

**M. COM. (FINAL)**  
**BUSINESS ADMINISTRATION**

**Note:** Each paper will be of 100 Marks, and of 3 Hours duration and Min. Pass marks will be as per university norms.

**Compulsory Paper**

**PAPER-2.1: STRATEGIC MANAGEMENT**

Optional Papers (Any two groups of two papers)

**Group 'A': Institutional Area**

Paper-2.2: Management of Public Enterprises

Paper-2.3: Management of Small Enterprises

**Group 'B': Marketing Area**

Paper-2.4: Sales & Advertising Management

Paper-2.5: Marketing Research

**Group 'C': Human Area**

Paper-2.6: Labour Legislation in India

Paper-2.7: Labour Welfare & Industrial Relations

**PAPER-2.1**  
**STRATEGIC MANAGEMENT**  
**(Compulsory Paper)**

**Unit – I**

Concept of strategy and Strategic Management, Strategic Decision Making, Process of Strategic Management, Mission and Purpose, Business Definition and Objectives.

**Unit – II**

Environment Appraisal: Components of environmental analysis, Diagnosis of the environment.

Internal Analysis and Diagnosis: Internal Factors to be analyzed, Diagnosis and 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 international strategies.

**Unit – V**

Implementation: Resources allocation, Organisational considerations, Functional plans and Behaviour considerations.

**Suggested Readings**

1. Ansoff, J.I. Corporate Strategy, McGraw.
2. Chatterjee, S.S.: Principles of Management.
3. Glueck and Jauch: Business Policy and Strategic Management.
4. Kazmi, Azhar: Business Policy.
5. Khan, U.I. Business Policy.
6. Luthans Fred: Organisational Behaviour.
7. Mc Carthy *et al.* Business Policy & Strategy, Irwin.
8. Newman and Summer: Process Management.
9. William F. Glueck: Business Policy and Strategic Management, Tata McGraw.
10. Sharma, B.P., Shrimali, Vijay, Jain, Rajeev: व्यूह रचनात्मक प्रबन्ध.

**(Optional any two groups form A, B, or C)**

**GROUP 'A' : INSTITUTIONAL AREA**

**PAPER-2.2: 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 and Rationale of public sector in India.

**Unit – III**

Pattern, Organisation and Management of Public Sector.

**Unit – IV**

Control of state monopolies and State trading regulation and control of public sector enterprises, Public account, Committee, Parliamentary apparatus, Boards, Bureau of Public Enterprises etc.

**Unit – V**

Problems facing public sector in India: Financial, Marketing, Technological, Material and Human, Labour Management Relations in Public Sector.

**Suggested Readings**

1. Bureau of Public Enterprises (New Delhi): A handbook of Public Enterprises.
2. Khera, S.S.: Govt. of Business.
3. Kaushal, O.P.: Management, Organisation and Control in Public Enterprises.
4. Laxmi Narain: Public Enterprises in India.
5. Mallya, M.N.: Public Enterprises in India.
6. Om Prakash: Theory and Working of State Corporation.
7. Ramaswami, T.: Public Enterprises in India.
8. Ramanadham, V.: Control of Public Enterprises in India.
9. Ramanadham, V.: Structure of Public Enterprises in India.

## **GROUP 'A' : INSTITUTIONAL AREA**

### **PAPER-2.3: 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 scale units, Role of Government Agencies, DIC, SFES, Incentives and Subsidies by State and Central Government.

#### **Unit – III**

Procuring initial capital and credit, location and procurements of land/shed, purchase of plant and 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 and government purchases.

#### **Unit – V**

Working capital problems and managing cash credit limit, Securing assistance from SISIC Common facility and equality, Making centres, Management and control of business operation, Export promotion through small scale sector.

#### **Suggested Readings**

1. Administrative Reforms Commission, Report on Small Scale Sector.
2. Desai, Vasant: Organisation and Management of Small Industries.
3. Dhar and Lydall: The Role of Small Enterprises in Indian Economic Development.
4. Eeian A. Woetmen: Successful Small Business Management.
5. Khan, R.R.: Management of Small Scale Industries.
6. Mehta, Ashok: Committee Report on the working of Khadi and Village Industries Commission, 1968.
7. Stanley and Modsa. Modern Small Scale Industry for Developing Countries.
8. Steninwoff, Dan: Small Business Management Fundamentals
9. Tyenger, K.C.: The Philosophy of Small Scale Industrial Management.
10. Vepa, Ram K.: Small Industries in Japan.
11. Vepa, Ram K.: Small Industries in the Seventies.

## **GROUP 'B' MARKETING AREA**

### **PAPER-2.4: SALES AND ADVERTISING MANAGEMENT**

#### **Unit – I**

**Sales Organisation:** Purpose of organisation, basic types of sales organisation structure, Sales manager qualities and functions.

#### **Unit – II**

**Sales force management:** Personnel management in the selling field, recruitment selection and training sales personnel, remuneration of sales personnel, motivation of sales personnel.

#### **Unit – III**

Sales fields and salesmen's territories, Work assignment and quotas.

#### **Unit – IV**

Advertising as management function, Role of advertising process, Consumer orientation in advertising, Objectives of advertising, Advertising department and Advertising agency.

#### **Unit – V**

Advertising appeal, Selecting the appeal, Advertising layout, Advertising copy, Creative advertising, Advertising media, Meaning, types, selection of media (factors).

#### **Suggested Readings**

1. Agrawal, J.K. and Agrawal, R.K.: Sales Management (Hindi).
2. Bhadada, B.M., Porwal, B.L.: Sales Management (Hindi), Ramesh Book Depot, Jaipur.
3. Cundiff, Still and Gowani: Sales Management, Prentice Hall of India.
4. Dashora, M.L.: Sales Manship (Hindi) (Kalyani).
5. Davar, R.S.: Salesmanship and Advertising.
6. Jain, S.C.: Vikraya Prabandh – Sales Management (Hindi), Sahitya Bhawan, Agra.
7. Srivastava, P.K.: Vipran Prabandh, Marketing Management (Hindi), Publishing House, Himalaya.

**GROUP 'B' MARKETING AREA**  
**PAPER-2.5: MARKETING RESEARCH**

**Unit – I**

Nature, Scope and Definition of Marketing Research, Market Research Need and Importance, Problems, Steps in Marketing Research.

Marketing decision, Symptoms, Problem, Decision, Intuitive decision, Recurring decision, scientific decision, Decision process, Research inputs in decision.

**Unit – II**

Research Design: Definition, Steps in research plan, exploratory research design, Descriptive research design, Diagnostic research design, and Experimental research design.

**Unit – III**

Marketing Data, Primary and Secondary Data – Questionnaire, Schedule, Classification and Tabulation of Data, Analysis and Interpretation of Data Research Report.

**Unit – IV**

Tools and Techniques of Research: Sampling-Survey and Panel Research, Observation and Experiment.

**Unit – V**

Areas of Application of Marketing Research: Product Research, Advertising Research-Qualitative and Motivational Research – Marketing Research in India.

**Suggested Readings**

1. David J. Luck, Huge: Marketing Research (Prentice Hall), G. Wales and Donal A. Taylor.
2. Doriald S. Tule and Dale Hawkings: Marketing Research Macmillan.
3. Harper W. Byod and Ralph Westfah: Marketing Research (Richard Erwin).
4. John Z. Krech: Marketing Research in the Developing Countries A Handbook (Preeger Publisher, N.Y.).
5. Kulkarni, P.V., Pradhan, Homi and Others: Modern Marketing Research, Himalaya Publishing House, Bombay.
6. Livingston, J.M.: A Management Guide to Marketing Research, Macmillan.
7. Paul E. Green and Donald S. Tull: Research for Marketing Decision.
8. Richard D. Crisp: Marketing Research (Richard Erwin).
9. Robert Ferber and Verdoon: Research Methods in Economics and Business.
10. Srivastava, P.K.: Marketing Research, Rajasthan Hindi Granth Academy, Jaipur, 2<sup>nd</sup> Ed. 1987.

**GROUP 'C' HUMAN AREA**  
**PAPER-2.6: LABOUR LEGISLATION IN INDIA**

**Unit – I**

A Critical Appraisal of the following:

The Industrial Disputes Act, 1947: Authorities: Reference of disputes to Boards, Course of tribunals strikes and lockouts, lay-off, Retrenchment and closure, unfair labour practices, penalties, The Workman's Compensation Act. 1923.

**Unit – II**

The Trade Unions Act, 1926: Registration of Trade Unions, Right and Liabilities of Registered Trade Unions, Penalties, the Bonus Act, 1965.

**Unit – III**

The Payment of Wages Act, 1936, Importance definition Provisions recording payment of wages deduction fines, Authorities and Penalties, The Employee's Provident Fund Act, 1952.

**Unit – IV**

The Industrial Employment (Standing Orders) Act, 1946 provisions regarding submission, Certification operation, Posting, Duration and Modification of standing orders penalties.

The Apprentices Act, 1961, Important definitions apprentice and their training.

**Unit – V**

The Employee's Training Insurance Act, 1948, The Maternity Benefit Act, 1961.

**Suggested Readings**

1. Chopra, D.S.: Industrial Law.
2. Kumawat: Audyogik Sanniyam (Hindi).
3. Mullic: Industrial Law.
4. Mishra, S.N.: An Introduction to Labour and Industrial Laws.
5. Saxena, Sharma and Porwal: Audyogik Sanniyam (Hindi).
6. Sen and Mitra: Industrial Law.
7. Venkat Raman, C: Industrial Relation and Law, Prentice hall.

**GROUP 'C' HUMAN AREA**  
**PAPER-2.7: LABOUR WELFARE AND INDUSTRIAL RELATIONS**

**Unit – I**

Trade Unions in India, Obstacles in their growth, Industrial disputes in India – Their causes, Machinery for prevention settlement of disputes (Voluntary and statutory).

**Unit – II**

Collective Bargaining: Benefits: How it works, Types of negotiating procedures, Collective bargaining in India, Workers participation in Management.

**Unit – III**

Objectives and Scope of social security, Social Assistance and Social Insurance growth and development of Social Security in India.

**Unit – IV**

Labour welfare, Objectives, Scope, 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 important, Conventions and Recommendations.

**Suggested Readings**

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