



Maharaja Surajmal Brij University

Bharatpur (Raj.)

SYLLABUS

Faculty of Commerce

M.Com. Business Administration

Annual Scheme

Final Examination

Only For Session
2020-21

अकादमिक प्रभारी
महाराजा सूरजमल बृज विश्वविद्यालय
भरतपुर (राज.)

4. The Thesis/Dissertation/Survey Report/Field Work shall be type written and Submitted in triplicate so as to reach the office of the Registrar at least 1 week before the commencement of the theory examination. Only such candidate shall be permitted to offer Dissertation/Field Work/Survey Report/Thesis (it provided [It least 55% marks in the aggregate of all the papers prescribed for the previous examination in the case of annual scheme irrespective of the.
5. The Dissertation shall carry 50 marks and there shall be a viva-voce based on dissertation of 50 marks. The Viva-voce shall be conducted in the college/institution concerned by the external examiner appointed by the university.
6. The dissertation shall be evaluated by two examiners independently and the average of the two awards shall be taken into consideration. However if the difference between two awards exceeds 20% of the Maximum marks, the dissertation shall be evaluated by third examiner and the average of the two nearest awards shall be taken into consideration,
Note: Non-Collegiate candidates are not eligible to offer dissertation as per provisions of 0.170-A.
7. The external examiner for conducting the practical examination shall be appointed by the university through BOS.
8. There will be 9 papers in all. Out of these 9 papers, 6 will be compulsory and three optional. A candidate will be required to appear in three compulsory papers and one optional paper in the Previous Examination and the three compulsory papers and two optional papers in the Final Examination. Dissertation in lieu of one optional paper can be offered by a collegiate/regular student secured at least 55% marks in the aggregate of the Previous Examination.
9. There will be five questions in all. The candidate will require to attempt all the questions selecting one question from each unit with an internal choice (either/or).
10. The candidate shall be permitted to use battery operated pocket calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.



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SCHEME OF EXAMINATION
M.Com. Business Administration
(Annual Scheme)

Each Theory Paper Duration: 3 Hrs. 100 Marks
Dissertation/Thesis/Survey Report/Field Work, if any 100 Marks

1. The number of paper and the maximum marks for each paper/practical shall be shown in the syllabus for the subject concerned. It will necessary for a candidate to pass in the theory part as well in practical part (where prescribed) of a subject/paper separately.
2. A candidate for a pass at each of the Previous and the Final Examination shall be required to obtain:
 - I. At least 36% marks in the aggregate of all the papers prescribed for the examination, and
 - II. At least 36% marks in practical(s) wherever prescribed at the examination, provided that if a candidate fails to secure at least 25% marks in each individual paper at the examination and also in the Dissertation/Survey Report/Field work, wherever prescribed, he shall be deemed to have failed at the examination notwithstanding his having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous and the Final Examination. Division shall be awarded at the end of the Final Examination on the combined marks obtained at the Previous and the Final Examination taken together, as noted below:

First division	60%	Of the aggregate marks taken together of the Previous and the Final Examination
Second Division	48%	

All rest will be declared to have passed the examination.

3. if a candidate clears any papers) Practical(s)dissertation prescribed at the Previous and/or Final examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz. 25% (36% in the case of practical) shall be taken into account in respect of such Paper(s)/Practical(s)/Dissertation are cleared after the expiry of the aforesaid period of three years: Provided that in case where a candidate required more than 25% marks in order to reach the minimum aggregate as many marks out of those actually secured by him will be taken into account as would enable him to make lip the deficiency in the requisite minimum aggregate.



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M.COM. (FINAL) BUSINESS ADMINISTRATION
(Annual Scheme)

PAPER I- Human Resource Management

Time : 3 hours.

Max. Marks : 100

Min. Marks : 36

Unit-I

Introduction: Organisation and functions of personnel Management. Personnel policies and Procedures.

Unit-II

Procuring Human Resources: Manpower planning, Job analysis, Recruitment Selection and placement, Induction and Training, Career Development.

Unit-III

Performance appraisal: Potential Appraisal, Merit Rating, employee counseling. Compensation: Method of compensation, Wage Systems, Incentive systems. Fringe Benefits.

Unit-IV

Integration: Motivation and Morale. Employee Leadership. Human and Organisational Conflicts. Disciplinary Policy and Grievance Procedure.


Unit-V

Separation: Policies redundancy and Labour separation process. Lay off-Retrenchment, Dismissal, displacement and discharge, Personnel Management Policies and Procedures.

Books Recommended:

1. Gomez-Meija, Luis R., DB. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998.
2. D'Cenzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001.
3. Saiyadain, Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
5. Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York.
6. Dessler, Garrey, Human Resource Management, Prentice Hall of India.
7. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
8. Chhabra T.N., Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd. New Delhi

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Paper II - Marketing Management

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Introduction: Nature and scope of Marketing, Importance of marketing, Marketing Product Planning: Process of Product planning and Development, Product Differentiation, Brand and Trade Marks, Packaging, Labeling, Product line Policy. Product life cycle.

Unit-II

Marketing Research: Meaning of Market Research, Nature and importance of Marketing Research, Area of Marketing Research. Techniques of Marketing Research.

Planning Outlets: Various channels for Consumer and Business goods, selection of the Channels of distribution.

Unit-III

Pricing Strategy: Factors to be considered in pricing, pricing objectives and strategies.

Planning Market and Sales: Uses of sales forecast, Methods of sales forecast, Market segmentation. Planning sales territories establishing sales Quotas. Assigning sales territories.

Unit-IV

Sales Promotion Mix: Determining the sales promotion programme, personal selling, selling process qualities of a salesman. Advertising, public relations.

Marketing Organization: Basis of Divisionalistic.

Unit-V

Control of marketing Operations: Need for control, phase of Control, Techniques of controlling (Budgeting, Sales analysis Distribution cost accounting and analysis).

Books Recommended:

1. Still, Condifand Govani : Fundamental of Modern Marketing.
2. Kotler, Philip: Marketing Management-Analysis, Planning and Control
3. Stanton, W. I. : Fundamentals of Marketing.
4. Davar, R.S.: Modern Marketing Management.
5. Johnson, L.K.: Sales and Marketing Management.
6. Neelamegiam, S. (Ed.): Marketing Management and the Indian Economy.
7. Srivastava, P. Kumar: Marketing in India.
8. Phelps, D.M. and Westing, J.H. : Marketing Management.
9. Ghandi, J.c. : Marketing: A Management Approach Stand, T.A.and Taylor, D.A: A, Management Approach of Marketing.



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OPTIONAL PAPERS
(Any three of the following)
Paper I - Management Of Public Enterprises

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Concept of Public Enterprises: The Role of public enterprises under different economic systems. Social and economic benefits of public enterprises. Patterns of public enterprise - Public Corporations. Government Companies, Quasi corporation, Departmental undertakings, Control Boards, Commodity Boards. Joint Sector undertaking. Denationalization of Public enterprises, Quasi Organization.

Unit-II

Financial Administration, compensation, Sources of finance, debt equity ratio, state of capitalization. Evaluation and the criteria of efficiency.

Unit-III

Personnel Administration: Labour Relations, Joint Consultative Committees and collective bargaining, workers participation in management, wage and salary administration as compared to private sector undertaking, development of Regular management cadre.

Unit-IV

Public Accountability-Parliamentary and Presidential and ministerial control; government directives and informal contracts, autonomy of public enterprise in theory and practice.


Unit-V

Critical appraisal of working of public enterprise in India Organizational structure and management of (i) Railway board.

Books Recommended:

1. V.V. Ramanandham: Nature of Public Enterprises.
2. Khera, S.: Government in Business.
3. Om Prakash: Theory and working of State Corporation.
4. Gupta K.R. : Issues in Public Enterprises in India.
5. Ramanandharn V. V.: Control of public Enterprises.
6. Chanda. A.: Indian Administration.
7. Krishna Menon Committee: Report on State Undertaking (Nov. 59)

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Paper II - Management of Co-Operative Institutions

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Principles of Co-operation, types of co-operatives. Present position, Problems and suggestion, present trends.

Unit-II

Organizations structure, General body, Boards of Directors, Executive Committees, Chief Executive.

Unit-III

Co-operative leadership, Co-operative Democracy, co-operative education - Member education.

Unit-IV

Management of Co-operative banks, marketing societies. Agriculture credit societies and marketing societies.

Unit-V

Role of registrar of Cooperative societies, societies in Co-operative movement, public relations in Co-operatives.

Recommended Books:

1. Stephenson: Management of Co-operative societies.
2. Guy Hauter: Studies in Management.
3. L.L.O Co-operative organizations.
4. B.S. Math: Co-operation in India.
5. M.C. Khandelwal: Co-operative Audit X-rayed.



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Paper III - Industrial Relations & Social Security

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Concept of Industrial relations, Workers participation in management, Labour administration in Tripartite machinery.

Unit-II

I.L.O - its organization and impact on labour legislation In India.

Unit-III

Law relating to: (i) Trade Unions (ii) Industrial disputes.

Unit-IV

Social security concept, Social insurance and Social assistance, Social security in India.


Unit-V

Law relating to social security: (i) Employees' State Insurance (ii) Provident Fund and Pensions.

Books Recommended:

1. C.S. Venkatesh Ratnam (2001), Industrial Relations: Text and Cases Oxford University Press Delhi.
2. Singh B.P. and T.N. Chhabra, Personnel Management & Industrial Relations. Dhanpat Rai and Pvt. Ltd. Delhi, 2000.
3. Dwivedi. R.S., Managing Human Resources: Industrial Relations in Indian Enterprises. Gaigotia Publishing Company, New Delhi 2000.
4. Paul Edwards (Ed) (1997), Labour Adjudication in India. I.L.O New Delhi.
5. Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi.
6. Verma. Promod, Management of Industrial Relations, New Delhi, Oxford & IBH.1990.

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Paper IV - Financial Management

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Perspective of Finance: Finance function, Meaning, scope and objectives of Financial Management.

Unit-II

Cost of Capital: Need and Importance of measuring of cost of capital, various, measurement of cost of various components of capital.

Unit-III

Financing decisions: Key Decisions in capital structure, type of issues, selection of security mix, income and control, operating and financial leverages.

Unit-IV

Financial Institutions, EXIM Bank, RFC, Bonus Shares. Right Shares.

Unit-V

Working capital management determinants of working capital, management of inventories, receivables and cash.

Books Recommended:

1. Howard and Upton: Introduction to business Finance.
2. Johnson, R. W.: Financial Management.
3. Van Hoanoi : Financial Management &
4. 'Wertonc & Bringham : Managerial Finance.
5. Hampton: Financial Decision Marketing.
6. Khan and Jain: Financial Management.
7. Pandey, Lvl. : Financial Management.
8. Kuchhal, S.C. : Financial Management.



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Paper V- Material Management

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Connectional: Role and Importance of Materials Management, Scope and functions, Material cycle.

Unit-II

Purchase function : Make or buy decision, purchase procedure, factors affecting purchase organization centralised versus decentralized purchasing, purchases practices.

Unit-III

Inventory Management: Inventory classification Inventory control level, safety stock level, Peak and slack level, ABC Analysis of Inventory.

Unit-IV

Stores Management: Functions, Principles of strings, stores classification, coding and identification, receiving procedure, storing Issuing materials, stores record, physical verification of materials.

Unit-V

Materials handling: Objective, Principles, Types and classification of materials handling equipment, selection of materials handling equipments, Relationship with flow of materials and plant layout.

Books Recommended:

1. Lee and Deiber (ed.) Purchasing and Materials Management.
2. Alijan: Purchasing Handbook.
3. England and Leenders : Purchasing and Material Management.
4. Dean S. Ammer : Material Management.
5. Lamer and Donald: Purchasing and Materials Management.
6. R. Gopalkrishan and Sundersan : Integrated Material Management.
7. H.H. Westidng, LV. Fineen and G.J. Zone: Purchasing Management.
8. S.K. Dutta : Material Management.



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Paper VI - Marketing Research

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Definition and Nature. Purpose and Importance of Marketing Research, Limitations of Marketing Research.

Unit-II

Applications of Marketing Research, Basic Methods (Survey, Observation, Experiment).

Unit-III

Motivational Research, Advertising Research. New Product Research. Planning the General procedure.

Unit-IV

Questionnaire designing, collection of data-tabulation of data.

Unit-V

Analysis of data, Interpretation and Report writing.

Books Recommended:

1. Brown L.C Marketing and Distribution Research.
2. Grisp, R.D. Marketing Research.
3. Delens, A. H.R.: Principles of Market Research.
4. Boyd, Westfall & Starch: Market Research.
5. Kulkarni, Pradhan, Patil : Modern Marketing Research.



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Paper VII - Advertising Management

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Meaning and Role of Advertising, Marketing Process and Advertising, Types of Advertising

Unit-II

Organisation of Advertising department, functions and importance of advertising department.

Unit-III

Advertising Media- types of media, planning media mix for campaign, advertising strategy, advertising copy, copy formulation.

Unit-IV

Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research process, Survey tools, sources of data.

Unit-V

Advertising ethics, Laws affecting advertising in India. Advertising agencies role and functions.

Books Recommended:

1. S.A. Chunawalla and K.C. Sethia: Foundations of Advertising Theory and Practice (Himalaya Publishing House, Bombay)
2. B.M. Ahuja: Advertising (Subject Publications, New Delhi)
3. R.S. Rathore : Advertising Management (Himalaya Publishing House, Bombay)
4. M.N. Mishra : Sales Promotion and Advertising Management (Himalaya Publishing House, Bombay)
5. Aaker, Batra and Mayers : Advertising Management (Prentice-hall of India Pvt. Ltd., New Delhi, India)
6. Dirksch, Kroeger and Nicosia: Advertising- Principal, Problems and Cases (D.B. Taraporevala Sons & Co. Pvt. Ltd Bombay)



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Paper VIII - Tourism Management

Time : 3 hours.

Min. Marks : 36

Max. Marks : 100

Unit-I

Tourism and social cultural correlations, objectives of tourism, role of tourism in socio-economic development. Tourism and Transport linkage. Tourism Marketing.

Unit-II

Tourism and International organizations World travel and Tourism Council - Objectives and Functions.

Unit-III

Role of Indian Tourism Development Corporation. Problems and Prospects of Tourism Industry in India.

Unit-IV

Importance of Tourism in Rajasthan. Important Tourist Places in Rajasthan. Tourist Facilities, Role organization and progress of RTDC.

Unit-V

Role of state in promoting Tourism in Rajasthan. Shortcomings of Tourism and Hotel Management in Rajasthan.

Recommended Books:

1. Ratandeeep Singh: Infrastructure of Tourism in India, New Delhi: Kanishka Publishers, 1996
2. A.J Burek: The Management of Tourism, London: Heinemann
3. RTDC: Annual Reports.
4. ITDC : Annual Reports.



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