



MOHANLAL SUKHADIA UNIVERSITY: UDAIPUR

MASTER OF COMMERCE (BUSINESS ADMINISTRATION)

- 1. Duration of the Course:** The Master of Commerce (Business Administration) course will be of four-semester duration to be conducted in two years. Each semester will be of approximately six months (minimum 90 working days in a semester) duration.
- 2. Eligibility:** Candidates seeking admission to the first semester of Master of Commerce must have B.Com or equivalent degree with 48% marks.
- 3. Admission:** Admission will be made on the basis of the merit.
- 4. Course structure:**

I Semester

S. No.	Paper Code	Paper Name	Maximum Marks		
			Ext.	Int.	Total
1	101	Management Concepts	75	25	100
2	102	Personnel Management	75	25	100
3	103	Marketing Management & Research	75	25	100
4	104	Management Information System	75	25	100
5	105	Labour Welfare & Industrial Relations	75	25	100
6	106	Survey Assignment	75	25	100
		Total	450	150	600

II Semester

S. No.	Paper Code	Paper Name			
1	201	Business Economic Environment	75	25	100
2	202	Organizational Behaviour	75	25	100
3	203	Retail Management	75	25	100
4	204	Management of Small & Medium Enterprises	75	25	100
5	205	Labour Legislation in India	75	25	100

6	206	Presentation Skills (Practical)	75	25	100
		Total	450	150	600

III Semester

S. No.	Paper Code	Paper Name			
1	301	Research Methods & Statistics	75	25	100
2	302	Human Resource Management	75	25	100
3	303	Rural and Service Marketing	75	25	100
4	304	Business Laws	75	25	100
5	305	Management of Public Enterprises	75	25	100
6	306	Complied Project Report on Five Industries	75	25	100
		Total	450	150	600

IV Semester

S. No.	Paper Code	Paper Name			
1	401	Strategic Management	75	25	100
2	402	Organization Development	75	25	100
3	403	Entrepreneurship	75	25	100
4	404	Business Ethics	75	25	100
5	405	Tourism Management	75	25	100
6	406	VIVA	100	00	100
			450	150	600

Note: 1. In case of non-collegiate candidates the maximum marks of the question paper shall be 100, and marks obtained shall be raised proportionately.

2. Comprehensive Viva-Voce shall be conducted by a panel of examiner consisting of Sr. Most Professor, HOD, Supervisor and External Expert.

5. Method of Teaching: Classroom instructions as per lectures scheduled/ announced at the beginning of the each semester.

6. Attendance: Regular attendance of the student is an important factor in the semester system. No candidate can be allowed to appear in the Semester Examination as a regular student unless he/she has attended the course regularly as per University rules.

6.1 Minimum 75% attendance is compulsory for all students for every course in theory, laboratory and seminar for appearing in examination. Hence attendance is

compulsory and will be monitored in the semester and students will be informed of the status of attendance at the end of every month and end of semester.

6.2 For students participating in Sports/Cultural event/NCC camps during a particular semester the maximum number of days of absence shall not exceed 8 days. Any waiver in this context shall be on the recommendation of the Dean – Students Welfare and the student will be required to apply in advance for the leave to the Head/Course Director.

7. Examination scheme:

7.1 University shall conduct examinations only after completion of instructions as per course structure of each semester. External examination may be conducted on consecutive working days without any gap.

7.2 Each theory paper shall be of 100 marks (75 marks for written examination of 3 hrs duration and 25 marks for internal assessment).

7.3 The question paper shall consist three parts. Part-A will contain ten short answer type questions for which answer must be provided within 20 words for each. Part-B will consist five questions (which requires answers in maximum 250 words for each) selecting one from each unit with internal choice. Part-C will consist of four long answer type questions (maximum 500 words each) out of which candidates will be required to answer any two questions.

8. Internal evaluation scheme to award internal marks: 20 maximum marks for each theory paper will be awarded on the basis of the performance in the two written test (internal) conducted by the Department of ten marks each and 5 maximum marks for each paper will be awarded on the basis of seminar/presentation/assignment.

9. Minimum passing marks and criteria for promotion to next higher semester

- 9.1 The minimum marks for passing a semester shall be 36% in each paper.
- 9.2 A candidate would be promoted to the next semester if he/she has secured at least 36% marks in minimum four papers prescribed in one semester. Such candidate shall be required to appear in papers in which he/she secured less than 36% marks alongwith the next examination of the semester.
- 9.3 In case of the result of a particular semester is not declared by the university, before the starting of the next higher semester, the students who have appeared in all the papers in the semester will be allowed to attend the classes of the next higher semester at their own risk. Candidates who are not later found eligible to be promoted to the next higher semester will have to leave that semester.
10. **Calculators:** The candidates shall be permitted to use non-programmable scientific calculators in examinations.
11. **Result:** At the end of final examination, the candidate's eligible for the award of M.Com (Business Administration) Degree shall be classified on the basis of the marks obtained in the first, second, third and fourth semester examination taken together, as follows:
- (a) **First Division:** 60% or more marks.
 - (b) **Second Division:** 48% or more but less than 60% marks.
 - (c) **Third Division:** 36% or more make but less than 48% marks.

A candidate must pass the M.Com examination within three years from the initial admission to the first semester of the course.

Note: Since M.Com (Business Administration) is a Masters course, all other rules of examinations will be that applicable to PG courses of the University.

Paper Code: 101 Management Concepts

- Unit – I Management – basic concepts, development of management thought, functions of management
- Unit – II MBO – concepts, nature, process, benefits, weakness and recommendations
- Unit – III Management decision making and problem solving, committees, advantage, disadvantages, misuses and suggestion for effective committee decision making
- Unit – IV Organization structures in global era, latest trends and practices of management in India
- Unit – V Influence of International Management Practices on India – Western thoughts V/S eastern thoughts

Books recommended:

- Management- Koontz and Weirich, Tata Mc Graw
- Management - Stoner, Gilbert et al
- Principles of Management- B.P Singh, TN Chabra
- OB- Fred Luthans
- Principles of Management- P C Tripathi

Paper Code: 102 Personnel Management

Unit – I	Personnel Management – Concepts, roles and functions importance and scope of personnel management in India
Unit – II	Manpower planning, personnel policies and procurement of personnel, discipline
Unit – III	Promotion, demotion, job enrichment and job enlargement
Unit – IV	Safety health and employees service programs grievance, records and research
Unit – V	Participatory Management techniques and interpersonal relations.

Books recommended:

- P.C.Tripathi- Personnel Management.
- Memoria & Dashora- Sevivarigia Prabandh.
- E.B.Fillppo-Principles of Personnel Management.
- C.B.Memoria-Personnel Management (Himalaya).
- K. Ashwathappa-Human Resource Management.

Paper Code: 103 Marketing Management & Research

Unit – I	Marketing Management – Meaning functions, concepts and importance
Unit – II	Marketing Environment – Meaning, importance components, Micro and Macro – environment, Consumer Behaviour – concept, importance and buying motives
Unit – III	Marketing Research: Definition, nature, scope, importance and steps in Marketing Research
Unit – IV	Marketing Research- Design, tools & techniques
Unit – V	Areas of application of Marketing Research and Marketing Research in India.

Books recommended:

- Philip Kotler- Marketing Management.
- William J.Stanton-Fundamentals of Marketing.
- J.C.Gandhi-Marketing Management.
- P.K.Srivastava-Marketing Research.
- P.K.Srivastava-Marketing Management.
- Richard D.Crisp-Marketing Research

Paper Code: 104 Management Information System

Unit – I	Management Information System: Meaning, need, importance, objective and role of Management Information System
Unit – II	Decision Support System, Executive Information System, decision making and modern communication methods
Unit – III	Trends and terminologies in IT and IT applications
Unit – IV	System development for MIS – Types of systems, factors affecting choice of system in MIS, Integration of organization system & information system
Unit – V	Internet and Intranet: Components, uses and importance of managing of Data Processing System in Business

Books recommended:

- Robert, G.Murdick, Joel E.Ross and James RClugett-Information system for Modern Management.
- Jerome Kanter-Managing with Information System.
- Peter Dyson-Internet/Intranet Bible.
- K.K. Bajaj and Debjani Nag-“Electronic Commerce”.
- Jawadekar, W.S-Management Information System.
- D P Goyal- Management Information System.

Paper Code 105 Labour Welfare & Industrial Relations

- Unit – I Trade Unions in India, Obstacles in their growth, Industrial disputes, India – Their casues Machinery for prevention settlement of disputes (Voluntary and statutory)
- Unit – II Collective Bargaining – Benefits: Process Types of negotiating procedures, collectives bargaining in India, Workers participation in management.
- Unit – III Objectives & Scope of social security, social assistance and social insurance growth and development of social security in India.
- Unit – IV Labour welfare, objectives scopes, agencies, welfare work done and its evaluation, labour administration central and state bodies, Indian constitution and labour policy.
- Unit – V I.L.O. Constitution functions, objectives, important conventions and recommendations.

Books Recommended:

- C.B. Mamoria: Principles and Practice social security housing of Industrial Workers and its problems – Housing Schemes undertaken by Govt. of India Labour Administration.
- K.N. Vaid: Labour Welfare in India.
- Govt. of India: Report of the Labour Welfare Committee, 1969
- Report of the National Commission on Labour, 1969.
- Mamoria and Dashora: Bhartiya Sharma Smasyaen.
- A.S. Mathur : Labour Policy and Industrial Relation in India.
- S.S. Pant: Indian Labour Problems.
- I.N. Monga: Reading in Indian Labour and Social Welfare.

Paper Code 106 Survey Assignment

Paper Code 201 Business & Economic Environment

- Unit – I Environment of Business, Impact of Socio-cultural values, Business ethics & Mortality, Social responsibilities of business.
- Unit – II World Trade Organization: Brief introduction of its organization and working, Important Multilateral Trade Agreements and India viz. GATT-1994, AOA, Agreements of TRIPS, TRIMS, SPS measures & GATS.
- Unit – III Economic Infrastructure (Transport, Communications, Water, Power), Basic Concepts of Public-Private Partnerships, Build-own-Operate and Transfer Schemes, Autonomous Regulatory Authorities.
- Unit – IV Economic Environment – Liberalization of Indian Economy, Features, Recent Trends and Impact on Trade Industry and Agriculture, Economic Globalization, Regional Trade Agreements & SAFTA.
- Unit – V Foreign Direct Investment: Concept, progress and impact, Multinational corporations, concepts and role in Indian Economy.

Books Recommended:

- Francis Cherulinam: Business & Govt. (Himalaya)
- Bowen, Howard R.: Social Responsibilities of Business (Harper & Brother, New York, 1953)
- Clark, J.M. : Social Control of Business (New York MC Graw Hill, 1953).
- Committee for Economic Development: Social Responsibilities of Business Corporation (New York, C.E.D.)
- Heald Morrel: The Social Responsibilities of Business & Community.
- Ozbekhan Hasan & Gane E. Teberteed.: Business Government, R.I. Institute of Management Service.
- Stoner George: A case in Business & Society (New York, Random House, 1975).
- Reports of the Monoply Inquiry Commission, Report of Dutia Licensing Committee.
- M. Adhikarey: Economic Environment of Businesses
- Rogene A. Bhvhols: Business Environment and Public Policy (Prentce Hall, 1982).
- B. Ghosh: Economic Environment of Business, Vikas Publishing House Pvt. Ltd. New Delhi

Paper Code: 202 Organizational Behaviour

Unit – I	Organizational Behaviour: Concepts and determinants (Individual, Group & Organization)
Unit – II	Understanding Individual behavior – Personality, perception and attitudes
Unit – III	Group Dynamics and Transactional Analysis
Unit – IV	Motivation and Morale: Concepts, theories and techniques
Unit – V	Leadership: Concepts, theories & Styles

Books recommended:

- Fred luthans-Organisational Behaviour
- Robbins- Organizational Behaviour
- Keith Davis- Human Behaviour at Work
- Hersey, Blanchard- Management of Organizational Behaviors
- B P Singh & T N Chabra- Organizational theory & Behaviour.

Paper Code: 203 Retail Management

Unit – I	Retailing: Indian & Global overview, introduction & concept of retailing, development and growth of retailing Mall Management: Introduction
Unit – II	Retailer's Consumer & Customer Retail Institution – An introduction & various types of Retail formats Tenant Mix – Concept & Introduction
Unit – III	Retail Mix – Introduction, concept & relevance and its importance Retail promotion- Concept, importance & elements Maintenance Management in Mall
Unit – IV	Retail Communication Mix – Various Elements, Importance & Integration of miscellaneous elements. Multi – channel retailing – concepts & importance
Unit – V	Retail location & site selection Retail Market Strategy and retail product strategy.

Books recommended:

- Retail Management: Swapnapradhan
- Retail Management: Michael Levy
- Retail Management-A Strategic Approach: Berman & Evans

Paper Code 204 Management of Small Enterprises

- Unit – I Environment of Small Scale Industry. The Entrepreneur, Selection and Establishment of a Small Scale Unit, Preparation of a Feasibility report.
- Unit – II Growth Centres of small scales units. Role of Government Agencies – DIC, SFES, Incentives and Subsidies by State and Central Government.
- Unit – III Procuring initial capital & credit, location and procurements of land/shed, purchase of plant & provision of other physical facilities, layout, incentives for establishing small scale industry.
- Unit – IV Staffing, Procuring raw materials, problems of marketing, problems of small scale ancillary units, small scale industries & government purchases.
- Unit – V Working capital problems and managing a cash, credit limit, securing assistance from SISIC Common facility & equality, making centres, management & control of business operation, export promotion through small scale sector.

Books Recommended:

- Ram K. Vepa: Small Industries in the Seventies.
- Dan Steninwoff: Small Business Management Fundamentals
- Administrative Reforms Commission, Report on Small Scale Sector
- Ashok Mehta: Committee Report on the working of Khadi and Village Industries Commission (1968).
- R.R. Khan: Management of Small Scale Industries.
- Vasant Desai: Organization & Management of Small Industries.
- Stanley and Modsa: Modern Small Scale Industry for Developing Countries.
- Eeian A. Woetmen: Successful Small Business Management.
- Dhar & Lydall: The Role of Small Enterprises in Indian Economic Development.
- Ram K. Vepa: Small Industries in Japan.
- K.C. Tyenger: The Philosophy of Small Scale Industrial Management

Paper Code 205 Labour Legislation In India

Unit – I	Industrial Dispute Act 1947, Workman Compensation act Act 1923
Unit – II	Trade Union Act 1926 Payment of Bonus Act 1965
Unit – III	The Payment of Wages Act 1936 Minimum Wages Act
Unit – IV	The Employee Provident Fund Act, 1952 The Apprentice Act 1961
Unit – V	The Employee State Insurance Act, The Maternity Benefit Act 1961

Books Recommended:

- N D Kapoor-Business Laws.
- P L Malik-Handbook of Industrial Law.
- O P Malhotra-The Law of Industrial Disputes.
- Avtar Singh –Labour Laws.
- C B Mamoria-Labour Laws.

Paper Code 206 Presentation Skills (Practical)

Paper Code: 301 Research Methods & Statistics

Unit – I	Meaning, scope, types, process and importance of Research, Research Design – research problem & hypothesis
Unit – II	Sampling techniques, sources of data and report writing
Unit – III	Tools and techniques – Measures of Central tendency and dispersion.
Unit – IV	Co-relation, Regression
Unit – V	Chi-square, ANOVA

Books recommended:

- K R Sharma -Research Methodology
- C R Kothari-Research Methodology
- S P Gupta- Statistics
- B N Gupta -Statistics
- D N Elhance -Statistics
- Hair, Black et al-Research Methods & Data Analysis.

Paper Code: 302 Human Resource Management

Unit – I	Human Resource Management – Meaning, concepts and importance, scope, roles and functions
Unit – II	Human Resource Forecasting, job analysis and job design
Unit – III	Resume Preparation, Recruitment, selection and interview methods and process.
Unit – IV	Performance Appraisal Methods and their merits & demerits
Unit – V	Work culture and Quality of Life

Books Recommended:

- Garry Dessler-Human Resource Management.
- T N Chabra- Human Resource Management.
- David & Robbins- Human Resource Management.
- K. Aswathappa- Human Resource Management.
- R S Dwivedi- Managing Human Resource.
- Dowling et al-International HRM.

Paper Code 303 Rural Marketing & Service Marketing

- Unit – I Understanding the Rural Market Environment.
Profile of Urban/Rural Markets and Customers.
Problems in Rural Retailing.
- Unit – II Rural Marketing Research, Marketing Information System.
Product & Services for Rural India.
Channel of Distribution & Trade Management in Rural India.
- Unit – III New product launch techniques in Rural Market.
Advertising/Sales promotion strategies for rural retailing.
Future of Rural retailing in India.
- Unit – IV Service Marketing: Introduction concepts The nature of services: Service Industries,
categories of service misc. characteristics of services.
Marketing strategies for service firms.
- Unit – V Managing Service quality: Introduction, customer expectation best practices for
service – quality management. Managing Service Brands; Managing Product
Support Services.

Books recommended:

The Rural Marketing: Pradeep Kashyap & Siddhart Raut, Biztantra Publication

Paper Code 304 Business Law

Unit – I	Right to information Act, 2005
Unit – II	Weight & Measurement Act, 2008
Unit – III	SEBI Act 1992 Export – Import Documentation
Unit – IV	Patent Act 1970, Introduction to World Trade organization.
Unit – V	Competition Act, 2002 Introduction to Human Rights

Books recommended:

- Bare Acts.

Paper Code 305 Management of Public Enterprises

- Unit – I Evolution and growth of Public Enterprises in India. Role of Public Enterprises under different types of economic systems.
- Unit – II Social and Economic Objectives of Public Enterprises, Scope & Rationale of Public Sector in India.
- Unit – III Pattern, Organization & Management of Public Sector.
- Unit – IV Control of State Monopolies and State Trading Regulation & Control of Public Sector Enterprises, Public Accounts, Committee, Parliamentary Apparatus, Boards, Bureau of Public Enterprises etc.
- Unit – V Problems facing Public Sector in India – Financial, Marketing Technological, Material & Human, Labour Management Relations in Public Sector.

Books Recommended:

- S.S. Khera: Govt. in Business
- O.P. Kaushal: Management, Organization & Control in Public Enterprises.
- M.N. Mallya: Public Enterprises in India
- T. Ramaswami: Public Enterprises in India
- Bureau of Public Enterprises (New Delhi): A handbook of Public Enterprises.
- Om Prakash: Theory & Working of State Corporation
- Laxmi Narain: Public Enterprises in India.
- V. Ramanadham: Structure of Public Enterprises in India.
- V. Ramanandham: Control of Public Enterprises in India.

Paper Code 306 Complied Project Report on Five Industries

Paper Code 401 Strategic Management

- Unit – I Concepts of strategy and strategic Management, Strategic Decision Making, Process of Strategic Management, Mission and Purpose of Strategic Management, Mission and purpose, Business Definition and objectives. Impact of Socio-cultural values, Business ethics & Mortality, Social responsibilities of business.
- Unit – II Environment Appraisal: Components of Environmental analysis, Diagnosis of the Environment.
Internal Analysis and Diagnosis: Internal Factors to be analyzed, Analysis of Strengths and weaknesses.
- Unit – III Strategic Alternatives: Strategic Alternatives, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, knowledge Management Strategies.
- Unit – IV Strategic Choice: Process of Strategic Choice, Corporate Portfolio Analysis, Contingency Strategies, Choosing Internal Strategies.
- Unit – V Implementation: Resource allocation, Organizational Considerations, Functional Plans and Behavioral Considerations.

Books Recommended:

- Glueck & Jauch- Business Policy and Strategic Management
- William F. Glueck- Business Policy & Strategic Management Tata McGraw.
- Ansoff- J.I. Corporate Strategy, McGraw
- U.I. Khan- Business Policy
- Azhar Kazmi- Business Policy
- Mc Carthy et.al.- Business Policy & Strategy, Irwin

Paper Code: 402 Organizational Development

Unit – I	Organizational Development – Concepts, process, advantages and components
Unit – II	Assumptions and Values
Unit – III	Organizational diagnosis and methods
Unit – IV	Resistance to change and managing change. Role of change agent
Unit – V	Organizational Developments interventions – Methods and techniques

Books Recommended:

- French & Bell-Organization Development.
- Abad Ahmed-Developing effective organization
- T V Rao, Uday Pareek & D M Pestonjee-Behavioral Processes in organizations.
- Harvey & Brown- An experimental Approach to OD.
- French, Zawacki & Bell-Organization Development.

Paper Code 403 Entrepreneurship

- Unit – I Entrepreneurship development in India: Emergence of Entrepreneurial Class in India. Environmental factors affecting Entrepreneurship: Entrepreneurship Development programmes. Objectives, Phase of ED. Evaluation of EDP. Problems faced by EDP.
- Unit – II Project identification & formulation, criteria for selecting a particular project, scanning of business environment & identifying projects, steps in project formulation, project evaluation.
- Unit – III Preparation of project report significance, contents, formulation of project formulation, project evaluation.
- Unit – IV Function of Enterprise, need for financial planning sources of finance Institutional Finance to Entrepreneur
- Unit – V Internal and External sources of capital structure of an enterprise, Institutional support to entrepreneurs, needs, support institutions National Small Industry Corporations Limited (NSIC), Small Scale Industry Board (SSIB()). Small Industry Development Organization (SIDCO).

Books Recommended:

- Vasant Desai.” Dynamics of Entrepreneurial Development & Management”, HPH, Mumbai, 2002
- S.M. Khanka, “Entrepreneurial Development, S. Chand & Sons”, New Delhi Edition 2000.
- C.B. Gupta, S.S. Khapka, “Entrepreneurial and Small Business Management” Development” S. Chand & Sons.
- S.S. Thanka, “Entrepreneursial Development” S. Chand & Sons.

Paper Code: 404 Business Ethics

- Unit – I Business Ethics – Meaning, need, objectives, importance and components
- Unit – II Human Values and ethics, individual society and system, codes of ethics/ conduct in profession
- Unit – III Corporate Social Responsibility – Meaning, need, types and methods of CSR in India – (Comparative Study of three public sectors and three private sector enterprises)
- Unit – IV Indian Ethos and influence on Management – Learning from Mahabharat and Ramayan
- Unit – V Indian Thinkers – Swami Vivekanand, Mahatma Gandhi, JRD Tata,

Books Recommended:

- Arun Monappa & Marukh Engineer-Liberalization & HRM.
- John Story-Preparing for 21st Century.
- R Jatana & Crowther-Corporate Social Responsibility vol.1, 2, 3.
- A Venkateswara Rao- Indian Ethos & Man Management.
- Autobiography & Lifeskecthes of Indian Thinkers.
- S K Bhatia-Business Ethics.
- Chakraborty & Chakraborty –Human Values & Ethics.

Paper Code 405 Tourism Management

- Unit – I Tourism: Meaning Definition, Tourism Industry in India and Typologies of Tourism.
- Unit – II Emerging Concepts of Tourism: Ecotourism, Rural Tourism, Medical Tours, Greet Tourism Countrywide Tourism and their merits /demerits.
- Unit – III Travel Organizations – WTO, WTTC, TAAI, FHRAI, DOT (Central & State)
- Unit – IV Hotel Management – Meaning, Definition & features of Hotel Management. Classification of Hotels & Hotel Organization.
- Unit – V Functions of Hotel Management and problems and prospects of Hotel Management in India.

Books Recommended:

- K K Kamra- Principles of Tourism.
- Mill & Morrison- Tourism System.
- P N Seth- Successful Tourism Industry.
- Gee et al.-Travel Industry.
- Raghubalan & Raghubalan-Hotel Housekeeping.
- J M S Negi- Professional Hotel Management.

Paper Code 406 VIVA

