

Department of Business Administration
Bhupal Nobles' University, Udaipur
M.Com (Business Administration)
(Annual Scheme)

Courses of Study

(Effective from July 2017)

Paper Code	Paper no.	Nomenclature of Paper	Maximum Marks
M.Com (Previous)			
BUSAD 611		Business management	100
BUSAD 612		Marketing Management	100
BUSAD 613		Personnel Management	100
BUSAD 614		Research Methodology and Business Statistics	100
BUSAD 615		Business and Economic Environment	100
		Total	500
M.Com (Final)			
BUSAD 621		Strategic Management (Compulsory)	100
		Any two groups	
Group A(Institutional Area)			
BUSAD 622		Entrepreneurship & Small Business	100
BUSAD 623		Management Of Small Enterprises	100
Group B(Marketing Area)			
BUSAD 624		Marketing research & Consumer Behaviour	100
BUSAD 625		Sales and Advertisement management	100
Group C(Human Area)			
BUSAD 626		Labour & management Relations	100
BUSAD 627		Industrial and Labour legislation	100
BUSAD 628		Dissertation and Viva Voce	100
		Total	500

- **Note :** After submission of dissertation by candidate, a comprehensive Viva-Voce shall be conducted by a panel of examiners consisting of Senior Most Professor ,HOD ,and External Expert.

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, Ouch'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 :

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

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Paper II : Marketing Management (BUSAD 612)

Unit I: Marketing. Concept, old, 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, Affecting Factors, 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, The variety of Promotion Tools and their suitability in different situations - Sales promotion programme: Development, Implementation, controlling and Evaluation.
Personal Selling: Meaning factors affecting personal selling. The selling Process, Follow up after sales, Relationship Management.

Unit V: Marketing Logistics (Physical Distribution): Components, Function Objectives - Marketing planning and Control: Concept and Relevance.
Channels of Distribution : Meaning and Importance. Types of channels, Factor Affecting Choice of Channels, Channels policies, Management of Channel Members.

BOOKS RECOMMENDED

Stili, Cundiff and Govani: Fundamental of Modern Marketing
Kotler, Philip: Marketing Management-Analysis, Planning and Control
Stanton, W.J.: Fundamentals of Marketing
Davar, R.S.: Modern Marketing Management
Johnson, L.K.: Sales and Marketing Management
Neelamegham, S.(Ed.): Marketing Management and the Indian Economy
Srivastav, P. Kumar: Marketing in India
Phillips, D.M. and Westing, J.H.: Marketing Management Ghandi, J.C.: Marketing: A Management Approach
Stand, T.A. and Taylor, D.A.: A Management Approach of Marketing
Agrawal, R.C. and Kothari, N.S.: Vipnan Prabandh {Hindi}
Kumbhar, J.R.: Vipnan Prabandh (Hindi)
Bhadada, B.M. and Porwal, B.L.: Vipnan Prabandhke Siddhantevam Vyavahar (Hindi)

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Paper III : PERSONNEL MANAGEMENT (BUS AD 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 Sevivarigya Prabandh
E.B Flippo Principles of personnel management
C.B Memoria Personnel management, Himalaya management

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PAPER IV: RESEARCH METHODOLOGY AND BUSINESS

STATISTICS (BUS AD 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.
Pannervselvem. R, Research Methodology, Prentice Hall.
Gupta. S.C., Fundamentals of Statistics, Himalaya Publication

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Paper V: Business and Economic Environment (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 -1994 Agreements 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

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BUSINESS ADMINISTRATION

Compulsory Paper (one)

PAPER I : STRATEGIC MANAGEMENT

Optional papers (any two groups of two papers

Note : (a student can opt for dissertation in lieu of any one of any group)

Group A : Institutional area

Paper I : ENTREPRENEURSHIP AND SMALL BUSINESS

Paper II : MANAGEMENT OF SMALL ENTERPRISES

Group B: Marketing Area:

Paper I: MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Paper II: SALES AND ADVERTISEMENT MANAGEMENT

Group C : Human Area

Paper I: LABOUR-MANAGEMENT RELATIONS

Paper II: INDUSTRIAL AND LABOUR LEGISLATION

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M. Com(F) Business Administration

PAPER (COMPULSORY) STRATEGIC MANAGEMENT (BUS AD 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 components; 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, Vikas Publishing House, New Delhi, 2004

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Group A (Institutional Area)

Paper I

ENTREPRENEURSHIP AND SMALL BUSINESS (BVS 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. Latest Government policy with regard to small business. Legal requirements for establishment of new unit.

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)

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Paper II: MANAGEMENT OF SMALL ENTERPRISES (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.

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GROUP B (Marketing Area)

PAPER I

MARKETING RESEARCH AND CONSUMER BEHAVIOUR (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. Pearson Education, Asia
- Thomas C. Kinneer and James R. Taylor
- Marketing Research. Aaker, Kumar and Day: Marketing Research, John Wiley and Sons, 1998
- Reichard L. Levin: Statistics For Management: Prentice Hall, New Delhi.
- Henry Assack: Consumer Behaviour And Marketing Action, Kent Publishing Co.
- Berkman and Gilson : Consumer Behaviour: Concepts And Strategies, (Kent Publishing Co.)
- Bennet and Kassarian: Consumer Behaviour, (Prentice Hall of India)
- Shiffman and Kanuck: Consumer Behaviour, Pearson Education Asia, 7th Edition. Hawkins, Best and Coney: Consumer Behaviour. Tata McGraw Hill.
- Kothari, C.R. Wishwa Prakashan, New Delhi
- 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)

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PAPER II : SALES AND ADVERTISEMENT MANAGEMENT (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.

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GROUP C (HUMAN AREA)

PAPER I: LABOUR-MANAGEMENT RELATIONS (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

Pigors and 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 Sambandh, Hindi Tanic Zivan: Participation in Management

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PAPER II

INDUSTRIAL AND LABOUR LEGISLATION (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

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