



**UNIVERSITY OF RAJASTHAN**  
**JAIPUR**

**SYLLABUS**

**M.Com. in Business Administration**

**Semester Scheme**

<b>I/II Semester Examination</b>	<b>2021-22</b>
<b>III/IV Semester Examination</b>	<b>2022-23</b>

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By, Registrar (Acad.)  
University of Rajasthan  
JAIPUR

BUSINESS ADMINISTRATION

(SEMESTER SCHEME)

(FIRST SEMESTER)

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.

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**First Semester**

S. No.	Subject Code	Course Title	Credit	Contact Hours per week	
<b>Compulsory Papers</b>				L	T
1	BUA 101	THEORY AND PRACTICE OF MANAGEMENT	6	4	2
2	BUA 102	MARKETING MANAGEMENT	6	4	2
3	BUA 103	HUMAN RESOURCE MANAGEMENT	6	4	2
<b>Elective Papers (Any Three)</b>				L	T
1	BUA 104	MANAGEMENT ACCOUNTANCY	6	4	2
2	BUA 105	INDUSTRIAL RELATIONS AND SOCIAL SECURITY	6	4	2
3	BUA 106	MODERN BUSINESS COMMUNICATION	6	4	2
4	BUA 107	ENTREPRENEURSHIP DEVELOPMENT	6	4	2

  
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## **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, Management of Change.

### **Unit-III**

Leadership Styles, Power, Group Behavior and Team Building, Effective Communication System, MIS.

### **Unit-IV**

Motivation Concepts, Contemporary Views of Motivation, Conflict Management, Management of Stress, Time Management, Total Quality Management.

### **Unit-V**

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

### **Books Recommended**

1. Prasad, L.M. : Principles and Practice of Management, Sultan Chand & Sons.
2. Vashisth, Neeru : Principles of Management, Taxman Publications Pvt. Ltd.
3. Tripathi and Reddy : Principles of Management, Tata- McGraw Hill.
4. Sudha, G.S. : Principles of Management, Ramesh Book Depot.

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## 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

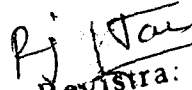
Channels of Distribution, Types of Channels, Evaluating the Major Channel Alternatives, Channels of Distribution in India.

### 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.

### Books Recommended

1. Kotler and Keller : Marketing Management, Pearson Publication.
2. Stanton, Etuland : Fundamentals of Marketing, Tata Mc Graw Hill.
3. Saxena, Rajan : Marketing Management, Tata Mc Graw Hill.
4. Ramaswami and Namakumari : Marketing Management in India, Mc Milan.

  
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## BUA 103: HUMAN RESOURCE MANAGEMENT

### Unit- I

Introduction: Concept, Objectives, Scope and Importance of Human Resource 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 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

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. Gupta, C.B. : Human Resource Management, Sultan and Sons
3. Chhabra, T.N. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd.
4. Filppo, Edwin B. : Principles of Personnel Management, Tata McGraw Hill.
5. Dwivedi, R.S. : Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Co.
6. Subba Rao, P. : Personnel & Human Resource Management, Himalaya Publishing House.
7. Aswathappa, K. : Human Resource and Personnel Management, Tata McGraw Hill.

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## 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

Breakeven Analysis, Trend Analysis, Business Forecasting.

### Books Recommended

1. Pandey, I.M. : Management Accounting, Vikas Publishing House Pvt. Ltd.
2. Shah, Paresh : Management Accounting, Oxford University Press.
3. Agarwal, M. R. : Management Accounting, RBSA Publishers.
4. Jain and Singh, Management Accounting, Shivam Book House.

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## 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

Collective Bargaining: Meaning, nature, scope, process, pre-requisites for success, Collective Bargaining in India, Workers Participation in Management.

### Unit- V

Social Security: Need and importance, scope, Social Assistance and Social Insurance Related Laws: Workmen Compensation Act, 1923, Employee State Insurance Act, 1948, Provident Fund and Misc. Act, 1952, (Main Provisions).

### Books Recommended

1. Kumar, Bipin : Industrial Relations: Legal Theory and Practice, PHI Publications.
2. Venkataratnam, C.S. : Industrial Relations, Oxford University Press.
3. Sen, Ratna, Industrial Relations: Text and Cases, Mcmillan India Pvt. Ltd.
4. George, Pylee : Industrial Relations and Personnel Management, Vikas Publishing House.
5. Mamoria, C. B. and Mamoria, Satish : Labour Welfare, Social Security, and Industrial Peace in India, Kitab Mahal.
6. Chatterjee, N. N. : Industrial Relations in India's Developing Economy, Allied Book Agency.
7. Sinha, P. R. N. : Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education.
8. Bhagoliwal, T. N. : Industrial Relations, Sahitya Bhawan.

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## 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, Web2.0 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

1. Rai , Urmila and Rai ,S.M.: Business Communication, Himalaya Publishing House.
2. Thomas, Jane, Murphy, Herta and Hilderbrandt, Herbert: Effective Business Communication, Tata McGraw-Hill.
3. Madhukar , R.K.: Business Communication, Vikas Publishing.
4. Kaul , Asha: Effective Business Communication, PHI Learning Pvt. Ltd.
5. Chatterjee , Abha, Bovee , Courtland L. and Thill , John V.: Business Communication Today, Pearson Education.
6. Rao , Nageshwar and Das , Rajendra P.: Communication Skills, Himalaya Publishing House.
7. Bhatia,R.C. Business Communication, Anita Books Pvt. Ltd.

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## 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

Project Formulation, Project Appraisal, Financial Analysis, Social Cost-Benefit Analysis, Budgetary Control.

### 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

Management of Small Business- Production Management, Marketing Management, Human Resource Management and Financial Management.

### Books Recommended

1. Desai, Vasant: Entrepreneurship Development.
2. Khanka, S.S.: Entrepreneur Development, S.Chand & Company, New Delhi.
3. Sharma, R.A.: Entrepreneurial Change in Indian Industry, Sterling Publishers (P) Ltd.
4. Mathur, B.L.: Entrepreneurship Development, Himalaya Publishing House.
5. Chabra, T.N.: Entrepreneurship Development, S.Chand & Company, New Delhi.
6. Pareek, H.S.: Financing of Small Scale Industries in Developing Economy, National Publishing House, New Delhi.

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UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF


M.Com. (BUSINESS ADMINISTRATION)

(SEMESTER SCHEME)

( SECOND SEMESTER 2019-20)

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.

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**Syllabus of M.Com. (Business Administration)**

**Second Semester**

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
		<b>COMPULSORY PAPERS</b>			
1	BUA 201	MANAGEMENT THINKERS	6	4	2
2	BUA 202	BUSINESS RESERCH METHODS	6	4	2
3	BUA 203	PRESENTATION IN SEMINAR AND VIVA VOCE	6	4	2
		<b>ELECTIVE PAPERS (Any Three)</b>			
4	BUA 204	STRATEGIC MANAGEMENT	6	4	2
5	BUA 205	BUSINESS ENVIRONMENT	6	4	2
6	BUA 206	MARKETING RESEARCH	6	4	2
7	BUA 207	MANAGERIAL ECONOMICS	6	4	2

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## BUA 201: MANAGEMENT THINKERS

### Unit- I

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 Arthshastra.

### Unit- III

Indian Thinkers- Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahlad.

### 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

1. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Limited Publishers.
2. Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
3. Khanna, S. : Vedic Management, Taxman Publications (P) Ltd.
4. Bhawad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.
5. Rajgopalachari, C. : Ramayan, Bhartiya Vidya Bhawan.

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BUA 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

Framing of Hypothesis. Research Design - Important Concepts. Sampling Design-Steps. Collection of Data: Primary and Secondary Sources.

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

Probability and Probability Distribution, Business Forecasting, Time Series, Decision Theory.

Books Recommended:

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata McGraw-Hill.
2. Timothy J. Ross: Fuzzy Logic with Engineering Applications, Wiley Publications.
3. Simulated annealing: Theory and applications, Timothy J. Ross, Wiley Publications.
4. P.J. Van Laarhoven and E.H. Aarts: Simulated Annealing: Theory and Applications (Mathematics and its Applications).
5. C.R. Kothari: Research Methodology, Wiley Eastern Ltd.
6. Richard Levia: Statistics of Management, Prentice Hall of India Pvt. Ltd.
7. Goode & Hatt: Methods in Social Research, McGraw-Hill.

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BUA 203 – Presentation in Seminar and Viva Voce

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.

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BUA 204- 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, 7s Framework.

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. Azhar Kazmi | : | Strategic Management |
| 2. P. Rao      | : | Strategic Management |
| 3. L.M. Prasad | : | Strategic Management |
| 4. Ravi Kumar  | : | Strategic Management |

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**BUA 205: BUSINESS ENVIRONMENT**

**UNIT-I**

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

**UNIT-II**

Implications of Globalization, 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 House

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## 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

1. Cooper, Donald, R. and Pamela, S. Schindler : Marketing Research, Tata McGraw Hill.
2. Malhotra, Naresh K. : Marketing Research, Prentice Hall of India.
3. Harper W., Boyd, Ralph Westfall and Stanley F. : Marketing Research: Text and Cases.
4. Green, Paul E., et.al : Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd.
5. Donald, S., Tull and Del, I., Hawkins ; Marketing Research: Measurement and Methods, Prentice Hall of India Pvt. Ltd.

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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

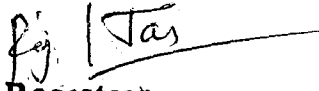
Theories of Income, Profit, Wages and Rent.

Unit- V

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

Books Recommended

1. Dean, Joel : Managerial Economics
2. Gopalkrishan : A Study of Managerial Economics, Himalaya Publication.
3. Dwivedi, D. N. : Managerial Economics, Vikas Publishing House.
4. Agarwal, M.D. and Somdev : Managerial Economics
5. Seth, M.L. : Principles of Economics (Hindi & English).
6. Jhingam, M.L. : Principles of Economics (Hindi & English), Vikas Publishing House.

  
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M.Com. IIIrd Semester Session : 2017-18

S. No.	Subject Code	Course Title	Credit	Contact Hours per week	
Compulsory Papers				L	T
1	BUA 301	Organisational Behaviour	6	4	2
2	BUA 302	Financial Management	6	4	2
3	BUA 303	Advertising Management	6	4	2
Elective Papers (Any Three)				L	T
1	BUA 304	International Marketing	6	4	2
2	BUA 305	Human Resource Development	6	4	2
3	BUA 306	E-Commerce	6	4	2
4	BUA 307	Labour Laws	6	4	2

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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 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: Uday Pareek

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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)

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## 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

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BUA 304 – 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, राठी एवं जैन : अन्तर्राष्ट्रीय विपणन, रमेश बुक डिपो, जायपुर ।

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## 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. 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

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E-Commerce

Unit I :

Meaning, Characteristics, Origin, Process, Key Drivers of E-Commerce, Elements, Traditional Commerce VS E-Commerce, Benefits, Standards, Technologies, E-Commerce Models, Mobile Commerce, Barriers to E-Commerce.

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 :

Electronic Payment Systems- Methods, Security Issues, Electronic Banking, Electronic Stock Trading.

Unit IV :

Data warehousing, Client-server Computing, Data Mining, Website Management - Steps.

Unit V :

ERP - Meaning, Functions, SAP Applications, Business Intelligences, Ethics, Security and E-Governance.

Books Recommended:

1. E-Commerce and E-Business : Dr. C.S. Rayudu, Himalaya Publishing House.
2. Information Technology : E-Commerce & E Business : V.D. Dudeja, Commonwealth Publisher, New Delhi
3. Electronic Consumer Framework- Technologies and Applications: B. Bhasker, Tata McGraw-Hill
4. Electronic Commerce : A Managers Guide to E-Business: Parag Diwan and Sunil Sharma, Vanity Books International, New Delhi

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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, 1965

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 सन्धियम

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Book Recommended :-

P.K. Padhi                      Labour and Industrial Laws                      PHI Learning  
Pvt. Ltd.

Selvanaj,                      Industrial Relations and                      Tata McGraw  
Nambudiri,                      Labour Laws                      Hill Education

Monappa

R. Shivarethinamohan      Industrial Relations and                      PHI Learning  
Pvt. Ltd.  
  
Labour Welfare : Text  
and Cases

Singh, Kaur                      Introduction to Labour and                      Lexis Nexis  
Industrikal Law

S.C. Srivastava                      Industrial Relations and                      Vikas  
Publishing House  
  
Labour Laws

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M.Com. IVth Semester Session 2022-23

S. No.	Subject Code	Course Title	Credit	Contact Hours per week	
				L	T
Compulsory Papers					
1	BUA 401	Business Ethics and Corporate Governance	6	4	2
2	BUA 402	Capital Market	6	4	2
3	BUA 403	Dissertation and viva-voce	6	4	2
Elective Papers (Any Three)					
1	BUA 404	Management Information System	6	4	2
2	BUA 405	Retail Management	6	4	2
3	BUA 406	Security Analysis and Portfolio Management	6	4	2
4	BUA 407	Production and Operations Management	6	4	2

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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

1. Bhatia, S.K., : Business Ethics and Corporate Governance, Deep and Deep Publications.
2. Khanka, S.S., : Business Ethics and Corporate Governance, S. Chand.
3. Vasishth, Neeru and Rajput, Namita, Governance, Ethics & Social Responsibility of Business, Taxman's.
4. Ghosh, B.N., : Business Ethics and Corporate Governance.
5. Murthy, C.S.V., : Business Ethics, Himalaya Publishing House.

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## BUA- 402 Capital Market

### Unit-I

Introduction : Financial market- definition, role, functions, Indian Financial market, Capital Market: evolution and growth, Capital market instruments : Equity, Debentures, Preference Shares, Sweat Equity, Non-Voting Shares, Share warrants.

### Unit-II

Stock Exchange : History, meaning, functions Significance and SEBI: Working and Functions, BSE and NSE, Stock exchange traders, SEBI Act, 1992.

### 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, mechanics and benefits.

### Unit-IV

Book-building: Concepts, Characteristics, process. Mutual Funds: concepts, Classification, growth and importance, risk involved in mutual Funds, International Capital Market: Listing of securities issued outside India, Foreign Currency Convertible Bonds, Global Depository Receipts, American Depository Receipts.

### Unit-V

Secondary Market: Meaning, need and significance. Trading Methods: Trading Ring, On-Line Trading, Carry Forward Systems, Government Securities Market: Government Debt Instrument, Short term and Long term Instruments, Trading in Debt Instrument, Indian Depository System: Need and benefits.

### List of Recommended Books:

1. E. Gordon & K. Natarajan : Capital Market in India; Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.
2. M.Y. Khan: Indian Financial Systems; Tata McGraw Hill, 4/12, Asaf Ali Road, New Delhi-110002.
3. S. Suryanarayanan & V. Varadarajan: SEBI-Law Practice & Procedure; Commercial Law Publishers (India) Pvt. Ltd., 151, Rajindra Market, Opp. Tis Hazari Court, Delhi-110054.
4. Sanjeev Aggarwal: Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi-110034.
5. Shashi K Gupta Nishja Aggarwal Neeti Gupta: Financial Institutions and Markets; Kalyani Publishers, 4863/2B, Bharat Ram Road, 24, Daryaganj, New Delhi-110002.
6. Taxman: SEBI Manual.
7. Vishal Saraogi: Capital Markets and Securities Laws simplified, Lawns, nt Publication, 6C, R.N. Mukherjee Road, Kolkata-700001.

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BUA 403 -

-DISSERTATION and Viva-Voce

2

Dissertation - 50 Marks  
Viva-Voce - 50 Marks

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BUA - 404 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, 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 :**

1. Javadekar, W.S.-Management Information Systems (Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., Ross J.E.& clagget J.R. - Information System for Modern Management (Prentice Hall of India)
3. James A.O. Brien Management Information Systems, (Galgota Publications)
4. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)

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BUA 405- RETAIL MANAGEMENT

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.
3. Gourav Ghosal: Retail Management.
4. S.C. Bhatia: Retail Management.
5. S. Sudershan, S.R. Prakash and M.S. Sharma: Retail Management

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## BUA- 406 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### Unit-I

Investment- A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management, Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives, Risk and Return: Concepts of risk and return, the relationship between risk and return.

### Unit-II

Mutual Funds- Concept Objectives, Functions and Types Organization and management-Asset Management Company, Sponsor, Board of Trustee- Guidelines for Mutual Funds-Working of Public and Private Mutual Funds in India-Performance Evaluation of Mutual Funds-Sharpe's Performance measure-Treyner's Performance Measure-Jensen's Model. Mutual Fund Schemes, Life Insurance Policies and other Investment Opportunities.

### Unit-III

Fundamental Analysis : Economic Analysis and Economic Forecasting, Industry Analysis – Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators, Company Analysis-Analysis of Financial Statements, Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

### Unit-IV

Technical Analysis : Meaning and its Components, Technical Analysis vs. Fundamental Analysis, Tools of Technical Analysis-Point and Figures, BAR and Line Charts, Moving Averages and other Modern Tools, Limitations of Technical Analysis, Meaning and Form of Efficient Market Hypothesis.

### 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.

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References :

1. Barua, Raghunathan and Verma : Portfolio management, Tata McGraw Hill, Delhi.
2. Clark, James Francis : Investment- Analysis and Managementk, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J : Investment Management, Prentice hall, Internatioanal Edition, New York.
4. Fischer, D.E. and Jordan R.J. : Security Analysis and Portfolio Management, Prentice hall, Delhi.
5. Sharpe, William F, Fordon J Alexander and J. V Bailly : Investments, Prentice Hall, Delhi.
6. Strong, Robert : Portfolio Theory and Capital Markets, McGraw Hill, New York.
7. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis, John Wiley, New York.

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**BUA-407**  
**Production and Operations Manament**

**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**

Operations Management : Meaning, Scope, Operations Strategy, Recent Trends; Break-Even Analysis: Assumptions, Mechanics; Forecasting : Steps, Methods, Facility Planning : Process Selection and Process Flow Analysis; Inventory Management : Importance, Inventory Control Systems.

**Unit V**

Employee Productivity : Future HR Trends; Capacity Planning : Steps, Types, Decisions; Materials Management : Functions, Scope, Importance, Modern Trends; Designing Service Delivery Systems; Re-engineering for the 21<sup>st</sup> Century.

**Books Recommended :**

1. Bhat, K. Shridhara and Rao, Sowmya R. (2013). Production and Materials Management. Mumbai : Himalya Publishing House.
2. Bhat, K. Shridhara (2013). Operations Management. Mumbai : Himalaya Publishing House.
3. Chunawalla, S.A. and Patel, D.R. (2010). Production and Operations Management. Mumbai : Himalaya Publishing House.
4. Buffa , Sarin (2007). Modern Production/Operations Management. New Delhi : John Wiley and Sons.
5. Broom. H.N. (1962). Production Management. Homewood : Irwin.
6. Mahadevan, B. (2010). Operations Management : Theory and Practice, New Delhi : Pearson Education India.
7. Stevenson, W.J. (2014). Operations Mangement, New York : Mc Graw-Hill.

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