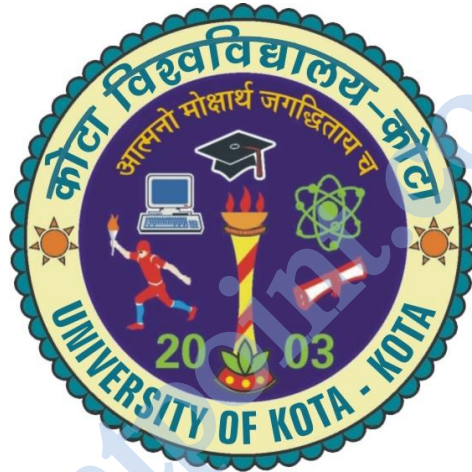


**Syllabus and Course Scheme**  
**Academic year 2020-21**



**Master of Commerce - Business Admn.**  
**Exam – 2021**

**UNIVERSITY OF KOTA**  
**MBS Marg, Swami Vivekanand Nagar,**  
**Kota - 324 005, Rajasthan, India**  
**Website: [uok.ac.in](http://uok.ac.in)**

## **Business Administration**

### **M.COM (Prev)**

**( FOUR PAPERS – ALL COMPULSORY)**

Paper I – Strategic Management

Paper II – Management Thinkers

Paper III – Business Environment

Paper IV – Managerial Economics & Management Accountancy

### **M. COM (Final) : --**

**(FIVE PAPERS–ONE COMPULSORY & FOUR OPTIONALS OF ANY TWO GROUPS  
GIVEN AS UNDER)**

**Compulsory Paper: Paper V – Research Methodology**

**Optional Papers - Any two groups of two papers each as given under :**

#### **Group- A : Entrepreneurship Area**

Paper I – Innovation and Entrepreneurship.

Paper II – Management of Small Enterprise.

#### **Group- B: Human Area**

Paper I – Human Resource Development.

Paper II – Union Management Relation.

#### **Group- C: Marketing Area**

Paper I – Marketing and Customer Relationship Management.

Paper II – International Marketing.

#### **Group – D: Finance Area :**

Paper I – Principles of Financial Management.

Paper II – Security Analysis and Portfolio Management.

#### **Group – E: Production Area:**

Paper I – Production and Materials Management.

Paper II – Total Quality Management.

**Dissertation :** (Subject to the approval of the topic of survey work and a candidate being adjudged suitable for undertaking such work, for Regular Candidates Only).

## **M.Com (Prev.) Business Administration**

**Four Papers – All Compulsory**

### **Paper I Strategic Management**

Duration : 3 hours

Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

#### **Unit I : Introduction :**

Concept of strategy, Meaning and Importance of Strategic Management, Strategic Management Process, Levels of strategy, Approaches to strategic decision-making ; elements of strategy.

#### **Unit II : Environmental Analysis**

Organisational Environment - Concept and characteristics; Components of Environment ; Organisational Appraisal - Process and Techniques; Industry Analysis; Michael E Porter's Five Forces Model; SWOT analysis.

#### **Unit III : Strategic Intent**

Grand Strategies - Turnaround, Disinvestment and Liquidation strategies; Growth strategies - Merger, Takeover and Joint strategies; Integration and Diversification.

#### **Unit IV : Functional Strategies and Strategic Enablers**

Marketing; Production; Human Resource and Finance( Elementary knowledge only); IT and strategy; Technology and R&D; Knowledge Management; Strategy and Social Responsibility.

#### **Unit V : Strategy Implementation and Evaluation:**

Strategic Implementation - Concept and Process; Strategic Evaluation and Control- Concept, Types of Strategic Control, Techniques of strategic control.

#### **Books Recommended**

1. P.SubhaRao : Business Policy and Strategic Management, Himalaya Publishing House, Bombay.
2. Azhar Kazmi; Business Policy, Tata Mc Graw Hill, New Delhi.
3. Lomash Sukul; Business Policy and Strategic Management; Vikas Publishing House, New Delhi.
4. Glen Boseman and Arvind Pathak ; Strategic Management Text and cases; John Wiley & Sons; Singapore
5. Gosh P.K.; Business policy strategic Planning and Management, Sultan Chand & Sons, Delhi
6. Srivatava R.M.; Corporate Strategic Management; Pragati Prakashan; Meerut.
7. पी.सी. जैन- रमेश बुक डिपो, जयपुर (हिन्दी व अंग्रेजी वर्जन)

## Paper II -Management Thinkers

Duration : 3 hours

Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### Unit I : Early Contributors :

Babbage, Metcalf, Gilbreths, Robert Owen, Gantt.

F.W.Taylor; Henry Fayol. Elton Mayo, Barnard, Follett.

### Unit II : Motivational Models of :

A.H.Maslow; Fredrick Herzberg; Douglas McGregor; Victor H Vroom; McClelland.

### Unit III : Leadership and Decision Theorists :

Herbert Simon; J.G. March; Fred Feidler; Robert Tannenbaun; Rensis Likert.

### Unit IV : Modern Thinkers :

Peter F Drucker; Henry Mintzberg; Michael Porter; Garry Hamel; Tom Peters.

### Unit V : Indian Management Thinkers :

Kautilya, Mahatma Gandhi, S.K. Chakraborty, Subhash Sharma.

#### **Books Recommended**

1. Mathur Navin; Management Gurus - Ideas and Insights, National Publishing House, Jaipur.
2. Singh R.N. ; Management Thought and Thinkers.
3. Sudha G.S. ; प्रबन्ध चिन्तन

## ***Paper III- Business Environment***

Duration : 3 hours

Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### ***Unit-I***

Socio -Cultural Environment: Environment of Business: Impact of Socio-Cultural values, Business Ethics & Morality, Social Responsibility of Business, Social Audit, Various Environmental Movements. Study of Global Business Environment.

### ***Unit-II***

Economic Environment: Economic systems, Economic organisations, Corporate Sector, Public Sector, Joint Sector, Unorganised Sector. Economic Infra- structures (Transport, Communication, Water & Power)

### ***Unit-III***

Economy & Govt: Economic role of Government- planning in India & its implications for Business Enterprises, Monetary policies, Fiscal policies, Import & Export policy,

### ***Unit-IV***

Business & Legal Environment : Main Provisions of Industries (Development & Regulation) Act 1951, Consumer's Protection Act, 1986 Regulation of stock Exchange and the role and functions of S.E.B.I., Competition Act. Foreign Exchange Maintenance Act, (FEMA, 2000)

### ***Unit-V***

Govt. policy for foreign collaborations; N.R.I. Investments and Disinvestment. Industrial sickness & Govt. rehabilitation policy. Budgeting, Emerging structure of Indian Economy.

### ***Book Recommended :***

- 1 Francis : Business & Govt.; Himalaya Publishing House, Delhi
- 2 Bowen, Howard : Social Responsibilities of Business (Harper)
- 3 Clark J.M. ; Social Control of Business Tata McGraw Hill, Delhi
- 4 Ozbekbar, Hasan & Gane E. Tebert : Business Government (R.I. Institute of Management Service)
- 5 अग्रवाल एवं कोठारी : सरकार समाज एवं व्यवसाय
- 6 उपाध्याय एवं शर्मा : सरकार एवं व्यवसाय
- 7 M. Adhikary : Economics Environment & Pubic Policy.
- 8 जी. एस. सुधा : व्यवसायिक वातावरण

## **Paper- IV Managerial Economics & Management Accountancy**

Duration : 3 hours

Max. Marks – 100

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### **Unit-I**

Managerial Economics- Concept, Nature and Scope, Role of Managerial Economics, Managerial Decisions and Economics, Micro & Macro Economics Definition

### **Unit-II**

Scope and Objectives of Management Accountancy,  
Financial Planning ,Working Capital, Ratio Analysis.

Demand Analysis, Demand Forecasting, Cost Analysis, Cost Output relationship.

### **Unit-III**

Price Decision under different market structure:Pure Competition, Monopoly, Monopolistic competition, price discrimination. Theories of Profits, National Income Analysis, Economic Growth- Stages and Theories.

### **Unit-IV**

Fund Flow Analysis, Cash Flow Analysis, Analysis of Long Term Capital, Capital Structure, Trend Analysis.

### **Unit-V**

Preparation of Cash Budget, Capital Budget, Financial Budget, Long term Budget, Performance Budgeting, Flexible Budgeting, Break Even Analysis, Analysis of variances.

### **Books Recommended:**

- 1 Spender : Managerial Economics
- 2 Varshey : Managerial Economics-Sultan Chand & Sons.
- 3 Boulding : Economic Analysis
- 4 Hicks : Value and Capital
- 5 Meade : Economic Analysis & Policy
- 6 Lewis : Theory of Economic Growth
- 7 Nurkse : Capital Formation in Under - Developed Countries
- 8 Leftwich : The price system and Resource Allocation
- 9 J. Betty : Management Accountancy
- 10 Anthosny : Management Accountancy
- 11 Man Mohan & Goyal : Management Accountancy
- 12 S.P. Gupta : Management Accountancy
- 13 Khan & Jain : Management Accountancy
- 14 बी.एल. ओझा : प्रबन्धकीय अर्थशास्त्र
- 15 सिंह चौधरी शर्मा : प्रबन्धकीय अर्थशास्त्र
- 16 अग्रवाल, अग्रवाल : प्रबन्धकीय लेखांकन