

UNIVERSITY OF RAJASTHAN

JAIPUR

SYLLABUS

FACULTY OF COMMERCE

M.COM.

BUSINESS ADMINISTRATION

(SEMESTER SCHEME)

I/II SEMESTER 2015-16

III/IV SEMESTER 2016-17

Prepared by *SR*

checked by *B*

SR
Asstt. Registrar (Acad-3)
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:-

Asstt. Registrar (in-charge)
University of Rajasthan
JAIPUR

Syllabus of M. Com. (Business Administration)

First Semester

| S. No. | Subject Code | Course Title | Course Category | Credit | Contact Hours Per week | | | EoSE Duration (Hrs.) | |
|--------|--------------|-----------------------------------|-----------------|--------|------------------------|---|---|----------------------|---|
| | | | | | E | T | P | Thy. | P |
| 1. | BUA 101 | THEORY AND PRACTICE OF MANAGEMENT | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 2. | BUA 102 | MARKETING MANAGEMENT | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 3. | BUA 103 | HUMAN RESOURCE MANAGEMENT | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 4. | BUA 104 | MANAGEMENT ACCOUNTANCY | CCC | 9 | 6 | 3 | 0 | 3 | 0 |

Second Semester

| S. No. | Subject Code | Course Title | Course Category | Credit | Contact Hours Per week | | | EoSE Duration (Hrs.) | |
|--------|--------------|----------------------|-----------------|--------|------------------------|---|---|----------------------|---|
| | | | | | E | T | P | Thy. | P |
| 1. | BUA 201 | MANAGEMENT THINKERS | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 2. | BUA 202 | BUSINESS ENVIRONMENT | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 3. | BUA 203 | MARKETING RESEARCH | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 4. | BUA 204 | MANAGERIAL ECONOMICS | CCC | 9 | 6 | 3 | 0 | 3 | 0 |


Asstt. Registrar (Acad-1)
 University of Rajasthan
 JAIPUR


Syllabus of M.Com. (Business Administration)

IIIrd SEMESTER

| S. No. | Subject code | Course Title | Course Category | Credit | Contact Hours per week | | | EoSE Duration (Hrs.) | |
|--------|--------------------|---------------------------|-----------------|--------|------------------------|---|---|----------------------|---|
| | | | | | E | T | P | Thy. | P |
| 1. | BUA 301 | Organizational Behaviour | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 2. | BUA 302 | Financial Management | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 3. | BUA 303 | Business Research Methods | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 4. | BUA 304 | Advertising Management | CCC | 9 | 6 | 3 | 0 | 3 | 0 |

IVth SEMESTER

| S. No. | Subject code | Course Title | Course Categor | Credit | Contact Hours per week | | | EoSE Duration (Hrs.) | |
|--------|--------------------|----------------------------|----------------|--------|------------------------|---|---|----------------------|---|
| | | | | | E | T | P | Thy. | P |
| 1. | BUA 410 | International Marketing | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 2. | BUA 402 | Human Resource Development | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 3. | BUA 403 | Strategic Management | CCC | 9 | 6 | 3 | 0 | 3 | 0 |
| 4. | BUA 401 | Dissertation and Viva-Voce | CCC | 9 | 6 | 3 | 0 | 3 | 0 |


Asstt. Registrar (Acad-I)
 University of Rajasthan
 JAIPUR

M.Com.Examination,2015

ISemester

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

Handwritten signature and stamp

5

Alwin Math


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


Asstt. Registrar (Acad-I)
University of Rajasthan
Jaipur

M.Com

BUA 101 : Theory and Practice of Management

Unit – I

Nature and Importance of Management, Process of Management
Managerial Roles, Functions of Management, Skills of an Effective
Manager, Schools of Management Thought.

Unit – II

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

Unit – III

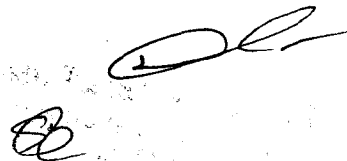
Leadership styles, Group Behavior and Team Building, Effective
Communication System, Designing Control System, MIS.

Unit – IV

Motivation Concepts Management of Change, Conflict
Management, Management of Stress, Time Management, Total
Quality Management.

Unit – V

Global Environment of Management, Ethics in Management,
Corporate Social Responsibility, Corporate Culture.



7



A

Books Recommended

1. Robbins and Caulter : Management, Prentice-hall of India
2. L.M. Prasad : Principles and Practice of Management sultan chand & Sons.
3. Neeru Vasist : Principles of Management, Laxman Publications Pvt. Ltd.
4. Tripathi and Reddy : Principles of Management, Tata-Mchraw Hill
5. G.S. Sudha : Principles of Management, Ramesh book depot

B

Handwritten scribbles at the bottom right of the page.

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

Product Planning: Product Policy Decision, Brands and Trade marks, Packaging, Product Planning in India, Brand Equity.

UNIT – III

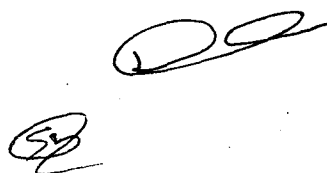
Pricing-Factors to be considered in Pricing, Pricing Objectives and Strategy. Breakeven Analysis, Price Maintenance, Discount Policy, Special Selling Terms, Credit Terms.

UNIT – IV

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

UNIT – V

Advertising and Sales Promotion, Advertising Programmes, Sales Promotion-Tools and Techniques, Sales Forecasting, Direct Marketing, Event Management, Integrated Marketing Communication, Customer Relationship Management.

Handwritten signatures and initials, including a large signature and a smaller one below it.

Books Recommended



1. Kotler and Keller : Marketing Management, Pearson Publication
2. Stonton, Etuland : Fundamentals of Marketing, Mclirons-hill Publication.
3. Rajen Saxena : Marketing Management, Lato-mcgrow-hill
4. Rameswami and Namakumari Marketing Management in Indian Environment, MCmilan
5. Kothari Mehta Sharma : Marketing Management, Ramesh Book Depot

HUMAN RESOURCE MANAGEMENT

UNIT I

Introduction : Concept, objectives, Scope and Importance of H.R. Management, Human Resource Environment in India, Changing Role of HRM, Organisation of Human Resource Department.

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

Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation, Innovations in Compensation Management.

Books Recommended

1. Dessler, Garry, Human Resource Management, Prentice Hall of India.
2. 6 Human Resource Management – Dr. C.B. Gupta- Sultan and Sons
3. Chhabra T.N., Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd. New Delhi.

4. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
5. Dwivedi, R.S., Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia, Publishing Company, New Delhi, 2000.
6. Personnel & Human Resource Management – P. Subba Rao – Himalaya Publishing House.
7. Human Resorce and Personnel Management – K. Aswathappa – Tata Mc Graw Hill Publishing Co. Ltd.

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.
4. M.R. Agarwal : Management Accounting, RBSA Publishers.
5. Jain and Singh : Management Accounting, Shiram Book House.

13

10



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.

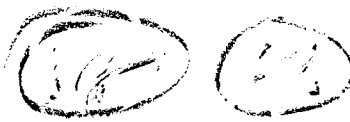
UNIT-IV

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

Introduction of Business Environment ,Concept Significance and Nature of B.E.,Changing Dimensions of Business Environment.

UNIT – II

Implication of Globalization and Its impact,Competition Act, 2002.

UNIT – III

Legal Environment of Business,Changing dimensions of Legal, Environment, Intellectual Property Rights.

UNIT – IV

Environment Protection,Government Policy on Environment, Water Pollution Act,Air Pollution Act,Environment Pollution Act.


UNIT – V

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

Books Recommended

1. N. Gopal : Business Environment, Tata McGraw Hill
2. Saleem Shaikh : Environment Pearson education of India
3. David : The Environment of Business SAGE, publication
4. Aswathappa : Essentials of Business Environment, Himalaya Publishing

15


Asstt. Registrar (Acad.),
University of Rajasthan,
Jaipur



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

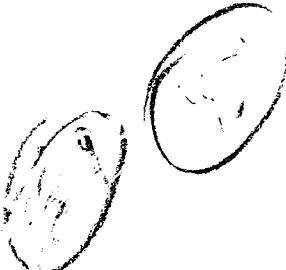
Marketing research applications: consumer research; Product research; Advertising research; attitude measurement and scaling techniques, distribution research, ethical issues in marketing research.

Books Recommended

1. G.C. Bwel, : Marketing Research : McHrow Hill Education.
2. Malhotra, Dash : Marketing Research : Pearson Education



3. Aaker, Kumar, Marketing Research Wiley India Pvt. Ltd.
Day, Leonl
4. Easworam Singh Marketing Research: Oxford University
Concepts, Practices & Press
Codes
5. S.L. Gupta Marketing Research Excel Books India



BUA-204

MANAGERIAL ECONOMICS

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

National Income: Concept, Measurement, Distribution, National Income and Welfare.

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
4. Getika, Ghashond Choudhary : Managerial Economics Tata-McGrow-Hill
5. M.D. Agrawal : Managerial Economics, mahaveer Books.
6. N.D. Mathur : Managerial Economics, Shivam Book House.

(3)

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 Weirich
4. Principles and Practices of Management: T.N. Chabra
5. Management : Stomen and Jane
6. Organisational Behaviour: Stephen Robbins
7. Organisational Behaviour: Keith & Davis
8. Organisational Behaviour: Fred Luthans
9. Organisational Behaviour: K.A. Ashwathappa
10. Management and Organisational Behaviour: P. Subba Rao.
11. Understanding Organisational Behaviour: Udai Pareek.

(Signature)


Asstt. Registrar (Acad-I)

University of Mysore

(Signature)

19

19



BUA 302 - Financial Management

Unit I

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

Unit II

Working Capital Management, Determinants of Working Capital, Forecasting of Working Capital, Management of Inventories, Receivables and Cash, Financing of Working Capital.

Unit III

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

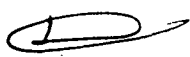
Unit IV

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

Security Analysis - Fundamental Analysis; Economic, Industry and Company Analysis, Technical Analysis, Mutual Funds: Regulatory Framework, Evaluation of Various Schemes of Mutual Funds.

Books Recommended:

1. Khan & Jain : Financial Management
 2. Pandey, I.M. : Financial Management
 3. Agrawal, M.D. and Agrawal, N.P. : Financial Management (RBD, Jaipur)
 4. Agrawal, N.P. & Mishra, B.K. : Business Finance (RBD, Jaipur)
- 

Unit I

Introduction to advertising, socio-economic effect of advertising. Advertising and Marketing Process, Types of Advertising, Advertising Decisions, Role of Advertising in Adoption of New Products, Advertising Department.

Unit II

Advertising Planning, Framework, Objectives, Advertising Media Decisions, Advertising Budget, Message Tactics, Advertising Copy Elements, Advertising Campaign.

Unit III

Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research Process, Media Research, Copy Research.

Unit IV

Advertising and Society, Ethics in Advertising, Laws Affecting Advertising in India, Television Advertising, Globalisation and Advertising, Advertising Agencies-Role and Functions.

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.
2. S.A. Chunawalla & K.C. Sethia: Foundation of Advertising, Himalaya Publishing House, New Delhi.
3. G.S. Sudha: Advertising and Sales Management, Ramesh Book Depot, Jaipur

M. Com. IVth Semester

23

BUA 401 - INTERNATIONAL MARKETING

UNIT I

Introduction: Meaning, Nature, Importance, Scope and Limitations of International Marketing, Domestic and International Marketing, International Marketing Environment.

UNIT II

Initial selection of International Market, Marketing Research-Scope, Importance and Process of Marketing Research.

UNIT III

Product Planning and Development, Process of Developing Products for Overseas Markets, Product Life Cycle, Pricing: Factors Affecting Pricing Decisions, Pricing Methods. Brand Strategies.

UNIT IV

Channels of Physical Distribution: Factors Affecting the Choice of Channels, Logistic Decisions, Promotional Measures and Strategies.

UNIT V

Export Finance, WTO, IMF, World Bank, Impact of Globalization, Emerging Issues in International Marketing.

Books Recommended:

1. Kothari, Jain and Jain: International Marketing (RBD, Jaipur).
2. R.K. Kothari and Mukesh Jain: International Marketing (RBD, Jaipur) (MBA Edition).
3. Fair weather John: International Marketing (Prentice Hall of India Pvt. Ltd., New Delhi).
4. Varshney and Bhattacharya-International Marketing Management, Sultan Chand & Sons, New Delhi.
5. Joshi, R.M.: International Marketing, Oxford University Press.
6. Vasudeva, P.K.: International Marketing, Excel Books.
7. Cherunilam, Francis: International Marketing, Himalaya Publishing House.
8. कोठारी, राठौड़ एवं जैन : अन्तर्राष्ट्रीय विपणन, रमेश बुक डिपो, जयपुर ।

23

Asst. Prof. (Acad.)
J. K. Jaiswal
J. K. Jaiswal

(3)

BUA 402 - HUMAN RESOURCE DEVELOPMENT

UNIT I

Conceptual Framework of HRD. Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.

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

Organization Development (OD): Objectives, Various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.

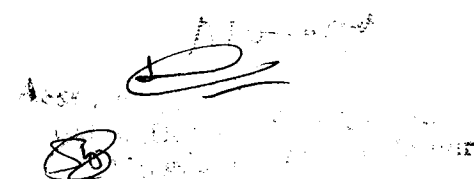
UNIT V

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

Books Recommended:

1. Dayal, Ishwar: Successful Applications of HRD, New Delhi, New Concepts.
2. Dayal, Ishwar: Designing HRD Systems, New Delhi, New Concepts.
3. Kohli, Uddesh & Sinha, Dhama P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD.
4. Maheshwari, B.L. & Sinha, Dhama P.: Management of Change through HRD, New Delhi, Tata McGraw-Hill.
5. Mehta, Anil & Upadhyaya, Payal: Human Resource Development, RBD Publishers, Jaipur.
6. Pareek, Udai etc.: Managing Transitions: The HRD Response, New Delhi, Tata McGraw-Hill.
7. Rao, T.V. etc.: Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawai.
8. Silvera, D.N.: HRD - The Indian Experience, New Delhi.

24



BUA 403 - STRATEGIC MANAGEMENT

UNIT I

Introduction : Meaning of Strategic Management, Role of Strategic Management, Process of SM, Limitations of SM, Organizational Mission, Vision and Objectives Strategy & Structure, 7sFramework.

UNIT II

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

UNIT III

Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy.

UNIT IV

Strategy Implementation: Aspects of Strategy Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.

UNIT V

Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic Evaluation and Control.

Books Recommended:

1. AzharKazmi : Strategic Management'
2. P.Subba Rao : Business Policy & Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi M. Kishore: Strategic Management

25

Asstt. Registrar (Acad-I)
University of Rajasthan
JANPUR

BUA 421-DISSERTATION and Viva-Voce

Dissertation - 50 Marks
Viva-Voce - 50 Marks

Alison Smith
Date: _____
Unit of Management Labour

Alison Smith
Asst. Prof. of Management Labour