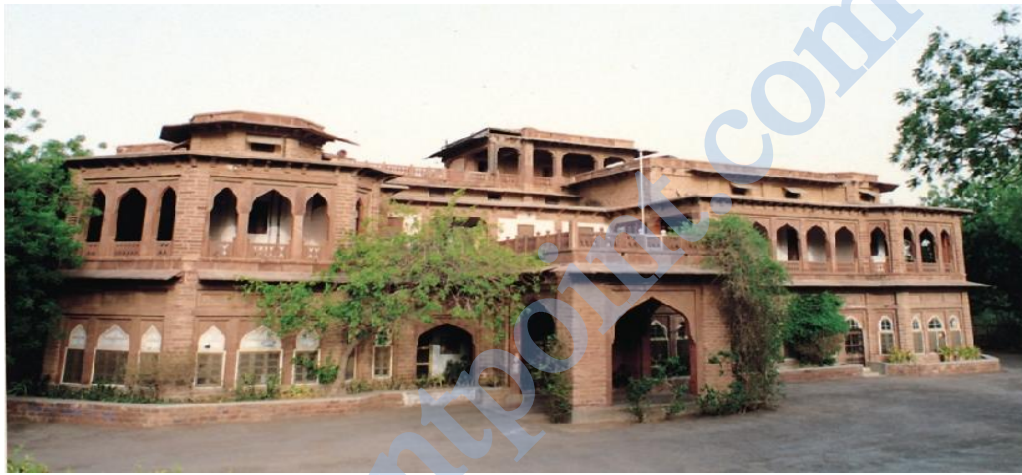


SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION ANNUAL SCHEME

M.COM. (PREVIOUS) BUS. ADM., EXAMINATION, 2020-21

M.COM. (FINAL) BUS. ADM., EXAMINATION, 2021-22



**JAI NARAIN VYAS UNIVERSITY
JODHPUR**

The '**Department of Business Administration**' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

To be recognized as knowledge hub of business education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honours) Business Administration
- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Post Graduate Diploma in Entrepreneurship (PGDE)

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Umaid Raj Tater with rich teaching experience of over 20 years. The department is supported by eight Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

1. Dr. U.R. Tater, Assistant Professor and Head
M.Com., Ph.D.
2. Dr. M.L. Vasita, Assistant Professor (joined UOR on lien)
M.Com., Ph.D., PGDLL, M.B.A., SFDP-IIMA
3. Dr. Asha Rathi, Assistant Professor
M.Com., Ph.D., PGDM&SM
4. Dr. Ashish Mathur, Assistant Professor
M.B.A., Ph.D.
5. Dr. Manish Vadera, Assistant Professor
M.B.A., Ph.D., LL.B.
6. Dr. Ramesh Kumar Chouhan, Assistant Professor
M.Com., M.T.A., Ph.D.
7. Dr. Ashok Kumar, Assistant Professor
M.Com., M.Phil., Ph.D.
8. Dr. Vandana Yadav, Assistant Professor
M.B.A., Ph.D.

NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building.

GENERAL INFORMATION FOR STUDENTS

The Examination for the degree of M.Com. Business Administration will consist of two parts : (1) Previous Examination, and (2) Final Examination.

M.Com. Previous (400 marks): A written examination in four compulsory papers, each paper being of 100 marks.

M.Com. Final (500 marks) : A written examination in Two compulsory papers and remaining three papers will be the Optional Group offered in Final Examination, each paper being of 100 marks.

To pass M.Com. (Previous and Final) Examination a candidate is required to secure at least 25 per cent marks in each paper, and 36 per cent marks in the aggregate of subjects concerned in each of the examination separately.

Successful candidates will be placed in the following divisions on the basis of the marks obtained in Previous and Final examination taken together.

1. First Division 60% and over
2. Second Division 48% and over
3. Third Division 36% and over

No student will be permitted to register himself/herself simultaneously for more than one post-graduate course.

TEACHING AND EXAMINATION SCHEME

Subject Per Week	Periods Hours	Exam. Marks	Max. Marks	Min. Marks (%)
M.Com. Previous Examination, 2019				
Compulsory Papers :				
1.Strategic Management	6	3	100	25
2.Principles of Marketing	6	3	100	25
3.Human Resource Management	6	3	100	25
4.Financial Management	6	3	100	25
Aggregate			400	36

Subject Per Week	Periods Hours	Exam. Marks	Max. Marks	Min. Marks (%)
M.Com. Final Examination, 2020				
Compulsory Papers :				
1. Organisational Behaviour	6	3	100	25
2. Fundamentals of Management Research	6	3	100	25
Optional Papers : (All the three papers of any One Group : Group A to D)				
Paper I	6	3	100	25
Paper II	6	3	100	25
Paper III	6	3	100	25
Aggregate			500	36

Optional Groups :

Group A : Human Area

Paper I : Human Resource Development

Paper II : Labour Management Relations

Paper III : Industrial and Labour Legislation

Group B : Marketing Area

Paper I : Retailing and distribution Management

Paper II : Marketing Research & Consumer Behaviour

Paper III : Marketing of Services

Group C : Finance Area

Paper I : Working Capital Management

Paper II : Financial Analysis and Investment Management

Paper III : Advanced Financial Management

Group D : Institutional Area

Paper I : Management of Public Enterprises

Paper II : Principles of Insurance

Paper III : Insurance Practices in India

M.Com. Previous Examination, 2021

Compulsory Papers

PAPER I

STRATEGIC MANAGEMENT

- Unit 1 : 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 2: Corporate-level strategies : Grand, Stability, Expansion, Retrenchment, combination strategies, Corporate Restructuring. Business-level/strategies: Generic and tactics for business strategies
- Unit 3: 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 4: Activating Strategies : Interrelationship between formulation and implementation, Aspects of strategy Implementation, Project and Procedural Implementation. Resource allocation. Structural and Behavioural Implementation.
- Unit 5 : 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 McGraw Hill, 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

Budhiraja, S.B. And Athreya, M.B.: Cases in Strategies Management, Tata McGraw Hill, New Delhi, 1996

Coulter, Mary K.: Strategies Management in Action, Pearson Education, Delhi, 2005

David, Fred R. : Strategies Management, Pearson Education, Delhi, 2005

Glueck, William F. And Lawrence R. Jauch : Business Policy and Strategic

- Management. McGraw-Hill, International Edition, 1988
- H. Igor, Ansoff : Implanting Strategic Management, Prentice Hall, New Jersey, 1984
- Michal, E. Portor : The Competitive Advantage of Nations, McMillan, New Delhi
- Mintzberg, Henry and James, Brian Quinn : The Strategy Process, Pearson Education, Delhi, 2003
- Newman, William H. And James, P. Logan : Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio
- Sharma, R.A. : Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi
- Peters, T.J. And R.H. Waterman, Jr. In Search of Excellence, Harper and Row, New York
- Ramaswamy, V.S. and S. Namakumari, Strategic Planning : Formulation of Corporate Strategy, Text and Cases. The Indian Context. Macmillan India Delhi, 2001

PAPER II

PRINCIPLES OF MARKETING

- Unit 1 : 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 2 : 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 3 : Pricing: Meaning, Importance, Affecting Factors, Pricing Policies, Marketing Communication-Meaning, Importance, Marketing Communication through- Product, Price, Place, Promotion
- Unit 4 : 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 given situation-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 5: 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

Still, Condiff 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

Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy Srivastave, P. Kumar : Marketing in India

Phelps, 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} Kumbhat, J.R.: Vipnan Prabandh (Hindi)

Bhadada, B.M. and Porwal, B.L. : Vipnan Prabandh ke Siddhant evam Vyavahar (Hindi)

PAPER III

HUMAN RESOURCE MANAGEMENT

Unit 1: Human Aspect of Management, Human Relations, Personnel Management, Human Resource Management: Concept, Scope, Importance and Functions, H.R.

Organisation-Line and Staff relationship, Human Resource Management in India, Concept of Quality Circle, TQM, Empowerment

Unit 2 : Human Resource Planing : Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job specifications, Job design approaches

Unit 3 : Recruitment: Sources, Method, Selection : Process, tests. Training and Development : Objectives, Methods and evaluation of training and development programme. Carrer palnning and development methods.

Unit 4: Compensation Management-Job evaluation: Techniques, wages and salary administration. Incentive payments. Performance appraisal: concept, objectives and techniques, job changes transfer promotion and separation. Human Resource Audit.

Unit 5 : Ethical Issues in HRM : Nature and Need, H.R.Ethical issues. Challengers of HRM. International Human Resource Management, Domestic HRM and IHRM Compared, Managing International H.R. Activities

BOOKS RECOMMENDED

Gomez-Meija, Luis R.,D.B.Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey, 1998

D'Enzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001

Ian, Beardwell and Len Holden : Human Resource Management, Macmillan, Delhi, 1998

Dessler, Garry : Human Resource Management, Prentice Hall of India, 7th Ed., 1998

Saiyadain, Mirza S. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York

Dwivedi, R.S. : Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000

Harzing, A.W. And Joris Van Ruysseveldt : International Human Resource Management : An Integrated Approach, Sage Publication, London, 1999

Dowling, Peter J., D E. Welch and R.S. Schuller : International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing Cincinnati, 1999

Sharma and Surana : Sevivargiya Prabhandh evam Audhyogik Sambandh (Hindi)

PAPER IV
FINANCIAL MANAGEMENT

- Unit 1 : Financial Management : Meaning, Objectives, Scope and Functions of Finance Manager, Ratio Analysis, The Finance Function : Concept and Approaches
- Unit 2: Capital Budgeting: Conventional and Non-conventional appraisal techniques of Capital Budgeting and their relative merits and demerits; Analysis of selected investment decisions. Concept and measurement of cost of Capital
- Unit 3: Planning Capital Structure : Raising long term funds, Approaches : Net Operating Income (NOI) Approach, Net-Income (NI) Approach and Modigliani and Miller (MM) Hypothesis. Indifference point of Earning before Interest and Tax (EBIT) Earning per share (EPS)
- Unit 4 : Dividend Policy : Meaning, Requisites of a good dividend Policy, Models; Walter Model, Gordon Model, Modigliani and Miller (MM) Hypothesis
- Unit 5 : Working Capital Management : Concept, Operating Cycle, Product Life Cycle, Factors affecting Working Capital : Functions and Components of Working Capital; Ratios relating to Working Capital; Estimation of Working Capital : Cash, Cost and operating Cycle methods, Cash Management: Receivables and Inventory management

BOOKS RECOMMENDED

Bierman, H. : Financial Policy Decisions, Macmillan Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinehart and Winston Hunt, P., Williams, C.M. and Donaldson, G.: Basis Business Finance Richard D. Irwin Van Horne, J.C. : Financial Management and Policy, Prentice Hall

Kuchhal, S.C.: Financial Planning An Analytical Approach, Chaitanya Publishing House Ramchandran, H.: Financial Planning and Control, S.Chand and Co. Lawrence, D. Sohal and Charles W. Haley: Introduction to Financial Management, Tata McGraw Hill

Agarwal and Agarwal : Financial Management (Hindi), Ramesh Book Depot., Jaipur

Malodia, G.L.: Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur

Khan and Jain: Financial Management, Tata McGraw Hill Co. Ravi M. Cishore: Financial Management, Taxmann's Publications S.N. Maheshwari : Financial Management, Sultan Chand and Co.