

M.B.A

(W.E.F. Academic Session 2024-2025 onwards)



Syllabus

**Pandit Deendayal Upadhyaya Shekhawati University
Sikar (Rajasthan) 332024**

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Dr. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

Curriculum Structure														
Session 2024-2025 onwards														
Name of the Programme: M.B.A				Semester: I (Pawas)										
Year: First		Course Code			Course Title			Contact Hrs per Week			Credits	Weightage (%)		
								L	T	P		CWS	MTE	ETE
Discipline Specific Core(DSC):														
24MMB9101T					Principle of Management			4	0	0	4	10	20	70
24MMB9102T					Marketing Management			4	0	0	4	10	20	70
24MMB9103T					Human Resource Management			4	0	0	4	10	20	70
24MMB9104T					Managerial Economics			4	0	0	4	10	20	70
Discipline Specific Elective(DSE):														
24MMB9105T					Business Communication			4	0	0	4	10	20	70
OR														
24MMB9106T					Organizational Behavior			4	0	0	4	10	20	70
Value Added Course (VAC): * from central Pool														
--		--						2	0	0	2	10	20	70
Seminar/Internship/Dissertation (S/I/D):														
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					Total						22			

Summary: I Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
Total		22
\$CW (Classwork): It would include attendance, assignments, class test/quiz test/assignments, ppt, play, learn by fun activities, etc.		

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Curriculum Structure											
Session 2024-2025 onwards											
Name of the Programme: M.B.A					Semester: II (Vasant)						
Year: First		Course Title			Contact Hrs per Week			Credits	Weightage (%)		
Course Code					L	T	P		CWS	MTE	ETE
Discipline Specific Core(DSC):											
24MMB9201T		Research Methodology			4	0	0	4	10	20	70
24MMB9202T		Statistical Methods			4	0	0	4	10	20	70
24MMB9203T		Entrepreneurship			4	0	0	4	10	20	70
24MMB9204T		Production And Operations Management			4	0	0	4	10	20	70
Discipline Specific Elective(DSE):											
24MMB9205T		Economic Environment in business			4	0	0	4	10	20	70
OR											
24MMB9206T		Management Information System			4	0	0	4	10	20	70
Value Added Course (VAC): * from central Pool											
					2	0	0	2	10	20	70
Seminar/Internship/Dissertation (S/I/D):											
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		Total						22			

Vasant Semester II

Summary: II Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
Total		22
\$CW (Class work): It would include attendance, assignments, class test/quiz test/assignments, ppt, play, learn by fun activities etc.		

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Curriculum Structure										
For Session 2024-2025 onwards										
Name of the Program: Master of Business Administration (Dual Specialization)						Semester: III (Pawas)				
Year: Second		Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)		
				L	T	P		CWS	MTE	ETE
Discipline Specific Core (DSC):										
24MMB9301T			Business Policy and Strategic Management	4	0	0	4	10	20	70
24MMB9302T			Legal Aspects of Business	4	0	0	4	10	20	70
Discipline Specific Elective (DSE): (Select any Two groups)										
Group A			Finance							
24MMB9303T			Security Analysis and Portfolio Management	4	0	0	4	10	20	70
24MMB9304T			Indian Financial Markets and Services	4	0	0	4	10	20	70
Group B			Marketing							
24MMB9305T			Integrated Marketing Communication	4	0	0	4	10	20	70
24MMB9306T			Product and Brand Management	4	0	0	4	10	20	70
Group C			Human Resource							
24MMB9307T			Leadership, Change Management and Managerial Effectiveness	4	0	0	4	10	20	70
24MMB9308T			Human Resource Planning and Compensation Management	4	0	0	4	10	20	70
Value Added Course (VAC):										
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Seminar/Internship/Apprenticeship/Project/Community Outreach (S/I/A/P/C):										
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			Total				26			

Summary: III Semester (Pawas)		Credits
S.N.	Particulars	
1.	Discipline Specific Core (DSC):	08
2.	Discipline Specific Elective (DSE):	16
3.	Value Added Course (VAC):	02
4.	Seminar/Internship/Apprenticeship/Project/Community Outreach (S/I/A/P/C):	00
Total		26
\$CW (Class work): It would include attendance, class test/quiz test/assignments, ppt, play, learn by fun activities etc.		


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Curriculum Structure										
For Session 2024-2025 onwards										
Name of the Program: Master of Business Administration (Dual Specialization)						Semester: IV (Vasant)				
Year: Second										
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)				
		L	T	P		CWS	MTE	ETE		
Vasant Semester IV										
Discipline Specific Core (DSC):										
24MMB9401T	Project Management	4	0	0	4	10	20	70		
Discipline Specific Elective (DSE): Groups will be same as semester III										
Group A Finance										
24MMB9402T	Working Capital Management	4	0	0	4	10	20	70		
24MMB9403T	Management of Banking and Insurance	4	0	0	4	10	20	70		
Group B Marketing										
24MMB9404T	Consumer Behavior and Market Research	4	0	0	4	10	20	70		
24MMB9405T	Marketing of Services	4	0	0	4	10	20	70		
Group C Human Resource										
24MMB9406T	Employment Laws	4	0	0	4	10	20	70		
24MMB9407T	Performance Management and Retention Strategies	4	0	0	4	10	20	70		
Value Added Course (VAC):										
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Select Any One										
24MMB9401D	Dissertation	0	0	--	8	--	--	--	100	
24MMB9401V	Project	0	0	--	8	--	--	--	100	
24MMB9401S	Seminar	0	0	--	8	--	--	--	100	
Total					28					

Summary: IV Semester (Vasant)			Credits
S.N.	Particulars		
1.	Discipline Specific Core (DSC):		04
2.	Discipline Specific Elective (DSE): For dual specialization		08 + 08
3.	Value Added Course (VAC):		00
4.	Seminar/Internship/Apprenticeship/Project/Community Outreach (S/I/A/P/C):		08
Total			28
\$CW (Class work): It would include attendance, class test/quiz test/assignments, ppt, play, learn by fun activities etc.			

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Semester-I

Course Title:	Principle of Mangement	Course Code: 24MMB9101T
Total Lecture hour 60		Hours
Unit I	Introduction: Concept, Need for Study, Managerial Functions - An overview; Coordination: Essence of Managership; Evolution of the Management Thought: Classical Approach-Taylor, Fayol, Neo-Classical and Human Relations Approaches Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach - Lawrence&Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy.	14
Unit II	Planning: Types of Plan: An overview to highlight the differences.; Strategic planning: Concept, process, Importance and limitations.; Environmental Analysis and diagnosis (Internal and external environment): Importance and Techniques, Business environment; Concept and Components; Decision-making: concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques.	16
Unit III	Organising: Concept and process of organising - An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority; Formal and Informal Structure; Network Organisation Structure	15
Unit IV	Staffing and Leading: Staffing, Motivation, Leadership and Communication. Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control.; Emerging issues in Management	15
Reference Books:		
1	Mark V. Cannice, Heinz Wehrich, and Harold Koontz, Management: An International and adershipPerspective, McGraw Hill Education.	
2	Stephen P Robbins and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, Pearson Education.	
3	Griffin, Management Principles and Application, Cengage Learning	
4	Robert Kreitner, Management Theory and Application, Cengage Learning	
5	Peter F Drucker, Practice of Management, Mercury Books, London	

Course Title:	Marketing Management	Course Code: 24MMB9102T
Total Lecture hour 60		Hours
Unit I	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.	14
Unit II	Marketing Environment: Understanding the impact of Macro and Micro environment on Marketing,	16
Unit III	Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.	15
Unit IV	Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process. Overview of Product, Price, Place and Promotional Strategies, Marketing Practices in India.	15
Reference Books:		
1	Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14th ed.). 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 (14th ed.). 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 (4th ed). New Delhi: Macmillan.
6	Saxena, R. (2009). Marketing Management (4th ed.). New Delhi: Tata McGraw Hill.

Course Title:	Human Resource Management	Course Code: 24MMB9103T
Total Lecture hour 60		
Unit I	Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources.	Hours 14
Unit II	Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction.	16
Unit III	Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management.	15
Unit IV	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.	15

Reference Books:

1	Armstrong, M. & S. Taylor. (2017). Armstrong's Handbook of Human Resource Management Practice (14th ed.). London: Kogan Page.
2	Aswathappa, K. (2017) Human Resource Management: Text and Cases. (8th ed.) New Delhi: McGraw Hill.
3	Bohlander, G.W., & Snell, S.A. (2016) Principles of Human Resource Management (16th ed.). 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 (10th ed.). 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.
9	Gomez-Mejia, L.R, Balkin, D.B., & Cardy, R.L. (2016). Managing Human Resources (8th ed.). Essex: Pearson.
10	Ivancevich, J.M. (2017). Human Resource Management (11th ed.). 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.

Course Title:	Managerial Economics	Course Code: 24MMB9104T
Total Lecture hour 60		
Unit I	Introducing Management Students to Microeconomic. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision-Making.	Hours 14
Unit II	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed	16

Unit III	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.	15
Unit IV	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 Cournot duopoly Bertrand duopoly, Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection.	15
Reference Books:		
1	Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). Managerial Economics: Theory, Applications and Cases 7 th 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 3 rd ed.). McGraw Hill Education.	
4	Hirschey, M. (2009). Managerial Economics: An Integrative Approach. Cengage Learning	
5	Koutsoyiannis, A. (2008). Modern Microeconomics (2 nd ed.). Palgrave, McMillan	
6	Mark, H. (2009). Fundamentals of Managerial Economics (9 th ed.). Cengage Learning	
7	Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics 7 th (dh) ed.). Pearson.	
8	Salvatore, D. (2016). Managerial Economics (8th ed.). Oxford University Press	

Course Title:	Business Communication	Course Code: 24MMIB9105T
Total Lecture hour 60		
Unit I	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.	14
Unit II	Written Communication: Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills.	16
Unit III	Interpersonal Communication: Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication.	15
Unit IV	Cross Cultural Communication & Career Management and Communication Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures. Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.	15
Reference Books:		
1	Lehman. C. M., Dufrene D. D., & Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.). New Delhi: Cengage Learning.	
2	Murphy, H. A. Hildebrandt, H.W., & Thomas, J.P. (1997). Effective Business Communication (7th Revised ed.). Boston: McGraw-Hill Companies.	
3	Bovee, C., & Thill, J. V., & Raina, R.L. (2016). Business Communication Today (11th ed.). Pearson	

Course Title:	Organizational Behavior	Course Code: 24MMB9106T
Total Lecture hour 60		Hours
Unit I	Introduction to Individual Behaviour. Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions	14
Unit II	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	16
Unit III	Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership	15
Unit IV	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.	15
Reference Books:		
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, DL, Quick, J.C., &Khandelwal. P. (2013).Organizational Behaviour. A South Asian Perspective(7th ed.). Cengage Learning India Pvt. Ltd.	
4	Parcek, U. and Khanna, S. (2016). Understanding Organizational Behaviour (4th ed.). New Delhi: Oxford University Press.	

Semester – II

Course Title:	Research Methodology	Course Code: 24MMB9201T
Total Lecture hour 60		Hours
Unit I	Introduction and definition of Research, characteristics of Research, Objectives of Research, Nature, and importance of Research, Research process, the difference between Research method and Research process, Scientific method, steps in Scientific method, Distinction between Scientific and Non-scientific method, Inductive and Deductive Logic.	14
Unit II	Types and methods of Research:- Introduction, Pure and Applied Research, Exploratory or Formulative Research, Descriptive Research, Diagnostic Research, Evaluation Studies, Action Research, Experimental Research, Historical Research, Surveys, Case study, Field studies, Research Design:- Introduction, Meaning & Definitions, Need and Importance, types of Research designs. Formulating of Research problem, Steps in Formulation of Research problem.	16
Unit III	Hypothesis:- Meaning, Significance of Hypothesis, types of Hypothesis, Sources of Hypothesis, Characteristics of Good Hypothesis. Sampling:- Basis, Advantages and Limitations of Sampling, Sampling Techniques, Probability, and Non-Probability Sampling methods. Sample design.	15

Unit IV	Methods and Techniques of Data collection:-Distinction between Primary and Secondary Data, Data Collection for Primary data. Processing of data.	15
Reference Books:		
1	Srivastava, S.C.: Foundation of Social Research and Economics Techniques, Himalaya Publishing House, 1990.	
2	Sharma H.D. and Mukherji S.P.: Research Methods in Economics and Business, New York: The Macmillan Company, 1992.	
3	Gerber R. and Verdoom, P.J.: Research Methods in Economics and Business, New York, The Macmillan Company, 1992.	
4	Krishnaswami O.R.: Methodology of Research in Social Sciences, Himalaya Publishing House, 1993.	
5	Courtis J.K. (ed.) Research and Methodology in Accounting & Financial Management, 1980.	
6	Menden H Yall and Varacity: Reimnuth J.E.: Statistics for Management and Economics (2 nd Edition), 1982.	

Course Title:	Statistical Methods	Course Code: 24MMB9202T
Total Lecture hour 60		
Unit I	Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data; Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.	14
Unit II	Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode .Index Numbers: Concept & Applications.	16
Unit III	Measures of Dispersion: Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation.	15
Unit IV	Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation. Probability : Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poission, Normal and Exponential.	15
Reference Books:		
1	Chadha, N. K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi, 1996	
2	Gupta, S P and Gupta M P. Business Statistics. New Delhi, Sultan Chand, 1997.	
3	Kazmier, L J and Pohl, N F. Basic Statistics for Business and Economics. New York, McGraw Hill, 1988	

Course Title:	Entrepreneurship	Course Code: 24MMB9203T
Total Lecture hour 60		
Unit I	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.	14
Unit II	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	16
Unit III	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.	15
Unit IV	Entrepreneurial Marketing: Marketing: Positioning, Channels and Strategy, Sales: Sales Planning. Team: Importance of Team building, Complimentary skill sets Legal Issues:	15

	Brief Overview of Intellectual Property Rights, Patent, Trademarks, Copy Rights, Trade Secrets, Licensing and GI, Business Plan Writing. 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-AzimPremji, DhirubhaiAmbani, Ghanshyam Das Birla, JehangirRatanjiDadabhoy Tata, Lakshmi Niwas Mittal, Narayana Murthy, Ram Krishna Bajaj, Sunil Bharti Mittal etc.
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Reference Books:

1	Passiante, G., Romano, A. (2016). Creating Technology Driven EntrepreneurshipFoundations, Processes and Environment (4ed). Palgrave Macmillan, New Delhi
2	Bygrave, W. &Zacharakis, A. (2011). Entrepreneurship (1"ed). John Wiley & Sons Inc, New Delhi
3	Maurya, A (2012) Running Lean Iterate from Plan A to A Plan that works (2ed). O'Reilly, New Delhi.

Course Title:	Production And Operations Management	Course Code: 24MMB9204T
Total Lecture hour 60		Hours
Unit I	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.	14
Unit II	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.	16
Unit III	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.	15
Unit IV	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 opstrations and Toyota Production System.Theory of Constraints, Critical chain project management.	15

Reference Books:

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.) McGraw 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.
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.
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 (9 ed.), Wiley, New Delhi.
10	Stevenson, W. J., (2018) Operations Management (12th ed.). McGraw Hill, Chennai

Course Title:	Economic Environment in business		Course Code: 24MMB9205T
Total Lecture hour 60			Hours
Unit I	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		14
Unit II	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.		16
Unit III	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.		15
Unit IV	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		15
Reference Books:			
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		

Course Title:	Management Information System		Course Code: 24MMB9206T
Total Lecture hour 60			
Unit I	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.		Hours 14
Unit II	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.		16
Unit III	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.		15
Unit IV	Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.		15

	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.	
Reference Books:		
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 (6th ed.). USA:Cengage Learning.	
3	Efraim, T., &Wetherbe, J. (2014). Information technology for management: Transforming organizations in the digital economy introduction to information technology (7th ed.).NY: John Wiley & Sons.	
4	Kelley, G. (2008). Selected readings On information technology management:Contemporary issues. New York: Information Science Reference.	
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 (2ded.). New Delhi: Prentice Hall of India.	

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Semester III

Course Title:	Business Policy and Strategic Management	Course Code: 24MMB9301T
Total Lecture hour 60		Hours
Unit I	Introduction: Business and Policy, Evolution of Strategy. Strategic Intent - Vision, Mission, Objectives, Strategies, Policies. Levels of Strategy - Corporate, Business & Functional. Strategic Management Model. Strategic Decision Making Process, Mintzberg's mode of Strategic Decision Making. Scanning the Environment: External Analysis - Natural, Societal and Task Environment, Porter's Industry Analysis, Strategic Groups, Strategic Types, Hyper competition, Industry Life Cycle Analysis. Internal Analysis - Resource based approach (VRIO Framework), Business Models, Value Chain Analysis.	15
Unit II	Strategy Formulation: SWOT Analysis, Competitive Profile Matrix (CPM). Corporate Strategy - Growth, Stability and Retrenchment. Portfolio Analysis - BCG Matrix & GE Business Screen. Corporate Parenting. Business Strategy - Porter's Competitive (Cost Leadership, Differentiation & Focus) and Cooperative Strategies. Functional Strategy -Marketing, Financial, HRM, R&D, Operations, Purchasing, Logistics & IT Strategy.	15
Unit III	Strategy Implementation: Developing Programs, Budgets & Procedures, Achieving Synergy, Flexible type of Organizational Structures (Matrix, Network & Cellular). Reengineering& Six Sigma, Staffing & Directing, Management by Objectives (MBO) and Total Quality Management (TQM), McKinsey 7-S Framework.	15
Unit IV	Evaluation & Control: Evaluation & Control in Strategic Management, Measuring Performance: Types of Control, Activity Based Costing and Enterprise Risk Management (ERM). Strategic Information System: Enterprise Resource Planning (ERP), RFID Technology. Problems in measuring performance, Guidelines for proper control. Recent Developments: Ethics in Strategic Management, Ethical and Unethical Conduct, Corporate Social Responsibility (CSR), Business Obligations, Corporate Sustainability, Corporate Governance: Roles and Responsibilities of Board of Directors, Trends in Corporate Governance, Social Audit.	15

Reference Books:

1	Thomas L Wheelen - J David Hunger, Concepts in Strategic Management & Business Policy, Publisher: Pearson
2	Charles W.L. Hill - Gareth R Jones, Strategic Management, Publisher: Cengage Learning
3	Fred R David, Strategic Management, Publisher: Pearson
4	Azhar Kazmi, Business Policy and Strategic Management, Publisher: Tata McGraw
5	Hill
6	Jay B Barney - William S Hesterly, Strategic Management & Competitive Management - Concepts & Cases, Publisher: Pearson
7	P Subba Rao, Strategic Management, Publisher: Himalaya Publishing
8	R Srinivasan, Strategic Management - Indian Context, Publisher: Prentice Hall of India
9	Ramaswamy and Namakumari, Strategic Planning, Publisher: MacMillan India Ltd

Course Title:	Legal Aspects of Business	Course Code: 24MMB9302T
Total Lecture hour 60		Hours
Unit I	The Indian Contract Act, 1872: Definition of Contract and Agreement, Classification of Contracts, Essential elements of a valid Contract, Offer, Acceptance, Consideration, Capacity to Contract-Free consent, Legality of Object, Performance of Contract, Remedies for breach of Contract, Quasi Contracts.	15

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Unit II	Sale of Goods Act: Distinction between Sale and agreement to sell, Conditions and Warranties, Performance of the contract, Rights of unpaid seller; Consumer Protection Act 2019: Aims and Objectives, Redressal Machinery under the Act, Procedure for Complaints under the Act, Remedies and Appeals, Enforcement of Orders and Penalties.	15
Unit III	Companies Act: Definition of company, Characteristics, Classification of Companies; Formation of Company, Memorandum and Articles of Association, Prospectus, Shareholders meetings, Board meetings. Law relating to meetings and Proceedings: Qualifications, Appointment, Powers, and legal positions and power of Directors-Board, M. D. and Chairman.	15
Unit IV	Intellectual Property Right- Regulatory Structure and compliance, The copyright act 1957, The Patent Act 1970, The Trademark act 1999, The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.	15

Reference Books:

1	N.D. Kapoor, 1999, 'Elements of Mercantile Law', Sultan Chand & Co.
2	Akhileshwar Pathak, 2007, Legal Aspects of Business, 3rd Edition, Tata McGraw Hill.
3	K.R. Bulchandani, 2006, Business Law for Management, Himalaya Publishing House
4	V.K. Agarwal, 1988, 'Consumer Protection in India', Deep and Deep Publications.
5	Dr. Avtar Singh, 1999, 'Companies Act', Eastern Book Company.
6	PPS Gogna, 2006, A Text Book of Company Law, S. Chand.
7	V. Ramakrishna Raju, 2005, Business Laws and Economic Legislations, Himalaya Publishing House.
8	Publishing House.
9	S.N. Maheswari and S. K. Maheswari, 2006, Business Laws, Himalaya Publishing House.

Course Title:	Security Analysis and Portfolio Management	Course Code: 24MMB9303T
Total Lecture hour 60		Hours
Unit I	Introduction to Investment and Risk, Security Market in India and Valuation of Securities: Meaning and Significance of Savings and Investment, Elements of Investment, Avenues of Investment, Return and Risk: Meaning, Measurement of Return, Risk- Meaning and Types of Risk, Systematic v/s Non-systematic Risk, Measurement of Risk. Introduction to Indian Financial Market, Types of Market, Stock Market Indices, Valuation of Securities.	15
Unit II	Fundamental and Technical Analysis: Fundamental Analysis Concept, Objectives and Beliefs, Framework- Economic Analysis, Industry Analysis and Company Analysis, Intrinsic Value Approach to Valuation of Bonds and Equity Shares. Technical Analysis: Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory	15
Unit III	Portfolio Construction: Portfolio Construction: Constructing an Optimal Portfolio using Markowitz and Sharpe's Index Model, Capital Market Theory: Efficient Frontier, Capital Market Line (CML), Security Market Line (SML), Capital Asset Pricing Model, Arbitrage Pricing theory	15
Unit IV	Portfolio Management: Portfolio Management: Portfolio execution, portfolio revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha.	15
Reference Books:		
1	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.	
2	V. A. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.	
3	V. K. Bhalla, Investment Management, S. Chand & Company Ltd., 2008	

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4	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
5	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 10th edition, 2016.
6	S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

Course Title:	Indian Financial Markets and Services	Course Code: 24MMB9304T
Total Lecture hour 60		Hours

Unit I	Structure of Financial System: Role of Financial System in Economic Development; Financial Markets and Financial Instruments- Capital Markets and Money Markets; Primary Market Operations; Secondary Market Operations – Regulation, Functions of Stock Exchanges, Listing, Formalities; Role of SEBI - Financial Services Sector Problems and Reforms.	15
Unit II	Financial Services: Concept, Nature and Scope of Financial Services, Regulatory Frame Work of Financial Services, Growth of Financial Services in India, Types of Financial Services – Capital Market Services & Money Market Services. Financial Intermediaries: Banking Financial Corporations, Non-Banking Financial Corporations & laws governing Non-Banking Financial Corporations; Insurance Corporations- Role of IRDA, Regulatory Framework of Government in Banking - Role of RBI.	15
Unit III	Merchant Banking and Venture Capital: Meaning, Types, Responsibilities of Merchant Bankers, Role of Merchant Bankers in Issue Management, Regulation of Merchant Banking in India. Venture Capital: Growth of Venture Capital in India, Financing Pattern under Venture Capital, Legal Aspects and Guidelines for Venture Capital. Leasing: Types of Leases, Evaluation of Leasing Option Vs. Borrowing.	15
Unit IV	Credit Rating and Mutual Fund: Meaning, Functions, Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting. Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India.	15

Reference Books:

1	M Y Khan, "Financial Services", Tata McGraw-Hill, 7th edition
2	Ravi M. Kishore, "Financial Management", Taxmann's, 6th edition.
3	Bhole. L.M. and Jitendra Mahakud "Financial Institutions & Markets – Structure, Growth & Innovations", Tata McGraw-Hill, 5th edition.
4	Anthony Saunders & Marcia Millon Cornett, "Financial Markets & Institutions", Tata McGraw-Hill, 5th edition.
5	G. S. Batra – Financial Services & Market.
6	Meir Khan – Financial Institutions and Markets, Oxford Press.
7	I M. Bhole - Financial Institutions and Market, TATA McGraw Hill.
8	V. A. Avadhani - Marketing of Financial Services, Himalayas Publishers, Mumbai.
9	Vasant Desai - Indian Financial Systems, Himalaya Publishers.

Course Title:	Integrated Marketing Communication	Course Code: 24MMB9305T
Total Lecture hour 60		Hours
Unit I	Introduction: Meaning, Objectives and Tools of Marketing Communication, Promotional Mix Elements and Key Features of IMC, Benefit of IMC, IMC Framework - Marketing Communication Process and IMC Process Model, IMC RABOSTIC Planning Model,	15

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	IMC Mix Model.	
Unit II	Advertising - Objectives, Budgeting & Ad Agency Advertising: Meaning, Functions, Benefits and Role. Message Strategies, Types of Advertisement. Objectives and Budgeting: Value of Objectives, Determining IMC Objectives, DAGMAR Approach, Establishing and Allocating Promotional Budget. Ad-Agency: Types, Role, Agency Selection Process, Agency Remuneration, Client Agency Relationship.	15
Unit III	Media Planning: Basic Terms, Concepts & Problems in Media Planning. Developing the Media Plan - Market Analysis & Target Market Identification, Establishing Media Objectives, Developing and Implementing Media Strategies, Evaluation & Follow Up Evaluating Media Mix - Television, Radio, Magazines, Newspaper, Outdoor, Direct Mail, Digital/ Interactive.	15
Unit IV	Developing IMC Program: Sales Promotion: Scope and Role of Sales Promotion, Consumer Oriented Sales Promotion, Trade Oriented Sales Promotion. Public Relation - Definition, Role & Functions, Public Relation & Promotional Mix, Process of Public Relations. Personal Selling - Objectives & Features, Process in Personal Selling. Publicity and Corporate Advertising. Digital, Social Media & Alternative Marketing: Digital Marketing: Meaning, Growth & Rapid Adoption of Internet, Web 4.0, E-Commerce, Mobile Marketing, Digital Strategies, SEO. Social Media: Social Media Sites, Social Media and Its Marketing Strategies. Alternative Marketing: Buzz Marketing Cinema & Other Alternatives.	15

Reference Books:

1	George E Belch - Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication Perspective, Publisher: McGraw Hill Education.
2	Terence A Shimp - J Craig Andrews, Integrated Marketing Communications, Publisher: Cengage Learning.
3	Chris Fill, Marketing Communications, Publisher: Pearson.
4	Kenneth E Clow - Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Publisher: Pearson.
5	David Pickton - Amanda Broderick, Integrated Marketing Communications, Publisher: Pearson.
6	Larry Percy, Marketing Communications, Publisher: Elsevier.

Course Title:	Product and Brand Management	Course Code: 24MMB9306T
Total Lecture hour 60		Hours
Unit I	Product Decisions: Marketing Mix and Product Strategy - Integrated Approach, Role of Product in Value Delivery, Product Hierarchy, Levels of Product, Product Characteristics and Product Classifications, Product and Service Differentiation, Product Life Cycle Marketing Strategies. Product Strategy: Product Mix Decisions, Product Systems, Product Line Strategies, Product Mix Pricing, Packaging-Labeling-Warranties & Guarantees, Product Manager's Role in Organization, New Product Development Process and its Challenges, Consumer Adoption Process.	15
Unit II	Brand Management & Branding: Concept of Brand, Brand vs. Product, Types of Brands, Role and Significance of Brands, Categories of Brands, Branding Challenges & Opportunities, Brand Knowledge, Strategic Brand Management Process, Brand Building Blocks. Brand Positioning: Concept, Target Market, Nature of Competition, Points of Parity and Points of Difference. Positioning	15

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	Guidelines: Defining and Communicating the Competitive Frame of Reference, Choosing Points-of-Difference, Establishing Points-of-Parity and Points-of-Difference, Straddle Positions, Updating Positioning over time, Developing a Good Positioning.	
Unit III	Branding Strategy & Brand Elements: Brand Personality, Brand Awareness, Brand Loyalty, Brand Identity - Concept, Sources, Designing Brand Identity, Brand Extension - Meaning and Types. Brand Reinforcement & Brand Revitalization. Brand Elements & Criteria for Choosing Brand Elements, Global Marketing Programs - Advantages & Disadvantages, Standardization versus Customization. Global Brand Strategy.	15
Unit IV	Brand Equity: Meaning, Definition & Significance, Customer Based Brand Equity, Sources of Brand Equity, Brand Value & Brand Strength, Brand Equity Models - Brand Asset Valuator Model, Brand Dynamics Model, Brand Resonance Model. Building Brand Equity, Measuring Brand Equity: Cost Based Method, Price Based Method, Customer Based Method.	15
Reference Books:		
1	Philip Kotler - Kevin Lane Keller, Marketing Management, Publisher : Pearson	
2	Kevin Lane Keller, Strategic Brand Management, Publisher : Pearson	
3	Kirti Dutta, Introduction to Branding, Publisher : Oxford University Press	
4	Alina Wheeler, Designing Brand Identity, Publisher : Wiley	
5	Paul Baines - Chris Fill - Kelly Page, Essentials of Marketing, Publisher : Oxford University Press	
6	J.N. Kapferer, The New Strategic Brand Management, Publisher : Kogan Page	
7	Jerome McCarthy, Essentials of Marketing, Publisher : McGraw Hill	
8	Ramanuj Majumdar, Product Management in India, Publisher : PHI Learning	

Course Title:	Leadership, Change Management and Managerial Effectiveness	Course Code: 24MMB9307T
Total Lecture hour 60		Hours
Unit I	The nature and importance of Leadership: Meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders’ leadership motives-cognitive factors and leadership. Effective Leadership Behaviour and Attitudes: Task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.	15
Unit II	Leadership Styles: The leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style. Developing Teamwork: Team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.	15
Unit III	Understanding Change: Nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective. Types of Change: Continuous change – discontinuous change – participative change – directive change. Implementing	15

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	change: assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization.	
Unit IV	Managerial Effectiveness & Learning Organizations: Introduction to effectiveness, The antecedents of organizational learning, techniques, structures and processes for developing effectiveness in organization, steps of creating learning organizations, practices of learning organizations.	15
Reference Books:		
1	Dean Anderson & Linda Ackerman Anderson-Beyond Change Management-2010. Published by Pfeiffer.	
2	Gary Yukl- Leadership in Organizations 8th edition-Pearson 2013.	
3	John Denton-Organizational Learning and Effectiveness, Psychology Press, 1998, ISBN-0415192145, 9780415192149	

Course Title:	Human Resource Planning and Compensation Management	Course Code: 24MMB9308T
Total Lecture hour 60		Hours
Unit I	Introduction HR Planning and Corporate Strategies: Definition and concept of HRP, benefits, process. HRP components, HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system. Job Analysis and HR Forecasting: Meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach. Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements.	15
Unit II	Career Planning and Succession Management: Definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.	15
Unit III	Introduction to Compensation and Benefits: Meaning, components, types. Piece rated, time rated and skills based approaches. Characteristics of the best compensation plans. Fixed pay and variable pay, Understanding the terminologies compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment.	15
Unit IV	Principles of Compensation Determination: Meaning and significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation and salary survey. Cost to Company (CTC) Method: Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC Monthly, quarterly, annual and one time components. Advance components and deferred components. Benefits and Incentives: Meaning, significance and characteristics, basis for benefits payment, statutory benefits employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory	15

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	benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options, Emerging trends.	
Reference Books:		
1	John Bramham-Human Resources Planning-2nd edition 1994	
2	Dipak Kumar Bhattacharya- Human Resource Planning-2nd edition-2006 Excel Books.	
3	James W. Walker- Human Resource Planning-1980.	
4	Monica Laura Belcourt, Kenneth James McBey 7th edition- Strategic Human Resource Planning-Nelson Education, 2012.	
5	Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam, C. S., McGrawhill Irwin, 2009.	
6	Compensation Management - Deb Tapomoy, Excel Books, 2009.	

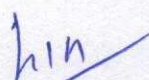
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Semester IV

Course Title:	Project Management	Course Code: 24MMB9401T
Total Lecture hour 60		Hours
Unit I	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle.	15
Unit II	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	15
Unit III	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.	15
Unit IV	Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.	15
Reference Books:		
1	Project Management (Step by Step) – Larry Richman –PHI.	
2	Project Management – Clifford F Gray , Erik W Larson- Mc Grawhill.	
3	Project management (core text book) – Samual J. Mantel, Scott M. shafer.	
4	Project management & control –Singh & Narendra.	
5	Pert & CPM – Dr BC Punmia, KK Khendelwal- Laxmi publication.	
6	Project management – Desai, Vasant.	
7	Project Management – K P Sharma- National publishing house- Dehli.	
8	Project Management – M R Agrawal.	

Course Title:	Working Capital Management	Course Code: 24MMB9402T
Total Lecture hour 60		Hours
Unit I	Working Capital Management: Concept and importance of Working Capital, Types of working, capital, Determinants of working capital, Determinants of working capital, principles of working capital management policy, estimating working capital requirement. Accounts Receivable: meaning, cost of maintain receivables, factors influencing size of receivables. Formation and Execution of Credit Policy (credit standard, credit period, cash discount, collection efforts)	15
Unit II	Management of Cash and Marketable Securities: Motives of holding Cash, Calculating operating cycle. Cash Management Models, Cash Budget, basic strategies of cash management, techniques and processes of cash management, compensating balances; Marketable Securities: Concept, types, reasons for holding marketable securities,	15


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	alternative strategies, choice of securities; Cash Management Practices in India.	
Unit III	Inventory Management: Meaning and Nature of Inventory, Purpose and Benefits of Holding inventory, Inventory Management Techniques-Determining Stock levels and safety stocks, EOQ, VED, and ABC Analysis, Just In Time Inventory Classification & codification and valuation inventories.	15
Unit IV	Working Capital Financing: sources of working capital Finance, New Trends in Financing of Working Capital by Banks. Financing of working capital needs: Commercial banks, Commercial papers, Factoring, Trade credit, Accrued expenses, Deferred income as source for working capital.	15
Reference Books:		
1	Bhalla, V.K. Working Capital Management: Text and Cases, New Delhi Anmol Pub PLtd.	
2	Bhattacharya Hrishikesh, —Working Capital Management – Strategies and Techniques Second Edition, Phi Learning Pvt. Ltd.	
3	Mishra Anil, Rangarajan, Krish —Working Capital Management , First Edition, ExcelBooks.	
4	Pandey I.M. —Financial Management , Ninth Edition, Vikas Publishing House.	
5	Jain P.K., Khan M.Y. —Working Capital Management —, Fifth edition Tata McgrawHill Publication New Delhi.	
6	James C Van Horne —Working Capital Management & Policy Twelfth edition, PrenticeHall.	
7	Chandra Prasanna, —Working Capital Management - Theory & Practicel, Ninth Edition, Tata McGraw Hill.	

Course Title:	Management of Banking and Insurance	Course Code: 24MMB9403T
Total Lecture hour 60		Hours
Unit I	Management of Banks: The Indian banking system an overview, structure of financial institutions, sources of bank funds, uses of funds, credit monitoring. Monetary Policy: Basic concepts, implications for bank management.	15
Unit II	Banking Functions and Retail Banking: Mandates and power of attorney, retail banking trends, emerging issues, Branding and positioning Technology of Banking: Concept, evolution and challenges of e-banking.	15
Unit III	Insurance Services: Concepts, features of insurance contracts, Privatization and Insurance Industry, Challenges and Trends, types of insurance products. Indian Insurance Sector: The insurance sector, changing scenario of Life Insurance Sector, IRDA, ECGC. Banks and Insurance Services in India: The industry, Challenges, opportunities.	15
Unit IV	International Banking: Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees.	15
Reference Books:		
1	Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.	
2	Jyothsna Sethi and Nishwan Bhatia, Elements of Banking & Insurance, PHI, 2009.	
3	Koch W, Timothy, and S. Scott, Bank Management, Cengage Learning, New Delhi.	
4	Mohapatra and Acharya, Banking and Insurance, Pearson, 2012.	

Course Title:	Consumer Behaviour and Market Research	Course Code: 24MMB9404T
Total Lecture hour 60		Hours
Unit I	Introduction to Consumer Behaviour: Consumer Behaviour: Meaning & Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Consumer Behaviour and its Applications in Marketing. Consumer Decision Making Models: Nicosia Model	15

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	(Conflict Model), Howard-Sheth Model (Machine Model), Engel-Blackwell Model (Open System).	
Unit II	Segmentation-Targeting-Positioning: Market Segmentation and Effective Targeting, Bases for Segmentation: Geographic, Demographic, Psychographic, Use Related, Use Situation, Benefit and Hybrid Segmentation (Geo demographic & Strategic Business Insight's VALS Framework), Positioning and Repositioning.	15
Unit III	Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Attitude Change, Communication and Consumer Behaviour. Consumer in Social & Cultural Setting: Reference Group and Family influences, Social Class & Consumer Behaviour, Culture's influence on Consumer Behaviour, Sub Culture's and Consumer Behaviour, Cross Cultural Consumer Behaviour. Consumer Decision Making: Diffusion of Innovation, Diffusion Process, The Adoption Process, Consumer Decision Making Model: Input, Process, Output.	15
Unit IV	Market Research & Data Analysis: Marketing Research: Meaning, Types of Marketing Research, Methods of Marketing Research, Marketing Research Process. Developing Research Objectives, Collecting Secondary Data. Designing Primary Research: Qualitative & Quantitative Research. Data Collection and its Instruments.	15
Reference Books:		
1	Leon G Schiffman - Leslie Lazar Kanuk, Consumer Behaviour, Publisher: Pearson.	
2	David L Mothersbaugh - Del I Hawkins - Amit Mookerjee, Consumer Behaviour, Publisher: McGraw Hill.	
3	S. Ramesh Kumar, Consumer Behaviour-The Indian Context, Publisher: Pearson.	
4	Satish Batra - S.H.H. Kazmi, Consumer Behaviour-Text & Cases, Publisher: Excel Books.	

Course Title:	Marketing of Services	Course Code: 24MMB9405T
Total Lecture hour 60		Hours
Unit I	Introduction: Introduction to Service Marketing: Meaning, Nature, Definition and Characteristics, Goods versus Services, Service Marketing Triangle, Service Classifications, Tangibility Spectrum, Issues and Challenges in Service Marketing, Service Environment and Development of Economy. Consumer Behaviour: Customer Expectations & Perceptions in Services, Managing & Exceeding Customer Expectations, Strategies influencing Customer Perception, Three Stage Model of Service Consumption - Pre-purchase, Service Encounter & Post Encounter Stage. Customer Delight Model. CRM.	15
Unit II	Segmentation, Targeting & Positioning: Customer, Competitor and Company (3Cs) Analysis, Segmenting Service Markets, Targeting Service Markets: Basic Focus Strategies, Principle of Positioning Services: Using Positioning Maps to Plot Competitive Strategy, Developing an effective Positioning Strategy.	15
Unit III	Service Marketing Mix & Service Design: Developing Service Products & Brands, Distributing Services through Physical & Electronic Channels, Setting Prices and Implementing Revenue Management, Promoting Services and Educating Customers, Designing Service Processes, Balancing Demand & Capacity, Crafting the Service Environment, Managing People for Service Advantage.	15
Unit IV	Service Quality & Productivity: Integrating Service Quality & Productivity, Service GAP Model, SERVQUAL, Measures of Service Quality - Root Cause Analysis, Pareto Analysis, Blueprinting. Defining & Measuring Productivity, Improving Service Productivity, Service Failure & Recovery Strategies. Overview of Different Service Sector: Retailing Services, Telecom Services, Insurance	15

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	Services, Banking Services, Travel-Tourism & Hotel Services, Education Services, Healthcare Services, Media Services, Advertising Services, Transportation Services, Courier Services, Public Utility Services and others.	
Reference Books:		
1	Jochen Wirtz - Christopher Lovelock, Essentials of Service Marketing, Publisher: Pearson.	
2	Harsh V Verma, Service Marketing: Text and Cases, Publisher: Pearson.	
3	K Rama Mohana Rao, Service Marketing: Text and Cases, Publisher: Pearson.	
4	Govind Apte, Service Marketing, Publisher: Oxford Publication.	
5	Vinnie Jauhari - Kirti Dutta, Service Marketing: Text and Cases, Publisher: Oxford Publication.	

Course Title:	Employment Laws	Course Code: 24MMB9406T
Total Lecture hour 60		Hours
Unit I	Evolution of Labour Law: History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations. International Labour Organization and its role, Indian Constitution and Labour Legislation.	15
Unit II	Employment Legislations: Contract Labour (Regulation and Abolition) Act, 1970, Standing Orders Act, 1946 (Setting up of model standing orders) Compensation Legislations: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976	15
Unit III	Social Security Legislations: Employee's State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act, 1923, Maternity Benefit Act, 1961	15
Unit IV	IR Legislations: Trade Union Act, 1926, Industrial Dispute act, 1947- Authorities Under this Act, Notice of Change, Procedures, Powers and Duties of Authorities, Strikes and Lock-Outs, Lay off and Retrenchment, Unfair labour practices and penalties. Work place Legislations and Labour Policies: Factories Act, 1948 (Safety of welfare provisions), Emerging issues and future trends.	15
Reference Books:		
1	P. R. N. Sinha, Indu Bala Sinha, Industrial Relation, Trade Unions, and Labour Relations, Pearson Education, 2004.	
2	Sivarethinamohma, Industrial Relation & Labour welfare: Text & Cases, Eastern Economy Edition, 2010.	
3	The Indian Labour Year Book (Latest Issue). Ministry of Labour Govt. of India.	

Course Title:	Performance Management and Retention Strategies	Course Code: 24MMB9407T
Total Lecture hour 60		Hours
Unit I	Performance Appraisal: A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements of performance management.	15
Unit II	Behavioral Performance Management: Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Models. Potential Appraisal & HRD: Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.	15
Unit III	Performance Planning & Measuring Performance: Meaning & need or Performance Planning, Planning Individual Performance,	15

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	Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods.	
Unit IV	Competency Analysis and Competency Mapping: Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.	15
Reference Books:		
1	K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill.	
2	B. Pattanayak: Human Resource Management, OUP.	
3	P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP.	
4	K. K. Chaudhuri, Human Resource Management – Principles & Practices, Himalaya.	

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