sage.
2. Armstrong, M. (2018). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6thed.). London: Kogan Page.
3. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development* (2nded.). Alexandria, VA: ASTD Press.
4. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes* (2nded.). New Delhi: Kogan Page.
5. Lawson, K. (2016). *The Trainer's Handbook* (4thed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & U. Pareek. (2011). *Training for Development* (3rded.). New Delhi: Sage.
7. Moskowit, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Niven, P. R. (2008). *Balanced Scorecard step-by-step: Maximizing Performance and Maintaining Results* (2nded.). New Jersey: John Wiley.
9. Noe, R. A. (2017). *Employee Training & Development* (7thed.). New York: McGraw Hill.
10. Phillips, J. J., & Stone, R. (2002). *How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*. USA: McGraw Hill.
11.  _____
12. Rao, T. V. (2016). *Performance Management: Toward Organizational Excellence* (2nded.). New Delhi: Sage.
13. Sanghi, S. (2016). *The Handbook of Competency Mapping: Understanding, designing and implementing competency models in organizations* (3rded.). New Delhi: Sage.

MGM C04: TALENT MANAGEMENT

Contents:

Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management


Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

Diversity and Talent; Talent management and future directions

Talent Analytics; Preparing a talent development plan

Suggested Readings:

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*: Oxford University Press.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015). *Do We Need HR? Repositioning People Management for Success*. Palgrave Macmillan
5. Born, M. and Heers, M. (2009) *Talent Management: Alternatives to the single-ladder approach*. DEA, EHRM, Denmark (Faculty Report)
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018)


By, Registrar (Acad.)
University of Rajasthan
JAIPUR

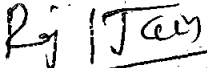
MGM C05: MANAGING INTERPERSONAL AND GROUP PROCESSES

Contents:

Group as a medium of learning, developing and change.
Interpersonal Communication; Interpersonal Awareness and Feedback process.
Interpersonal Trust; Interpersonal, Intra - group and Inter-group Conflict.
Power Dynamics in Groups; Influence Processes.
Group Decision making; Group cohesiveness; Group Synergy
The Nature of Teams and Team Development.

Suggested Readings:

1. Forsyth, D. R. (2014). *Group Dynamics* (6thed). Cengage Learning.
2. Levi, D. (2017). *Group Dynamics and Teams* (5th ed). India: Sage Publication.
3. Corey, M. S., & Corey, G. (2014). *Groups: process and practice* (9th ed.). Brooks/Cole Cengage Learning.
4. Goleman, D. (2007). *Social Intelligence: The New Science of Human Relationships*. Bantam Books New York.
5. Seligman, M. E. P. (2006). *Learned optimism: how to change your mind and your life*. New York: Free Press.
6. Brown, R. (2004). *Group Processes: Dynamics within and between groups*(2nd ed). Blackwell.


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MGM C06: COUNSELING SKILLS FOR MANAGERS

Course Content:

Overview of Counseling

Introduction to Counseling: Historical evolution; Definition- Common elements; Counseling and Psychotherapy and Instruction; Why workplace Counseling – Goals of Counseling

Theoretical Foundations of Counseling: Elements of a Theory; Psychoanalysis; Behaviourism; Humanism

Counselor's attitudes and Skills in Counseling: Qualities of a Counselor; Counselor's needs in Counseling; Personal characteristics of an effective Counselor

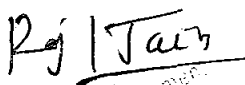
Counseling Process: 5 D Model of counseling process; Initial Interview – Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase – Role of Emotions

Organizational Applications of Counseling Skills: Changing behaviour through Counseling; Specific Techniques; Context of Counseling; Role conflicts of Managers and Counselors; counseling at work place; Problem subordinates

Ethics in Counseling

Suggested Readings:

1. Carroll M. (1996). *Workplace Counseling* (1st ed.). Sage publications,
2. Kottler, J.A., & Shepard, D. S. (2008). *Counseling Theories and Practices* (1st ed.). Cengage Learning.
3. Moursund, J. (1990). *The Process of Counseling and Therapy* (1st ed.). Englewood Cliffs NJ: Prentice hall.
4. Patterson, L. E., & Welfel, E. R. (2004). *The Counseling Process: A Multi-theoretical Integrative Approach (Skills, Techniques, & Process, Cengage Learning* (6th ed.).
5. Rogers, C. C. (1961). *On Becoming a Person: A Therapist View of Psychotherapy*. Boston: Houghton-Mifflin.
6. Rogers, C. C. (1951). *Client Centered Therapy*. Boston: Houghton-Mifflin.
7. Singh, K. (2015). *Counseling Skills for Managers* (2nd ed.). India: Prentice Hall of India.


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MGM C07: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Contents

Introduction to Industrial Relations:

Theories and Models and Approaches of Industrial Relations and history of IR in India. Contemporary issues of IR and the Labour Force; Economic, Political and Social Environment of Industrial Relations

Trade Unions

Definition, objectives and legal Framework related to Trade unions in India; Trade Union Act, 1926; Landmark judgments and case laws related to TU; Types, Rights and Issues of TU; Problems confronting TUs; Women in TUs; Managerial Associations; Employer Associations; Paradigm shift in IR policy

Collective Bargaining:

Concept, Nature and Legal Framework of CB; Levels of Bargaining and Agreements; Negotiating Techniques and Skills

Tripartism, Social Dialogue and Role of Government in IR

Types and Levels of Tripartism; Social dialogue and reform process; Bipartism's link with tripartism; Types and Means of government Interventions; Role of State at the State IR Level; Future Role of government

Contract of Employment:

Industrial Employment Standing Orders Act, 1946; Test of supervision; Shops and Establishment Act; Inter-State Migrant Workmen Act, 1979; The Contract Labour Act, 1970; Contract Labour Code; VRS

Public Policy and Wage and Reward System

Wage Theories; Wage System in India; The Payment of Wages Act, 1936; Minimum Wages Act, 1948; The payment of Bonus Act, 1965; Profit Sharing and Stock Options; National Wage Policy; Wage Policy at the Company Level; Pay Structures; Contemporary Issues in Wage System

Working Conditions, Safety, Health and Environment & Social Security

- a) Factories Act; Workers Compensation Act; Employees' State Insurance Act related to social security; Workers Education
- b) Social security; Medical Care; Safety; Occupational health; Welfare funds; Social security reforms during the period of structural Adjustment; Social Security conventions of ILO

Dispute Resolution and Industrial Harmony:

Industrial Conflict; Legal Framework: The Industrial Dispute Act, 1947; Role of Labour boards, courts and tribunals; Procedures, power and Duties of Authorities; General prohibition of Strikes and Lockouts; Unfair Labour practices; Recommendations of National Commission of labour; Guiding framework for sound Labour Management Relations; Labour Administrative Machinery

Employee Participation and Labour-Management Cooperation

Labour participation schemes; Constitutional and Legal framework; Indirect representation versus direct participation; Levels of Indirect Participation; Participation versus Collective Bargaining; Suggestion schemes; Quality Circles; Labour Management Cooperation at the shop floor Level and Company level

Grievance and Discipline Handling

Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure; Interest Issues and Rights Issues; Managing Discipline; Different types of approaches; Different types of punishments; Case laws;

HRM and IR in India

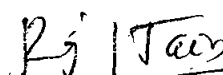
Management philosophy and Approaches; Integrative Approaches to Human Resource Management; HRM-IR-HRD Integration

ILO, India and International Labour Standards

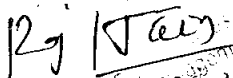
ILO & India; The Case of India; Lessons from foreign Unions; OECD guidelines; The road ahead for Indian IR

Suggested Readings:

1. Bray (2004). *Industrial relations: A Contemporary Approach*. Australia: McGraw Hills
2. Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House
3. Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.
4. Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, Mumbai
5. Uzzaman & Sherwani (2000). *Industrial Relations in India*. Anmol Publication
6. Venkata Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations*. Oxford University Press, India


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SPECIALIZATION AREA 4: ENTREPRENEURSHIP (MGM D-01 to MGM D-06)


Dy. Registrar (Acad.)
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Jammu

MGM D01: New Venture Creation & Start Ups

Course Content:

Concept of venture, critical factors for starting a new venture, the entrepreneurial process, conceptualization of vision, mission and objectives of the venture.

Concept of lean startup methodology.

Idea to opportunity- Difference between idea and opportunity, identification and evaluation of opportunity, feasibility analysis, market analysis and market research.

Finding Customers - Customer discovery and identifying early adopters

Value Creation - Blue Ocean strategy, customer value, crafting value proposition, customer journey, impact. Understanding Business Model Canvas.

Entrepreneurial Marketing - Introduction to entrepreneurial marketing, developing marketing mix, use of digital marketing, social media, digital advertising, influencer marketing and customer engagement.

Branding, Pricing strategy, channels, sales forecasting and managing the sales pipeline

Understanding Finances and Fund Raising for new ventures - An overview of financing needs for a venture and sources of finance, concept of financial projections, financial statements and developing a financial road map.

Intellectual Property - IP as a critical asset for a venture; Patents, copyright, trademark, trade secret, industrial designs and leveraging IP in business strategies.

Legal aspect of Business- Forms of legal entities and legal formalities/ procedures related to registration of a new venture.

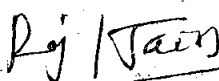
Building the founding team - Power of team building, Complementary skill sets and the role of early hires. Building networks Negotiation

Scaling the Venture - Understanding the concept of scale-up, key activities to perform before scaling up, approaches and challenges, role of various stakeholders in scaling up and premature scaling Mitigating and managing risks for venture

Writing Business Plan - Preparation of business plan and pitching for potential investment

Suggested Readings:

1. Bygrave, W., & Zacharakis, A. (2011). *Entrepreneurship* (1 ed.). New Delhi: John Wiley & Sons Inc.
2. Hisrich, R. D., Manimala, M. J., Peters, M. P., & Shepherd, D. A. (2014). *Entrepreneurship* (9 ed.). New Delhi: McGraw Hill.
3. Maurya, A. (2012). *Running Lean: Iterate from Plan A to A Plan that works* (2 ed.). New Delhi: O'Reilly.
4. Passiante, G., & Romano, A. (2016). *Creating Technology Driven Entrepreneurship: Foundations, Processes and Environment* (4 ed.). New Delhi: Palgrave Macmillan.
5. Ries, E. (2011). *The Lean Startup*. UK: Penguin.
6. Timmons, J., Adams, R., & Spinelli, S. (2015). *New Venture Creation: Entrepreneurship for the 21st Century*. New Delhi: McGraw Hill.


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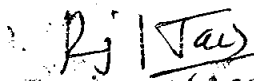
MGM D02: CREATIVITY, INNOVATION & DESIGN THINKING

Contents:

- Entrepreneurship and the Entrepreneurial process
- The Entrepreneurial mindset and personality.
- Idea generation, identifying opportunities and evaluation.
- Creativity and Innovation.
- Managing Growth
- Social entrepreneurship and Innovation
- Corporate Entrepreneurship

Suggested Readings

1. Barringer., B.R & Ireland, R.D. (2013). *Entrepreneurship Successfully Launching New Ventures*. Pearson.
2. Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). *The oxford handbook of Innovation*. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). *Entrepreneurship* (9th ed). McGraw Hill.
5. Kaplan, J. M. (2012). *Patterns of Entrepreneurship* (4 ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., & Rao, T.V. (2014). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
8. Mullins, W. J. (2004). *New business road test*. Prentice Hall.
9. Mullins, W. J. & Komisar, R. (2009). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Press.
10. Roy, R. (2011). *Entrepreneurship* (2ed.). New Delhi: Oxford University Press.


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MGM C03: MARKET ANALYSIS & VALUE CREATION

Contents:


Value Creation Process: Innovation, Renovation and Continuous Improvement and Integration. Marketing and Stakeholder Value (new challenges of the information age: global markets, changing industrial structures, the information revolution and rising consumer expectations)

The Marketing Value Drivers, Developing High-Value Strategies, Value Creation Strategies and Market Evolution, Strategic Position Assessment , Value Based Marketing Strategy

Implementing High-Value Strategies

Building Brands (different types of intangible assets and how they contribute to value creation), Pricing for Value - making pricing decisions, Value-Based Communications, Value-Based Marketing in the Digital Age

Market Research - identifying and quantifying potential markets in which to sell a product or service, Feasibility analysis, Competitive analysis, Market analysis tools


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MGM D04: EMERGING TECHNOLOGIES & BUSINESS PROCESS RE-ENGINEERING

Course Contents:

Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry. Organizational Transformation thru BPR. Evolving technologies to support BPR initiatives.

Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations.

Business Process Improvement. Business Process Redesign. Man Management for BPR Implementation. Re-organizing People and Managing Change. BPR in Public Systems.

BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR.

Successes and Failures of BPR-Indian Cases.

Suggested Readings:

1. Goldratt, E. M., & Cox, J. *The Goal* (2nded.). Hampshire: Gower.
2. Goldratt, E. M. (2000). *It's not luck*. Hampshire: Gower.
3. Grover, V., & Kettinger, W. J. (1998). *Business process change: Re-engineering concepts, methods and technologies*. London: Idea Group Publishing.
4. Hammer, M., & Champy, J. (2003). *Reengineering the corporation: A manifesto for business revolution*. UK: Harper Collins Publishers.
5. Jacka, J. M., & Keller, P. L. (2002). *Business process mapping*. New York: John Wiley & Sons.
6. Johansson, H., Johansson, H. J., & Pendlebury, A. J. (2009). *Business process reengineering: Breakpoint strategies for market dominance*. New York: John Wiley & Sons.
7. McKnight, Lee W., Paul M. Valler, & Raul L. Katz (Eds). (2001). *Creative destruction: Business survival strategies in the global internet economy*. London: The MIT Press.
8. Mentor, Pocket. (2010). *Improving Business Processes*. Harvard Business Review Press.

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MGM D 305: ENTREPRENEURIAL FINANCE

Course Contents:

Financial Statements: Introduction, Balance Sheet, Liabilities side of the balance sheet – Assets, Non – Current Assets or fixed Assets, Revenue / Sales, Other Income, Cost of Goods Sold, Operating Expenses – EBITDA, Operating Profit / EBIT and Non-Operating / Other Expenses, Finance Cost / Interest Expenses, Earning Before Tax (EBT) or Profit Before Tax (PBT), Income Tax, Other & Total Comprehensive Income, Basic Earnings Per Share, Diluted EPS, Cash Flow Statement, Cash Flow from Operating, Investing and Financing activities, Other Disclosures, Accounts Process.

Analysis of Financial Statements: Types of Analysis, Financial Ratio Analysis – Liquidity Ratios, Solvency Ratios, Efficiency Ratios, Profitability Ratios, Market – Related Ratios, Dupont Analysis, How to Use Ratios – Industry and Historical Standards

Cost and Management Accounting: Importance of Cost accounting, principles of cost accounting, cost concepts and classification of costs, cost process and systems, marginal costing and decision making, marginal costing contribution analysis, Budgeting and Variance, Cost Management and Competitive Advantage – Value Chain Analysis, Target Costing, Life – Cycle Costing, Quality Costing.

Business Finance: Business Organisations – Public Sector, Private Sector, Sole Proprietorship, Partnerships, Limited Liability Partnerships, Joint Hindu Family, Cooperative Organisations, Joint Sector Enterprises, Factors determining the forms of organisation, Objectives of Business Finance, Principles of Business Finance – Types of Risks – Relation with Economics, Relation with Traditional field of corporation finance and Financial Institutions and Relation with Accounting

Time Value of Money: Simple Interest, Future Value : Fixed Sum, Present Value, Future Value and Present Value Annuity, Annuity Due, Present Value of a Perpetuity, Present value of an Uneven Payment series, Nominal Versus Effective Interest Rate, Role of Inflation in Financial Calculations

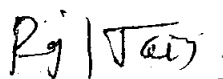
Capital Budgeting : Vis-à-vis Investment Decision making – Advantages and Disadvantages of Payback Period, Accounting Rate of Return or Average Rate of Return – Relationship between Payback and ARR, Rate of Return and NPV Methods, IRR versus NPV : Which method yields a better Decision? Capital Rationing, Limitations of Capital Budgeting.

Estimation of Cash Flows: Cash Flows versus Profit, Estimation of Cash Flow, Rules of Estimating Cash Flows, Buy versus Lease

Risk in Capital Budgeting Decisions: Types of Risk, Avoidance of Risks, Uncertainty and risk in Capital Budgeting, Approaches, Risk Categories of Projects, Uncertainty Estimates of Each Project.

Cost of Capital, Capital Structure, Working Capital Management, Internal Financing and Dividend Policy

Personal Financial Planning : Financial Life Cycle, Personal Financial Planning Process; Digital Finance – Elements of digital finance, importance of digital finance, Digitalisation of financial industry – Fintech, Blockchain Technology (Advantages), Cryptocurrency (Advantages), Crowdfunding and Its Mechanics (Advantages); Social Media and Role of Technology – Peer-to-Peer Lending (Advantages)


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MGM D06: MANAGING E-BUSINESS

Course Contents:

Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.

Introduction to e-Commerce; Role of EDI in e-Commerce; Emerging paradigms of e-commerce; Knowledge management in the e-Commerce Era.

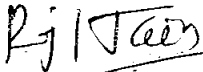
Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Success stories of e-Commerce in India; Cashless Economy. Integrators and Key Players.

Electronic Payment Systems. Electronic Wallets; Payment Gateways; Payment and Content Management; Security and Privacy Issues related to E-Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E-Business.

Implementing B2B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities. Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economies of E-Business.

Suggested Readings:

1. Bhanver, J., & Bhanver, K. (2017). *Click!: The Amazing Story of India's E-commerce Boom and Where it's Headed.*: Hachette.
2. Bhaskar, B. (2009). *Electronic commerce: Framework, technologies and applications* (3rd ed.). New Delhi: Tata McGraw Hill Education.
3. Chaffey, D. (2007). *E-Business and e-commerce management* (3rd ed.): Pearson Education.
4. Erisman, P. (2017). *Six Billion Shoppers: The Companies Winning the Global E-Commerce Boom.* Macmillan.
5. Kalakota, R., & Whinston, A. B. (2009). *Electronic commerce: A manager's guide.* New Delhi: Pearson Education.
6. Vaitheeswaran, K. (2017). *Failing to Succeed: The Story of India's First E-Commerce Company.* India: Rupa Publications.
7. Vince, C., & Cripe, B. (2008). *Reshaping your business with web 2.0.* New Delhi: McGraw Hill Computing.
8. Whiteley, D. (2017). *E-Commerce: Strategy, Technologies and Applications.*: McGraw Hill Education


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MGM D07: ARTIFICIAL INTELLIGENCE AND DEEP LEARNING

Contents:

Introduction and motivation for use artificial intelligence in business and industry, Artificial Intelligence methodology and fundamentals.

Search algorithms; Population based search; Supervised and unsupervised learning; Decision tree learning; Neural networks.

Clustering; Support vector machines; probabilistic reasoning in artificial intelligence; Bayesian networks; statistical learning; fuzzy logic.

Human-Computer interaction (HCI); Knowledge management.

Suggested Readings:

1. Goodfellow, I., Bengio, Y., Courville, A., & Bengio, Y. (2016). *Deep learning*. Cambridge: MIT Press.
2. Neapolitan, R. E., & Jiang, X. (2018). *Artificial Intelligence: With an Introduction to Machine Learning*. Chapman and Hall/CRC.
3. Russel, S., & Norvig, P. (2015). *Artificial intelligence: A modern approach*. India: Pearson Education.
4. Yadav, A., Sharma, R. and Mehta, A. (2022) *Digital Marketing: Beginning of the End*. New Delhi, Kaav Publications (ISBN 978-93-88996-11-2).

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