UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

FACULTY OF COMMERCE

M.COM.

BUSINESS ADMINISTRATION
(SEMESTER SCHEME)

I/II SEMESTER 2015-16
III/IV SEMESTER 2016-17

Proposed by

Checked by

Asstt. Registrar
University of Rajasthan
JAIPUR
1. **Eligibility:** It is given in the Prospectus of the University of Rajasthan

2. **Scheme of Examination:**
   
a) There will be five questions in all. The candidate will require to attempt all the questions selecting one question from each unit with an internal choice (either/or).

3. **Semester Structure:** The details of the courses with code, title and the credits assign are as given below.

   **Abbreviations Used**
   - **Course Category**
     - CCC: Compulsory Core Course
     - ECC: Elective Core Course
     - OEC: Open Elective Course
     - SC: Supportive Course
     - SSC: Self Study Core Course
     - SEM: Seminar
     - PRJ: Project Work
     - RP: Research Publication

   **Contact Hours**
   - L: Lecture
   - T: Tutorial
   - P: Practical or Other
   - S: Self Study

   **Relative Weights**
   - IA: Internal Assessment (Attendance/Classroom Participation/Quiz/Home Assignment)
   - ST: Sessional Test
   - EoSE: End of Semester Examination

4. **Course Details:** It is given in the Syllabus as follows:-
## Syllabus of M. Com. (Business Administration)

### First Semester

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per week</th>
<th>EOE Duration (Hrs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>BUA 101</td>
<td>THEORY AND PRACTICE OF MANAGEMENT</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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<tr>
<td>2.</td>
<td>BUA 102</td>
<td>MARKETING MANAGEMENT</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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<tr>
<td>3.</td>
<td>BUA 103</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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<tr>
<td>4.</td>
<td>BUA 104</td>
<td>MANAGEMENT ACCOUNTANCY</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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### Second Semester

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per week</th>
<th>EOE Duration (Hrs.)</th>
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<tbody>
<tr>
<td>1.</td>
<td>BUA 201</td>
<td>MANAGEMENT THINKERS</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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<tr>
<td>2.</td>
<td>BUA 202</td>
<td>BUSINESS ENVIRONMENT</td>
<td>CCC</td>
<td>9</td>
<td>6 3 0</td>
<td>3 0</td>
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<tr>
<td>3.</td>
<td>BUA 203</td>
<td>MARKETING RESEARCH</td>
<td>CCC</td>
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<td>4.</td>
<td>BUA 204</td>
<td>MANAGEMENT ECONOMICS</td>
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### IIIrd SEMESTER

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<th>Subject code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours per week</th>
<th>E</th>
<th>T</th>
<th>P</th>
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<tbody>
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<td>1.</td>
<td>BUA 301</td>
<td>Organizational Behaviour</td>
<td>CCC</td>
<td>9</td>
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<td>BUA 302</td>
<td>Financial Management</td>
<td>CCC</td>
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<td>BUA 303</td>
<td>Business Research Methods</td>
<td>CCC</td>
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<td>BUA 304</td>
<td>Advertising Management</td>
<td>CCC</td>
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### IVth SEMESTER

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<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours per week</th>
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<tr>
<td>1.</td>
<td>BUA 410</td>
<td>International Marketing</td>
<td>CCC</td>
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<td>Human Resource Development</td>
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<td>Strategic Management</td>
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<tr>
<td>4.</td>
<td>BUA 437</td>
<td>Dissertation and Viva-Voce</td>
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</table>
M.Com. Examination, 2015

I Semester

BUA 101: Theory and Practice of Management

BUA 102: Marketing Management

BUA 103: Human Resource Management

BUA 104: Management Accountancy

M.Com II Semester

BUA 201: Management Thinkers

BUA 202: Business Environment

BUA 203: Marketing Research

BUA 204: Managerial Economics
M.COM. IIIrd Semester
SYLLABUS (Session 2015-16)

BUA 301 - Organizational Behaviour
BUA 302 - Financial Management
BUA 303 - Business Research Methods
BUA 304 - Advertising Management

M.COM. IVth Semester (Session 2015-16)

BUA 401 - International Marketing
BUA 402 - Human Resource Development
BUA 403 - Strategic Management
BUA 421 - Dissertation and viva-voce
M.Com

BUA 101: Theory and Practice of Management

Unit – I

Unit – II
Planning, Managerial Decision Making, MBO, Departmentalization, Leadership Styles, Power and Distribution of Authority, Contemporary Views of Motivation.

Unit – III
Leadership styles, Group Behavior and Team Building, Effective Communication System, Designing Control System, MIS.

Unit – IV

Unit – V
Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture.
Books Recommended

1. Robbins and Caulter : Management, Prentice-hall of India
BUA 102

MARKETING MANAGEMENT

UNIT – I
Marketing Management-Concept, Importance, Scope, Approaches to Marketing, Marketing Process, Marketing Environment-Social, Legal and Ethical issues in Marketing.

UNIT – II

UNIT – III
Pricing-Factors to be considered in Pricing, Pricing Objectives and Strategy. Breakeven Analysis, Price Maintenance, Discount Policy, Special Selling Terms, Credit Terms.

UNIT – IV
Channels of Distribution, Types of Channels, Evaluating the major Channel Alternatives, Channels of Distribution in India.

UNIT – V
4. Rameswami and Namakumari Marketing Management in Indian Environment, MCMilan
5. Kothari Mehta Sharma : Marketing Management, Ramesh Book Depot
BUA 103
HUMAN RESOURCE MANAGEMENT

UNIT I

UNIT II
Job Analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and Specifications, job design approaches,

UNIT III
Recruitment, Selection: Factors affecting recruitment, sources of recruitment (internal and external), selection process, psychological tests for selection, Requirement of a good test for selection. Interviewing, Placement and Induction.

UNIT IV
Performance Appraisal: Concept and Objectives, Traditional and Modern Methods, Limitations.

UNIT V

Books Recommended
2. 6 Human Resource Management – Dr. C.B. Gupta- Sultan and Sons


BUA 104

MANAGEMENT ACCOUNTANCY

UNIT – I

Nature and Scope of Management Accounting, Financial Statement; Analysis and Interpretation, Comparative Statements and Common Size Statement.

UNIT – II

Ratio Analysis, Fund Flow and Cash Flow Analysis.

UNIT – III

Capital Budgeting, operating and Financial Leverages.

UNIT – IV

Variance Analysis, Cost of Capital, Responsibility Accounting.

UNIT – V

Break Even Analysis, Trend Analysis, Business Forecasting.

Books Recommended

1. I.M. Pandey : Management Accounting, Vikash Publishing House Pvt. Ltd.
2. Khenond Jain : Management Accounting, Tata- MCGrow-Hill Education
3. Paresh Shah : Management Accounting, Oxford University Press.
5. Jain and Singh : Management Accounting, Shiram Book House.
BUA 201

MANAGEMENT THINKERS

UNIT – I

Robert Owen, F.W. Taylor, Henri Fayol.

UNIT – II

Chester I. Barnard, George Elton Mayo, Chris Argyris.

UNIT – III

Kurt Levin, Herbert A. Simon, William G. Ouchi.

UNIT – IV

Tom Peters, Gary Hamel, C.K. Prahalad.

UNIT – V

Peter F. Drucker, Victor H. Vroom, Michael E Porter.

Books Recommended
BUA 202

BUSINESS ENVIRONMENT

UNIT – I


UNIT – II


UNIT – III


UNIT – IV


UNIT – V

Corporate Ethics and Government, Contemporary issues in CSR and Governance, Work Ethics Sustainable Development.

Books Recommended

2. Saleem Shaikh : Environment Pearson education of India
3. David : The Environment of Business SAGE, publication
4. Aswathappa : Essentials of Business Environment, Himalaya Publishing

Asstt. Prof. A. Shankar
BUA-203

MARKETING RESEARCH

UNIT-I

Marketing research: An Introduction, research design, marketing information system and marketing research, problems in conducting marketing research.

UNIT-II

Marketing research process, problem identification, developing research proposal, primary data collection methods; secondary data- sources, online data sources and research.

UNIT-III

Preparation of questionnaire; sample design- sampling methods and sample size determination; fieldwork and data collection; sampling and non sampling errors.

UNIT-IV

Data analysis and report preparation: Data editing, tabulation, editing, report preparation and presentation.

UNIT-V

Marketing research applications: consumer research; Product research; Advertising research; attitude measurement and scaling techniques, distribution research, ethical issues in marketing research.

Books Recommended

2. Malhotra, Dash : Marketing Research : Pearson Education
3. Aaker, Kumar, Day, Leonl
   Marketing Research
   Wiley India Pvt. Ltd.

4. Easworam Singh
   Marketing Research: Concepts, Practices & Codes
   Oxford University Press

5. S.L. Gupta
   Marketing Research
   Excel Books India
UNIT-I
Nature and Scope of Managerial Economics, Role of Managerial Economist, Demand Elasticity, Demand Forecasting.

UNIT-II
Cost Concepts, Classification of Cost, Cost and Output Relationship

UNIT-III
Price Decision under Perfect Competition, Pure Competition and Monopolistic Competition, Discriminating Monopoly, Oligopoly.

UNIT-IV
Theories of Income, Profit, Wages and Rent

UNIT-V

Books Recommendation

1. D.N. Divedi : Managerial Economics, Vikas Publishing House
2. H.L. Ahuja : Managerial Economics, S.chand Ltd.
3. Amita Seth : Managerial Economics, Alp Books
M.COM. IIIrd Semester
BUA 301 - Organizational Behaviour

Unit I
Organizational Behaviour - Definition, Scope, Importance, Concepts of Organizational Behaviour, Models of O.B.

Unit II
Motivation-Definition, Importance, Theories of motivation, Motives: Characteristics, Types-primary and secondary,

Unit III
Group Dynamics and Team Building-Theories of group formation, formal and informal groups, Importance of team building, Conflict-Definition, Traditional Vs Modern view of conflict, Types of conflict - intra personal, interpersonal, organizational, constructive and destructive conflict, conflict management.

Unit IV
Stress Management - Definition, causes, types, Management of stress, Interpersonal Relations, Organizational Culture & Climate.

Unit V
Personality - Development of personality, Attributes of personality, Egostate, transactional analysis, Johari window.

Books Recommended:
1. Organisational Behaviour : Mehta & Chouhan
2. Principles and Practices of Management: Shejwalkar
3. Essentials of Management: Koontz H. and Weitrich
5. Management : Stomen and Jane
6. Organisational Behaviour: Stephen Robbins
7. Organisational Behaviour: Keith & Davis
8. Organisational Behaviour: Fred Luthans
BUA 302 – Financial Management

Unit I
Perspective of Finance: Finance Function; Meaning, Objectives, and Scope of Financial Management; Role of Finance Manager.

Unit II

Unit III
Capital Structure, Capital Structure Theories, EBIT/EPS Analysis, Operating and Financial Leverage.

Unit IV
Indian Capital Market: Role of Primary and Secondary Market, Capital Market, Instruments of Financial Derivatives-Stock Futures, Stock Options, Index Futures, Index Options.

Unit V

Books Recommended:
3. Agrawal, M.D. and Agrawal, N.P.: Financial Management (RBD, Jaipur)
BUA 303 - Business Research Methods

Unit I
Meaning and Objectives of Research, Need and Importance of Research in Business, Types of Research, Problems in Social Science Research, Identification of Research Problem.

Unit II

Unit III
Questionnaire and Schedule, Interviews, Observation. Scaling: Importance and Techniques, Editing, Coding, Classification and Tabulation.

Unit IV

Unit V

Books Recommended:

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata McGraw-Hill.
5. C.R. Kothari: Research Methodology, Wiley Eastern Ltd.
Unit I

Unit II

Unit III

Unit IV

Unit V
Advertising Standards Council of India—Functions and Working, Advertising Agencies Association of India, Other Institutions Facilitating Advertising in India, Social Advertising in India.

Books Recommended:
1. Das, Gupta: Sales Management in Indian Perspective, Prentice Hall of India, New Delhi.
3. G.S. Sudha: Advertising and Sales Management, Ramesh Book Depot, Jaipur
M. Com. IVth Semester

BUA 401 – INTERNATIONAL MARKETING

UNIT I

UNIT II
Initial Selection of International Market, Marketing Research-Scope, Importance and Process of Marketing Research.

UNIT III

UNIT IV

UNIT V

Books Recommended:
1. Kothari, Jain and Jain: International Marketing (RBD, Jaipur).
8. कोठारी, जैन एवं जैन: अंतरराष्ट्रीय विपणन, संस्थापक बुक हिंदी, जयपुर.
UNIT I

UNIT II
Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

UNIT III
Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of training programme.

UNIT IV

UNIT V
Career Planning: Succession Planning, Employee Counselling Feedback, HRD in India.

Books Recommended:

BUA 403 - STRATEGIC MANAGEMENT

UNIT I


UNIT II

Environmental Scanning: Appraisal of External Environment, Dynamics of Internal Environment, Organizational Capabilities and Appraisal, Core competence.

UNIT III


UNIT IV


UNIT V


Books Recommended:

1. Azhar Kazmi : Strategic Management
2. P. Subba Rao : Business Policy & Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi M. Kishore: Strategic Management
BUA 421-DISSELTATION and Viva-Voce

Dissertation - 50 Marks
Viva-Voce - 50 Marks