

DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY COLLEGE OF COMMERCE AND MANAGEMENT STUDIES
MOHANLAL SUKHADIA UNIVERSITY, UDAIPUR
(Accredited with 'A' Grade by NAAC)

Prof. Vijay Shrimali
Head

MINUTES OF THE MEETING OF COMMITTEE OF COURSES IN
BUSINESS ADMINISTRATION HELD ON 09.03.2017

A meeting of Committee of courses in Business Administration was held on 09.03.2017 at 11.30 a.m. in the Chamber of the undersigned.

The following members attended the meeting :-

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|-------------------------------|----------|
| 1. Prof. Vijay Shrimali | Convener |
| 2. Prof. Rajeshwari Narendran | Member |
| 3. Prof. B L. Verma | Member |

It was resolved that CBCS to be adopted in the department and introduce additional / skill based courses in Choice based courses in M.Com (Bus. Adm.) & MHRM in semester III & IV M.Phil. and as follows:

M.Com III Sem.: - CBC -I - Written communication.

CBC -II - Managerial behaviour and effectiveness (Syllabus enclosed)

M.Com IV Sem. CBC I Brand Management

CBC II Event Marketing

MHRM III Sem. CBC I Professional Skill development Lab.

MHRM IV CBC I Stress Management

CBC- II Advance training skills

M.Phil II Sem CBC -I Qualitative Research Methods

CONVENER

Choice paper in M Phil- Business Administration- Second Semester

SUBJECT : QUALITATIVE RESEARCH METHODS

Objectives:

To acquire knowledge and understanding demonstrate

- knowledge of the historical background and recent developments within the field of qualitative research methods
- knowledge of methodological and epistemological assumptions of qualitative research
- be able to understand differences between major methodological traditions within qualitative research
- knowledge of research ethics

Unit I Basics of Research Methods -Understanding differences in Quantitative and Qualitative research methods Overview of Mixed Methods of Research. Background and recent developments within the broad field of qualitative research methods in the social sciences

UNIT II Understanding Qualitative Research

Qualitative Research why and How to Do It, The Relevance of Qualitative Research, Limits of Quantitative Research as a Starting Point, Essential Features of Qualitative Research A Brief History of Qualitative Research & Ethics of Qualitative Research

UNIT III The Qualitative Research Process

Research as Linear Process. The Concept of Process in Grounded Theory Research
Ethnography. Ethnographic research is probably the most familiar and applicable type of qualitative method. narrative analysis, discourse analysis, grounded theory

UNIT IV Phenomenological Research Method

Concept of Phenomenology. Use and application of Phenomenology. Practical Project or a small study

UNIT V Case Study.

Case study Research Method, Use, application and relevance of Case Studies. Practical Case Research writing as a project

Books:

1. A Tale of two Cultures: Qualitative and Quantitative Research in the social sciences by Gary Goertz. James Mahoney Princeton university
2. Analyzing Qualitative Data by Alan Bryman, Robert G. Burgess
3. Qualitative and Quantitative research Methodology: exploring the Interactive Continuum by Isadore Newman, Carolyn Benz Southern Illinois University

Choice based Course in M Com Business Administration Semester III

CBC -I- SUBJECT : WRITTEN COMMUNICATION

COURSE OBJECTIVES:

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.

COURSE OUTCOMES: Learners should be able to

- i) get into the habit of writing regularly.

- ii) express themselves in different genres of writing from creative to critical to factual writing.
- iii) take part in print and online media communication.
- iv) read quite widely to acquire a style of writing, and
- v) identify their areas of strengths and weaknesses in writing

UNIT I PERSONAL COMMUNICATION

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information.

UNIT II SOCIAL COMMUNICATION

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

UNIT III WORK PLACE COMMUNICATION

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing

TOTAL: 45 PERIODS

TEXT BOOKS

1. Raymond V Lesikar, John D Pettit, and Mary E Flatty. 2009. Lesikar's Basic Business Communication. 11th ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.

REFERENCE:

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi
2. Management books Robin sharma - The greatness guide, Steven Covey - 7 Habits of Effective people, Arindham Chaudhuri - Count your chickens before they hatch, Ramadurai - TCS Story
3. Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar
4. Review: Harvard Business review
5. Reports: Deloitte, Netsis
6. Magazines: Bloomberg Businessweek, Economist

Choice based Course in M Com Business Administration Semester III CBC -2- Subject: MANAGERIAL BEHAVIOR AND EFFECTIVENESS

COURSE OBJECTIVE:

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

COURSE OUTCOME:

Students will gain knowledge about appropriate style of managerial behaviour

UNIT I DEFINING THE MANAGERIAL JOB

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour

UNIT II DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard – Feedback – Career Management – Current Practices

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation

TOTAL: 45
PERIODS

REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition, 2006
6. T V Rao, Appraising and Developing Managerial Performance, Excel Books, 2000
7. R.M. Omkar, Personality Development and Career Management, S.Chand 1st edition 2006
8. Richard L. Daft, Leadership, Cengage, 1st Indian Reprint 2008.

Choice based Course in M Com Business Administration Semester IV
CBC -I- Subject: BRAND MANAGEMENT

COURSE OBJECTIVE:

To understand the methods of managing brands and strategies for brand management

COURSE OUTCOME.

To successfully establish and sustain brands and lead to extensions

UNIT I INTRODUCTION

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands

UNIT III BRAND COMMUNICATIONS

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions

UNIT IV BRAND EXTENSION

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding challenges & opportunities

TOTAL: 45 PERIODS

TEXTBOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCES

1. Lan Baley, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Trnepoal, Branding in Asia, John Willy, 2000
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta.–Brand Management Are Books Pvt Ltd – (2009).

Choice based Course in M Com Business Administration Semester IV

CBC -2- Subject-EVENT MARKETING

COURSE OBJECTIVE:

To Understand the structure of event industry, economy, culture and trends of Market.

COURSE OUTCOME:

Applying the Concepts and practices of Marketing research on event related issues.

UNIT I INTRODUCTION

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis

UNIT II DESIGNING EVENT MARKETING

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

UNIT III PRICING STRATEGIES

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

UNIT IV EVENT PROMOTION

Campaign for sports cultural - Entertainment - Formal functions – Event advertising Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

UNIT V EVENT DELIVERY

Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.

TOTAL: 45
PERIODS

TEXTBOOKS

1. Leonard H Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002
2. Lieberman, Patricia Esgate, Pal Esgate, The Entertainment Marketing Revolution Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

REFERENCES

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Sagel, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006
3. Shannon Kilkenny, The complete guide to successful Event Planning . A guide book to producing Memorable Events, Atlantic Publishing Company
4. Judy Allen, Event Planning, Wiley India, 2007.
5. Gaur S S / Saggene S V, Event Marketing and Management, I edition Hoyle, Event Marketing-Wiley

Choice based Course in MHRM Semester III
CBC -I- SUBJECT PROFESSIONAL SKILL DEVELOPMENT LAB
COURSE OBJECTIVE:

To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities

COURSE OUTCOMES:

Learners should be able to

- I speak confidently with any speakers of English including native speakers
- II speak effortlessly in different contexts – informal and formal,
- III 'think on feet' even in difficult circumstances.
- IV hold interesting and meaningful conversations with others, including strangers, and
- V listen to others with utmost attention
- W

UNIT I PERSONAL COMMUNICATION

Day-to-day conversation with family members, neighbours, relatives, friends on various topics context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing

UNIT II SOCIAL COMMUNICATION

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V programmes, sharing jokes.

UNIT III GROUP/MASS COMMUNICATION

Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports

UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT V EMPLOYABILITY AND CORPORATE SKILLS

Interview skills – Types of interview, preparation for interview, mock interview Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities

TOTAL: 60 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES:

- Richard Denny "Communication to Win, Kogan Page India Pvt Ltd, New Delhi, 2008
- 1 "Value Education", VISION for Wisdom, Vethathin Publications Erode 2009
 - 2 Listening to/Watching great speeches such as Barack Obama MA Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

Choice based Course in MHRM Semester IV

CBC -I- SUBJECT : STRESS MANAGEMENT

COURSE OBJECTIVE: To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

COURSE OUTCOMES: Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

UNIT I UNDERSTANDING STRESS

Meaning – Symptoms – Work-Related Stress – Individual Stress – Reducing Stress – Burnout

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say No

UNIT III CRISIS MANAGEMENT

Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment

UNIT IV WORK PLACE HUMOUR

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour

UNIT V SELF DEVELOPMENT

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life

TOTAL: 45 PERIODS

REFERENCES

1. Cooper. Managing Stress. Sage, 2011
2. Waltschafer. Stress Management, Cengage Learning, 4th Edition 2009.
3. Jeff Davidson. Managing Stress. Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alasca Brucata. Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlett. Stress – Perspectives & Process. Tata McGraw Hill. 2012

Choice based Course in MHRM Semester IV

CBC -2- SUBJECT : Advanced Training and Consulting Skills

UNIT -I

Manpower Planning- a conceptual Framework, Macro and Micro Manpower Planning, Method of Measuring General and Special Abilities and Aptitude, Evaluating Transfer of Learning to the job, Linking training with Manpower Planning; Competency Mapping.

UNIT II Training Methodology

Overview of Training Methodologies, Logic and Process of Learning, Principles of Learning, Criteria for Method Selection, Skills of an Effective Trainer, Use of Audio-Visual Aids in training, Computer Aided Instruction, Distance Learning, Open Learning, E- Learning Technologies, Convergence and Multimedia Environment

Unit III Training Skills

Lecture, Talk, Discussion, Case-study, Programme Learning, algorithm, Action learning, Syndicate, Work Games, Action Maze, In Basket Exercise, Project Work, Role Play, Demonstration and Practice, Monitoring, Coaching, Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Job Rotation, Team Building, Training Needs, Training in the empirical domain, Audio Visual Techniques and use of outside consultants

UNIT IV Management of Training

Managing Training – Need Analysis, Content development, Session plans, Work Books, Learning Environment, Infrastructure, In house and Out Bound Training, Equipments for Training-Learning, Feedback and Calculations of ROI on Training

UNIT V Consulting Skills

Consulting Skills- Need, Importance, roles and responsibilities of a consultant Basics of Consulting – Market Analysis, Client Analysis, Knowing Diagnostics and Analytics for Consulting Branding

Books

1. Training for Development- Lynton and Pareek
2. Training and Development – Rao, Nair and Ram Narain
3. T & D Handbook- Carig and Robert