UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

M.Com. in Business Administration

(Semester Scheme)

(I & II Semester) Examination 2019-20
(III & IV Semester) Examination 2020-21
BUSINESS ADMINISTRATION

(SEMESTER SCHEME)

(FIRST SEMESTER 2019-20)

1. Eligibility: Bachelor of Commerce (B.Com.) with at least 50% in the aggregate or 55% marks in the subject of postgraduation or Bachelor or its equivalent degree recognized by this University with at least 55% marks in the aggregate.

2. Scheme of Examination: There will be five questions in all. The candidate will be required 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 assigned are given below.

[Signature]

Dy. Registrar
(Academic)
University of Rajasthan
JALPUR
# First Semester

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<td>BUA 101</td>
<td>THEORY AND PRACTICE OF MANAGEMENT</td>
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<td>BUA 102</td>
<td>MARKETING MANAGEMENT</td>
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<td>BUA 103</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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**Elective Papers (Any Three)**

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<td>MANAGEMENT ACCOUNTANCY</td>
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<td>BUA 105</td>
<td>INDUSTRIAL RELATIONS AND SOCIAL SECURITY</td>
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<td>MODERN BUSINESS COMMUNICATION</td>
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<td>ENTREPRENEURSHIP DEVELOPMENT</td>
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*Dy. Registrar*  
*University of Rajasthan*  
*Jaipur*
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

Unit-V
Global Environment of Management; Ethics in Management, Corporate Social Responsibility, Corporate Culture.

Books Recommended
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, Break-even 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

Books Recommended

Dy. Registrar:
(Academic)
University of Rajasthan
Jaipur
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 and 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
BUA 104: MANAGEMENT ACCOUNTANCY

Unit- I

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
Breakeven Analysis, Trend Analysis, Business Forecasting.

Books Recommended
2. Shah, Paresh: Management Accounting, Oxford University Press.
BUA 105: INDUSTRIAL RELATIONS AND SOCIAL SECURITY

Unit I
Industrial Relation: Concept, nature, importance, changing pattern of industrial relations in India.

Unit II
Industrial Dispute: Meaning, causes, forms, effects, prevention and settlement machinery, Industrial peace, suggestions.

Unit III
Association of Employer and Employee Associations: Features, role, functioning, problems, suggestions. Study of INTUC, AITUC, Chamber of Commerce, ASSOCHAM.

Unit IV

Unit V

Books Recommended
3. Sen, Rana, Industrial Relations: Text and Cases, Mecmillan India Pvt. Ltd.

Dy. Registrar
(Academic)
University of Rajasthan
BUA 106: MODERN BUSINESS COMMUNICATION

Unit I
Business Communication: Definition, Types, Principles of Effective Communication, Barriers and Remedies to Communication.

Unit II
Business Letter: Layout, Kinds of Business letters- Interview, Communication and Technology, video Conferencing, Fax, E-mail, Multi-media presentations, Web 2.0 and Communication, Skype, Linked in, Facebook and Whatsapp.

Unit III
Public Speaking, Seminar Presentation, Interview, Group Discussion, Effective Listening.

Unit IV
Report Writing, Agenda, Minutes of Meeting, Memorandum, Office Order, Circular, Notes.

Unit V
Business Etiquettes and Manners: Shake hand, Dress sense, Dining Etiquettes, Introducing a guest, E-mail Etiquettes, Work place Etiquettes, Telephone Etiquettes.

Books Recommended
2. Thomas, Jane, Murphy, Herta and Hilderbrandt, Herbert: Effective Business Communication, Tata McGraw-Hill.
BUA 107: ENTREPRENEURSHIP DEVELOPMENT

Unit I
Concept of Entrepreneurship and Small Business Management, Characteristics, Role of Entrepreneurship in Economic Development, Competencies and Qualities of Entrepreneurs.

Unit II
Concept of SMEs, Forms of ownership for Small Business, Preparations of Project Reports, Setting up of a SSI- Steps involved, Policies and Programmes for SMEs, Concept of Start ups- Facilities and Incentives.

Unit III

Unit IV
Institutional Assistance to SMEs- Central, State and District Level Entrepreneurship in Rajasthan, Role of NABARD, SIDBI, NSIC and RIICO In Entrepreneurship Development.

Unit V

Books Recommended
UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF

M.Com. (BUSINESS ADMINISTRATION)

(SEMESTER SCHEME)

(SECOND SEMESTER 2012-13)

1. Eligibility: It is given in the Prospectus of the University of Rajasthan.

2. Scheme of Examination: There will be five questions in all. The candidate will be required 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 assigned are given below.
### Syllabus of M.Com. (Business Administration)

#### Second Semester

<table>
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<td>BUA 201</td>
<td>MANAGEMENT THINKERS</td>
<td>6</td>
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<td>2</td>
<td>BUA 202</td>
<td>BUSINESS RESEARCH METHODS</td>
<td>6</td>
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<tr>
<td>3</td>
<td>BUA 203</td>
<td>PRESENTATION IN SEMINAR AND VIVA VOCE</td>
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<td>4</td>
<td>BUA 204</td>
<td>STRATEGIC MANAGEMENT</td>
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<td>5</td>
<td>BUA 205</td>
<td>BUSINESS ENVIRONMENT</td>
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<td>BUA 206</td>
<td>MARKETING RESEARCH</td>
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<tr>
<td>7</td>
<td>BUA 207</td>
<td>MANAGERIAL ECONOMICS</td>
<td>6</td>
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</table>
UNIT 1
Spirituality and Management - Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis-a-vis Indian Values, Applications of Yoga in Management - Personality Development, Meditation and Management of stress.

UNIT II
Indian Epics and Management - Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthashastra.

UNIT III

UNIT IV
Western Thinkers I - F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.

UNIT V
Western Thinkers II - Peter F. Drucker, William G. Ouchi, Tom Peters, Gary Hamel.

Books Recommended

Dy. Registrar
(Academic)
University of Rajasthan
JAIPUR
BWA 202 - 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
Hypothesis Testing: Parametric and Non-parametric Methods, Interpretation and Report Writing.

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.
1. Presentation in Seminar: 50 Marks
2. Viva-Voce based on presentation: 50 Marks

The Department/College shall organise Seminar in Second Semester and announce topics (at least ten). Students can make presentations on topic of his/her choice. The presentation shall be evaluated by internal examiner appointed by Head of the Deptt. and external examiner appointed by the university.

The Viva-voce examination will be based on the presentation made by the student. The Department shall maintain record of the presentation made with a photograph pasted on the copy of the presentation made with signature, date of presentation etc.
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. Rao : Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi Kumar : Strategic Management
BUA 205: 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
BUA 206: 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, Secondary Data sources.

Unit-III
Preparation of questionnaire, Sample design-Sampling methods and Sample size determination, field work and data collection.

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, ethical issues in marketing research.

Books Recommended
5. Donald, S., Tull and Del, I., Hawkins ; Marketing Research: Measurement and Methods, Prentice Hall of India Pvt. Ltd.

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University of Rajasthan
JAIPUR
BUA 207: 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.

Unit-IV
Theories of Income, Profit, Wages and Rent.

Unit-V

Books Recommended
1. Dean, Joel: Managerial Economics
4. Agarwal, M.D. and Somdev: Managerial Economics

Dy. Registrar
(Academic)
University of Rajasthan
SAIPUR
<table>
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<td>Human Resource Development</td>
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<td>BUA 307</td>
<td>Labour Laws</td>
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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:

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
11. Understanding Organisational Behaviour: Udaipureek
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 (CRBD, Jaipur)

Dy. Registrar
(Academic)
University of Rajasthan
JAIPUR
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
BUA 304 — 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. भक्तराय, दीनदया एवं जीतन: अंतरराष्ट्रीय विपणन, लोगेस हुर निपट, 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:


5. Pareek, Uday etc.: Managing Transitions: The HRD Response, New Delhi, Tata McGraw-Hill.
7. Silvera, D.N.: HRD - The Indian Experience, New Delhi

[Signature]
E-Commerce

Unit I:

Unit II:
Internet and E-Commerce, Networking-LAN, WAN, Business Uses of Internet, WWW, Protocols, Intranet and Internet, Multimedia Application, Hardware and Software.

Unit III:

Unit IV:
Data Warehousing, Client-Server Computing, Data Mining, Website Management - Steps.

Unit V:

Books Recommended:
2. Information Technology : E-Commerce & E Business : V.D. Dudeja, Commonwealth Publisher, New Delhi

[Signature: Dy. Registrar (Academic) University of Rajasthan, JAIPUR]
Labour Laws

Unit-I
Indian Trade Union Act, 1926
Industrial Employment (Standing Order) Act, 1946

Unit-II
Payment of Wages Act, 1936
Minimum Wages Act, 1948

Unit-III
Factories Act, 1948.

Unit-IV
Industrial Dispute Act, 1945

Unit-V
Maternity Benefit Act, 1961
Payment of Bonus Act, 1965

Books

N.D. Kapoor : Industrial Laws

S.N. Mishra : Industrial Laws

R.L. Nolakha : औद्योगिक साक्ष्यम

[Signature]
Book Recommended:

P.K. Padhi
Pvt. Ltd.

Selvanaj
Nambudiri

Monappa

R. Shivarethinamohan
Pvt. Ltd.

Singh, Kaur

S.C. Srivastava
Publishing House

Labour and Industrial Laws
Industrial Relations and Labour Laws
Industrial Relations and Labour Welfare : Text and Cases
Introduction to Labour and Industrikal Law
Industrial Relations and Labour Laws

PHI Learning
Tata McGraw
Hill Education
PHI Learning
Lexis Nexis
Vikas
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<td>Management Information System</td>
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<td>BUA 405</td>
<td>Retail Management</td>
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<td>BUA 406</td>
<td>Security Analysis and Portfolio Management</td>
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<td>BUA 407</td>
<td>Production and Operations Management</td>
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BUA-401 Business Ethics and Corporate Governance

Unit I-
Meaning and Importance of Business Ethics, Ethical Dilemma, Values and Work Ethics.

Unit II-
Indian Ethos in Management- Basic principles of Indian Ethos, Geeta and Management, Spirituality and Ethics.

Unit III-
Social Responsibilities of Business, Arguments for and against Social Responsibilities of business, Consumer protection, Employee protection, Legal Provisions about CSR.

Unit IV-
Corporate Governance, Codes of Corporate Governance, Recommendations of Various Committees, Lessons from USA and other developed countries.

Unit V-
Business and Environmental Ethics, Unethical Practices in India, Quality of Work Life, Ethics in Advertising.

Books
Unit-I

Unit-II

Unit-III
Primary market: meaning, methods of new issue, intermediaries in new market, SEBI guidelines on primary market, Listing of securities, Consequences of non-Listing, Underwriting: definition, types, mechaniks and benefits.

Unit-IV

Unit-V

List of Recommended Books:

Registrar
University of Rajasthan
-DISSEYATION and Viva-Voce

Dissertation - 50 Marks
Viva-Voce - 50 Marks
MANAGEMENT INFORMATION SYSTEM

Unit - I
Introduction to MIS: Concept of MIS, Role of MIS, Objectives of MIS, Emergence of MIS, MIS and computers, Impact of MIS, Systems approach to MIS, Advantages and disadvantages of computer based MIS.

Unit - II
Information: Classification of information, levels of information, levels of information, Methods of data and information collection, value of information.

Unit - III
Information system for decision making: Decision- making and MIS, Decision making concepts, Organisational decision-making, MIS and decision making concepts, MIS as technique for programmed decisions, Decision support system. MIS and role of DSS.

Unit - IV
Data base Management systems: Data base concepts, Data base models, Data base design, MIS and RDBMS, Network topology, LAN and WAN, Data communication.

Unit - V
MIS in operations: MIS for Finance, MIS for Marketing, MIS for production, MIS for Human resource Management.

Books Recommended:
UNIT - I
Introduction to Retail: Role, Relevance and Trends, Benefits, Enablers and Challenges, Types of Retail outlets- organized and unorganized.

UNIT - II
Product and Merchandise Management, Merchandise procurement, Merchandise forecasting, budgeting.

UNIT - III
Store layout, location atmosphere and space Management, Retail Market segmentation, Retail store operation.

UNIT - IV
Retail Pricing, Retail promotion strategy, Retail selling, Communication and consumer handling, stock and inventory Management.

UNIT - V
Recent trend, retail strategy and FDI, impact and execution of FDI in retail, problems and prospects of retailing in India.

Recommended Books

1. Gibson G. Vedamani: Retail Management (Jaico Publishing House)
2. Chetan Bajaj, Rajnish Tuli, Nidhi V. Shrivastava: Retail Management.
BUA- 406 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
Portfolio Management- Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management, Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk, Also discusses Markowitz Model and Efficient Frontier, Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and inputs required for applying CAPM and the limitations of this Model, Sharpe- The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk.
References:
BUA-407
Production and Operations Management

Unit I
Production Management: Meaning, Objectives, Nature, Decision Making; Functions of Production Manager; Problems of Production Management; Production Systems; Product Planning and Development; Product Planning and Development; Product Design.

Unit II
Production Technology: Meaning, Role, Classification; Process Management: Planning, Selection, Procedure, Analysis; Plant Layout: Need, Significance, Criteria; Plant Planning and Design.

Unit III
Production Planning and Control: Classification, Functions, Factors, Scope, Benefits; Job Design: Decisions, Factors, Considerations; Industrial Safety: Causes of Accidents; Work Study; Inspection and Quality Control.

Unit IV

Unit V

Books Recommended: