



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

MPAT Syllabus

Section-A

Marketing Management

Nature and scope of marketing, Core marketing concepts, Marketing Environment (External and Internal), Marketing mix of Goods and Services.

Consumer buying decision process, Levels of marketing planning, Segmentation, Targeting and Positioning Developing products (Introduction to Products, Product Levels, Product Classification, Product Life Cycle, Product Line and Mix, Packaging and Labeling, Product Quality), Concept and Role of Brands, Pricing Decisions (Pricing Process and Methods), Delivering and Communicating Customer Value (Value chain Model, Market Channel Decisions, Retailing and Wholesaling, Marketing Communications Tools), Marketing Evaluation and Control, Sustainability and Ethics in Marketing

Human Resource Management

Concept of Human Resources Management, Functions of HRM, Role of HR Managers, Human Resource Environment in India, HR as strategy, HR competencies and efficiency, Globalization and its impact on HR, Job Analysis (Concept and Methods of Job Analysis, Job Description and Specification, Job Analysis Information), Recruitment and Selection (Concept, Factors and Sources of Recruitment, Recruitment Policy, Selection Process, Placement and Induction), Performance Appraisal (Meaning, Objective, Process, Types and Methods, Limitations, Essentials of good appraisal system, 360 degree appraisal system, Internal Mobility), Employee Misconduct and Disciplinary Procedure (Maintenance of Discipline, Basic guidelines for Disciplinary Policy, Disciplinary Actions) Grievance (Causes, Forms and Effects), Grievance Handling and Need for Grievance Redressal Procedure), Compensation and Reward Management (Job evaluation, Objectives, Techniques, Advantages and Limitations, Wage and Salary Administration, Managing wages, Rewards and Incentives both Financial and Non-Financial Components)

Organizational Behavior

Personality and Personal Effectiveness, Perception and Attribution, Attitudes and their measurement, Learning, Emotional Intelligence, Work Groups and Teams, Group dynamics, Power and Politics in organizations, Basis of power, Conflict and negotiation, Stress Management, Leadership Concept, Theories, Transformational and Transactional Leader, Work motivation, Empowerment, Managing millennial in the workplace, Workforce diversity, organizational roles.

Section-B

Financial Management

Introduction to Financial Management - Fundamental Concepts (Risk and Return, Time value of Money and Valuation), Behavioral Finance, Sources of Short Term and Long Term Finance, Investment Decisions (Cost of Capital, Capital Budgeting and Risk Analysis in Capital Budgeting), Capital Structure Overview and Leverage Analysis, Operating and Financing Decisions, Working Capital Management (Cash Management, Inventory Management, Receivables Management, Financing Current Assets, Dividend Decisions and Dividend Theories, Bonus Issues, Stock Split, Buy Back of Shares, Share Value Creation, Corporate Restructuring – Mergers and Acquisitions

Managerial Economics

Basic Concepts and Scope of Managerial Economics, Theories on Objectives of Firms, Theory of Consumer Behavior - Utility Analysis (Cardinal and Ordinal), Theory of Demand, Elasticity of Demand and Business Decision Making, Demand Forecasting, Production Function, Theory of Cost, Revenue Concepts, Producer's Equilibrium, Break Even Analysis, Market Structure (Perfect Competition, Monopolistic Competition, Oligopoly, Duopoly, Monopoly and Monopsony Markets), Foreign Exchange Rate and Market, Business Cycles, Monetary and Fiscal Policies in India.

Research Methodology

Business Research - Meaning and Significance, Research Process, Features of a Good Research, Types of Research, Research Design - Research Problem, Hypothesis Formulation, Defining Research Design, Sources of Information (Primary and Secondary), Methods of Primary Data Collection (Interview, Observation, Designing Questionnaire, Schedule), Sample Design (Universe, Sample Size, Validity Analysis and Reliability Analysis, Probability and Non Probability Sampling, Errors in Sampling, Scaling Techniques), Parametric and Non-Parametric Hypotheses Testing Techniques.

Section-C

Strategic Management

Strategic Decisions- Nature, impact and risk, Board level decisions, The external and the internal context of Strategic decision making - PEST Analysis, Resource based view of the firm, VRIO framework, Value Chain Analysis, Sustained competitive Advantage. Corporate diversification- routes to diversification. Diversification in Indian context, Generic Competitive Strategies, Global Strategy Innovation Strategy, Strategy Implementation - Nature, Scope and Focus, Implementation of strategy through Structures, Leadership and Strategy Implementation, Process implementation, Implementing Strategic Change - The role of organizational culture in embedding change, Balanced Score Card and strategy maps as tools of implementation.

Global Business Management

Globalization (Concept, Evolution, Drivers, Challenges, Opportunities, Stages of Global Involvement- EPRG framework), International Trade Theories, Global Business Environment - Socio-Cultural Environment, Political Environment, Legal Environment, Global Economic Systems, Global Economic Institutions (WTO, World Bank, IMF), Global Monetary System (Foreign Exchange Management, Balance of Payments and Balance of Trade and Instruments of Trade Policy), Regional Economic Integrations (ASEAN, SAARC, EU, NAFTA), Global Market Selection and Entry Strategies, Global Production and Investment Decisions, Global Human Resource Management, Global Product and Pricing Decisions, Indian Economic Policy- Pre and Post Liberalization, Indian Export Management and Trade.

Entrepreneurship

Entrepreneurship -Importance, Entrepreneurial Process, Creativity, Innovation, Entrepreneurial Traits and Competences, Role of Entrepreneurship in Society and Economy, Idea and Opportunity identification, Feasibility Analysis, Business Plan, Choice of Ownership, Sources of Capital, Financial Management Issues, Operation and Production Issues, Marketing Issues, HR Issues, Information Management and Intellectual Property Rights Related Issues, E-commerce Issues, Quality Management Issues, Growth and Stabilization Strategies , Managing Competitive Advantage , Institutional Assistance to New Enterprises , Exit strategies.