

**BHUPAL NOBLES' UNIVERSITY  
UDAIPUR**

**SYLLABUS**

For

**Master of Commerce  
(Business Administration)**

(Annual Scheme)

<b>Previous Year</b>	<b>2017-18</b>
<b>Final Year</b>	<b>2018-19</b>

**Department of Business Administration**  
**Faculty of Commerce & Management**  
**Bhupal Nobles' University, Udaipur**  
**M.Com. Two Year Degree Course (Annual Scheme)**

(Effective from July, 2017)

**M Com (Previous) BUSAD**

Sr. No.	Paper	Paper Code	University Exam.	Internal Assessment	Maximum Marks
<b>Core Subjects</b>					
1	Business Management	BUSAD611	70	30	100
2	Marketing Management	BUSAD612	70	30	100
3	Personnel Management	BUSAD613	70	30	100
4	Research Methodology & Business Statistics	BUSAD614	70	30	100
5	Business Economic Environment	BUSAD615	70	30	100

**M Com (Final) BUSAD**

Sr. No.	Paper	Paper Code	University Exam.	Internal Assessment	Maximum Marks
<b>Core Subjects</b>					
1	Strategic Management (Compulsory)	BUSAD621	70	30	100
<b>Group A (Institutional Area)</b>					
2	Entrepreneurship & Small Business	BUSAD622	70	30	100
3	Management Of Small Enterprises	BUSAD623	70	30	100
<b>Group B (Marketing Area)</b>					
4	Marketing Research & Consumer Behaviour	BUSAD624	70	30	100
5	Sales and Advertisement Management	BUSAD625	70	30	100
<b>Group C (Human Area)</b>					
6	Labour & management Relations	BUSAD626	70	30	100
7	Industrial and Labour legislation	BUSAD627	70	30	100
8	Dissertation (Optional)	BUSAD628	-	-	100

**Note:** In M Com Final, Any Two Group Will be opted which will include Four Subjects, and if dissertation is Opted then any one subject will be dropped, which does not include Compulsory Subject.

# **M Com Previous (Business Administration)**

## **Paper 1**

### **BUSINESS MANAGEMENT (Paper Code: BUSAD 611)**

#### **Unit I**

Schools of Management thoughts: Scientific management, Administrative Management, Human Behaviour and Social System approach, Decision theory and contingency theory of Management.

#### **Unit II**

Managerial Functions: Planning-Concepts, Significance, Types, Organization- concepts, principles, Basis of organization structure, Division of work, co-ordination, staffing, Directing and control.

#### **Unit III**

Motivation: Process, Theories- Maslow need hierarchy theory, theory X and theory Y, Ouchi's Z Theory, Herzberg Two factor theory, Vroom's Expectancy theory.

#### **Unit IV**

Leadership: Concept, Leadership styles, Trait theory, Behavioural theory, Contingency theory, Managerial grid, Likert's four system of leadership.

#### **Unit V**

Organizational Communication: Concept, Process, barriers to effective communication, transactional analysis in communication.

Organizational Change: Need for change, Resistance to change, Planned change.

#### **Books Recommended:**

1. Sudha, G. S., Business Management, RBSA Publications
2. Chhabra T. N. and Sandhya, Principles and Functions of Management.
3. Prasad, L. M., Principles and Practices of Management, Sultan chand and Sons.
4. Gupta, O. P., Business Organization and Management (Hindi), SBPD Publication.
5. Sudha, G. S., Management (Hindi), RBSA Publications

## **Paper 2**

### **MARKETING MANAGEMENT (Paper Code: BUSAD 612)**

#### **Unit I**

Marketing – Concept, Old and new including Meta Marketing and Social marketing, Functions, Importance, Marketing Mix, Marketing Organisation, Purpose. Basis, Forms, marketing Vs Sales, Marketing segmentation, Marketing in a Developing economy.

#### **Unit II**

Marketing Research – Meaning, Importance, Areas Elementary study of Methods and Procedure, Product Planning: Definition, Terms, Scope, Branding, Packaging. Development of New Products, Product Life Cycle, Diversification, Simplification, Consumer Behaviour: Concept, Buying process, Economic, Social and Psychological Determinants of Consumer Behaviour.

#### **Unit III**

Pricing: Meaning, Importance, Factors Affecting Pricing, Pricing Policies, Marketing Communication – Meaning, Importance, Marketing Communication Through – Product, Price, Place, Promotion.

#### **Unit IV**

Advertising: Concepts, Purpose, Planning Advertising Media, Advertising Effectiveness, Public relations: Concept and relevance.

Sales Promotion – Meaning, Objective and Role, Variety of Promotion Tools and their Suitability, Sales Promotion Programme: Development, Implementation, Controlling and Evaluation.

Personal Selling: Meaning, Factors affecting Personal selling, Selling Process, Follow-Up after sales, Relationship Management.

#### **Unit V**

Marketing Logistics (Physical Distribution): Components, Functions, and Objectives, Marketing Planning and Control: Concept and Relevance

Channels of Distribution: Meaning and Importance, Types of Channel, Factors Affecting Choices of Channels, Channel Policies, Management of Channel Members

## **BOOKS RECOMMENDED:**

1. Still, Cundiff and Govani: Fundamental of Modern Marketing
2. Kotler, Philip: Marketing Management-Analysis, Planning and Control
3. Stanton, W.J. :Fundamentals of Marketing
4. Davar, R.S.:Modern Marketing Management
5. Johnson, L.K.:Sales and Marketing Management
6. Neelameghan, S.(Ed.):Marketing Management and the Indian Economy
7. Srivastav ,P. Kumar: Marketing in India
8. Philips, D.M. and Westing, J.H.: Marketing Management Ghandi, J.C.: Marketing: A Management Approach
9. Stand, T.A. and Taylor, D.A: A Management Approach of Marketing
10. Agrawal, R.C. and Kothari, N.S.: Vipnan Prabandh {Hindi }
11. Kumbhat, J.R.: Vipnan Prabandh (Hindi)
12. Bhadada, B.M. and Porwal, B.L.: Vipnan Prabandh ke Siddhant evam Vyavahar (Hindi)

### **Paper 3**

#### **PERSONNEL MANAGEMENT (Paper Code: BUSAD 613)**

##### **Unit I**

Definition, Functions, Evaluation and growth of personnel management in India, Professionalization, Future of Personnel management. Planning the personnel function, personnel policies.

##### **Unit II**

Recruitment and selection process, Performance appraisal, Employee learning and development.

##### **Unit III**

Wage and salary administration, Job change (promotion, demotion, Separation. etc) Discipline, Job evaluation techniques.

##### **Unit IV**

Executive Training development, Human Resource Planning

##### **Unit V**

Safety, health and employee service programme, grievance, records, and research.

#### **Books Recommended:**

P.C Tripathi, Personnel Management, S.C & Sons New Delhi

Memoria & Dashora Sevivargiya Prabandh

E.B Flippo Principles of personnel management

C.B Memoria Personnel management, Himalaya management

## **Paper 4**

### **RESEARCH METHODOLOGY AND BUSINESS STATISTICS**

**(Paper Code: BUSAD 614)**

#### **Unit I**

Nature and scope of research, Problem formulation and statement of research objectives.

Research Process: Research design – Exploratory, Descriptive and experimental research design, sampling- Concept, Types.

#### **Unit II**

Methods of data collection : observation and survey methods, primary and secondary data, data inference, Hypothesis and its testing.

#### **Unit III**

Research reports : Structure and components, types of research report. Ideal report, pictures and graphs, introduction to SPSS package.

#### **Unit IV**

Association of attributes, Interpolation and Extrapolation, statistical inference- Test of Hypothesis, Text of significance for large and small samples.

#### **Unit V**

Chi-square test and goodness of fit, Analysis of Variance (ANOVA)

#### **Books Recommended:**

Kothari, C. R. Research Methodology, New Age International Publisher, New Delhi.

Gupta, C.B., an Introductions to Statistical methods, Vikas Publishing House.

Pannerselvem. R, Research Methodology, Prentice Hall.

Gupta. S.C., Fundamentals of Statistics, Himalaya Publication

## **Paper 5**

### **BUSINESS AND ECONOMIC ENVIRONMENT (Paper Code: BUSAD 615)**

#### **Unit I**

Environment of business, Impact of Socio-cultural values. Business ethics, Social responsibilities of business study of global business environment.

#### **Unit II**

World trade Organization: Brief introduction of its organization, and working, important Multilateral trade agreements and India viz GATT -1994Agreements on TRIPS,TRIMS,GATS.

#### **Unit III**

Economic infrastructure (transport, communication, water, power) Basic concepts and public private partnerships, autonomous Regulatory authorities, Corporate Sector.

#### **Unit IV**

Economic Environment – Liberalization of Indian Economy, Features, Recent trends and impact on trade industry and agriculture Monetary policy, Exim policy.

#### **Unit V**

Foreign Direct Investment: Concept, progress and impact, Multinational corporations, concept and role in Indian economy.

#### **Books recommended:**

Francis Cherulinam : Business and Government (Himalaya)

Bowen Howard R Social responsibilities of business

Committee for economic development: Social Responsibilities of Business Corporation.

M. Adhikarey Economic Environment of Business

R Ghosh Economic environment of business Vikas publishing House Pvt . Ltd

M L Jhingan International Environment Vrinda Publication



# **M Com Final (Business Administration)**

## **Paper 1**

### **STRATEGIC MANAGEMENT (Paper Code: BUSAD 621)**

#### **Unit I**

An overview of strategic Management: Defining Strategy, Levels at which strategy operates; Approaches to strategic decision making; Strategic intent, vision, Mission, Business definition, objectives and goals, Environmental analysis and Diagnosis: concept of environment and its component; Environment scanning and appraisal, Organisation appraisal, Strategic advantage analysis and diagnosis

#### **Unit II**

Corporate level strategies: Grand, Stability, Expansion, Retrenchment, combination strategies, Corporate Restructuring. Business-level/strategies: Generic and tactics for business strategies

#### **Unit III**

Strategic Analysis and choice: Process of strategic choice, corporate and business level strategic analysis, Subjective factors in strategic choice, contingency strategies and strategic plan

#### **Unit IV**

Activating Strategies: Interrelationship between formulation and implementation, Aspects of strategy Implementation, Project and Procedural Implementation. Resource allocation. Structural and Behavioural Implementation.

#### **Unit V**

Functional and Operational Implementation: Financial, Marketing, operations/production, Personnel plans and policies, information, Integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control

## **BOOKS RECOMMENDED**

**Azhar Kazmi:** Business Policy and strategic Management, Tata McGrawHill, New Delhi, 2005

**Jain,P.C.:** Strategies Management (Hindi), 2005

**Bhattacharry,S.K .And N.Venkataramin:** Managing Business Enterprises: Strategies, Structures and Systems,VikasPublishingHouse,NewDelhi,2004

## **Paper 2**

### **ENTREPRENEURSHIP & SMALL BUSINESS (Paper Code: BUSAD 622)**

**Objective:** It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

#### **Unit I**

Entrepreneurship: Concept, Characteristics, Need, functions, Risk and Types of Risk. Entrepreneur; Characteristics, Qualities, Functions, Types, Emergence of Entrepreneurial class.

Difference between Entrepreneurship & Entrepreneur. Difference between Entrepreneur & Manager. Theories of Entrepreneurship, Entrepreneurship & Environment.

#### **Unit II**

EDP – Meaning Need, Objective, steps, outline, achievements and training programme, Institutions Established by the Government, Government Assistance and incentives. Women Entrepreneurship: Meanings, Characteristics, Qualities, Problems, Steps taken to help women entrepreneur.

#### **Unit III**

Promotion of a venture: Concepts of Projects, Project Identification, Formulation and Report, Project Appraisal. Product Selection and Techniques. Raising of funds: Concept, Need, Types and Sources.

#### **Unit IV**

Small Business: Process of establishing Small Business, Nature, Objectives and Importance of Small Business. Role of Financial Institutions in financing of small business, Infrastructural facilities.

#### **Unit V**

Latest Government policy with regard to small business. Legal requirements for establishment of new unit. Documentation. Entrepreneurial Consultancy process and methods, Monitoring techniques.

## **REFERENCES:**

1. Desai, Vasant : Dynamics of Entrepreneurial Development and Management
2. Desai, Vasant : Organisation and Management of small Scale Industry
3. Desai, A.N. : Entrepreneurship and Environment
4. Dvrcker, Perer : Innovation and Entrepreneurship
5. Gupta, C.B. : Entrepreneurship Development
6. Kenneth, P.Van : Entrepreneurship and small Business Management
7. Pareek, Udai & Ven : Developing Entrepreneurship book on Learning System  
Kateswara, Rao, T
8. Shukla, M.B. : Entrepreneurship and small Business Management
9. Scholl Hammer & Kuril off : Entrepreneurship Change and small Business Management
10. R.C.Agrawal : Udyamita Vikas.(Hindi)

### **Paper 3**

## **MANAGEMENT OF SMALL ENTERPRISES (Paper Code: BUSAD 623)**

### **Unit I**

Definition of SSE, Role in Economic development, legal framework, SSE V/s Cottage industry, feasibility report, registration, licensing regulations covering SSE. Steps for starting Small industry.

### **Unit II**

Institutional assistance, Financial Assistance, Opportunity, Scanning Choice of Enterprise, Ownership structures and organizational framework, Infrastructure for SSI, Inputs of SSE.

### **Unit III**

Production planning, choice of technology, selection of site, plant location and layout, production problems of SSI.

### **Unit IV**

Financial assistance to SSI : Source of fixed capital, SFC, banks, refinance from apex body for financing fixed capital. Working capital management in SSI financial problems of SSI.

### **Unit V**

Sickness in SSI : Concept of sickness, reason of sickness, rehabilitation of sick units. Central and state govt. schemes for promotion of SSI, objectives and functions of DIC.

### **Books Recommended :**

Desai, Vasant, Management of Small Scale Industries, Himalaya Publication Ltd.

Khan, R. R., Management of Small Scale Industries, Himalaya Publication Ltd.

Ahuja, B. N., Sickness in Small scale industry, Reddy and Reddy

Dr. Shashikala, SSI in India, Verma Bros., Delhi

Management of SSI, Deep and Deep Publications, New Delhi.

## **Paper 4**

### **MARKETING RESEARCH AND CONSUMER BEHAVIOUR (Paper Code: BUSAD 624)**

#### **Unit I**

Marketing Research: Definition, Nature, Scope, Significance, Types, Organisation, Scientific Method, Basic Marketing Methods: The Survey, Observational and Experimental Methods.

#### **Unit II**

The Research Design, Types and Sources of Data .Hypothesis Testing, Pre-Testing Pilot Study, Sampling, Questionnaire, Schedules, Place of Marketing Research in India.

#### **Unit III**

Report, Motivational Research, Advertising Research, Product Research. Collection of Data, Interpretation of Data, Presentation of Results & Research

#### **Unit IV**

Consumer Behaviour: Nature, Decision Process. Application of Consumer Behaviour in Marketing, Organisational Buying Behaviour: Meaning, Factors Influencing Organisational Buying, the Buying Process.

#### **Unit V**

Reference Group Influence: Family Buying influences .Family Life-Cycle and buying roles. Social and Sub-Cultural Influences. Models of Consumer Behaviour.

#### **Books Recommended:**

Narsh K.Malhotra: Marketing Research: An Applied Orientation.PearsonEducation,Asia

Thomas C. Kinnear and James R.Taylor Marketing Research. Aaker, Kumarand Day:Marketing Research, John Wiley and Sons,1998 Recharh I. Levin: Statistics For Management: Prentice Hall, NewDelhi.

Henry Assaek: Consumer Behaviour And Marketing Action ,Kent Publishing Co.

Berkman and Gilson: Consumer Behaviour: Concepts And Strategies,(Kent Publishing Co.)

Bennet and Kassarjian: Consumer Behaviour,(PrenticeHallofIndia)

ShiffmanandKanuck: Consumer Behaviour, Pearson Education Asia, 7<sup>th</sup> Edition. Hawkins, Bestand  
Coney: Consumer Behaviour. Tata McGraw Hill.

Kothari, C. R. Wishwa Prakashan, NewDelhi

Kulkarni, Pradhan & Patil:Modern Marketing Research. Jain, P. C .:Vipnan Shodh  
Prabandh(Hindi)

Srivastava, P.K.: Vipnan Anusandhan (Hindi)Jakhotiya,G.N.: Vipnan Anusandhan (Hindi)

## **Paper 5**

### **SALES AND ADVERTISING MANAGEMENT (Paper Code: BUSAD 625)**

#### **Unit I**

Sales Management – Meaning and scope, function sales, Sales Policy, Sales Organization-Sales Territories and Sales Quota, Selling Process.

#### **Unit II**

Need for sales force- Recruitment and Selection of sales force- Training of salesman, Qualities of good salesman, Responsibilities of a sales Manager.

#### **Unit III**

Advertising-Scope and function, Need for advertising, Advertisement planning, Advertising v/s Sales Promotion, Ethical issues in advertising.

#### **Unit IV**

Advertising Media- Role of Media, Types of Media-Merits and demerits, Media Research, Evaluation and effectiveness of Advertising, Advertising appeal, advertising copy.

#### **Unit V**

The Advertising budget- Advertising agencies, types of legal framework of advertising. Self regulation of Advertising

#### **Books Recommended:**

- Cundiff & Still, Sales Management, Prentice Hall of India.
- Davar, Salesmanship and Advertising.
- Gupta, S. L., Sales and Distribution Management, Excel Books India.
- Agrawal, C. L., Advertisement and sales promotion, SBPD., Agra.



## **Paper 6**

### **LABOUR & MANAGEMENT REALTIONS (Paper Code: BUSAD 626)**

#### **Unit I**

Industrial Relations: concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action

#### **Unit II**

Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role

#### **Unit III**

Collective Bargaining: Concept, Need, Process-Collective Bargaining in India: Progress, Prerequisites for success, Wage Boards

#### **Unit IV**

Worker's Participation in Management Concept, Need, Objectives of Participation - Indian Scene: Forms, Progress, Barriers, Remedial Measures

#### **Unit V**

International Labour Organization: Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity: Concept, Causes of low Productivity. Measures for improving productivity

### **BOOKS RECOMMENDED**

Myres, C.A. : Industrial Relations in India

Pigorsand Myres : Reading in Personnel Administration  
Agarwal, R.D.: Dynamics of Labour Relations

Punekar,S. : Industrial Peace in India

Vaid,K.N. : Labour Management Relation in India

Shrivastava G.L. : Collective Bargaining and Labour Management Relations in India

Agnihotri, V. : Industrial Relations

Sharma, Surana and Srivastava : Prabandhevam Audhyogic Samb and h,Hindi Tanic Zivan:  
Participation in Management

## **Paper 7**

### **INDUSTRIAL AND LABOUR LEGISLATION (Paper Code: BUSAD 627)**

#### **Unit I**

Need for Labour Legislation, Principles of Labour Legislation, Factories Act, 1948

#### **Unit II**

Concept of Wages; Payment of Wages Act, 1936; Minimum Wages Act, 1948

#### **Unit III**

Industrial Disputes Act, 1947; Machinery for settlement of Industrial Dispute; Provisions regarding Strikes and Lock outs, Retrenchment and Layoff

#### **Unit IV**

Social Security: Workman's Compensation Act, 1923, Employee's State Insurance Act, 1948

#### **Unit V**

Provident Fund Act, 1952 Payment of Bonus Act, 1965 Payment of Gratuity Act, 1972 Trade Unions Act, 1926

### **BOOKS RECOMMENDED**

Acts Sanaray: Industrial and Labour Laws of India

Bhar, B.K.: A Hand Book of Industrial Law

Shukla, S.M. : Audhyogic Sanniyam, Hindi

Saxena, S.C. : Audhyogicsaniyam, Hindi

Mathur and Saxena: Vyaparik evam

Audhyogic Sanniyam, Hindi

Vaid, K.N.: State and Labour in India

Chawla and Garg: A Text Book of Industrial Law

**Paper 8**

**DISSERTATION AND VIVA VOCE (Paper Code: BUSAD 628)**

The viva voce shall be conducted at the end of examination of all theory and practical papers.  
This shall comprehensively cover the aspects of the subject and contemporary developments.