

# **M.Com. Business Administration**

**Semester Scheme (CBCS)**

**2017-19**

# **SYLLABUS**

**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 ((**Business Administration**)) must have B.Com or equivalent degree with minimum 48% marks.

**3. Admission:** Admission will be made on the basis of merit.

**4. Course structure:-**

S.No	Paper Code	Paper Name	Type of Course	No. of Credit	Max. Marks		
					Ext.	Int.	Total
<b>Semester – I</b>							
1	M1BAD01CT1	Management Concepts	Core	4	80	20	100
2	M1BAD02CT2	Personnel Management	Core	4	80	20	100
3	M1BAD03CT3	Marketing Management & Research	Core	4	80	20	100
4	M1BAD04CT4	Management Information System	Core	4	80	20	100
5	M1BAD05CT5	Labor Welfare & Industrial Relations	Core	4	80	20	100
6	M1BAD06CT6	Survey Assignment	Core	4	100	-	100
				<b>Total</b>	<b>500</b>	<b>100</b>	<b>600</b>
<b>Semester – II</b>							
7	M2BAD01CT7	Business & Economic Environment	Core	4	80	20	100
8	M2BAD02CT8	Organization Behavior	Core	4	80	20	100
9	M2BAD03CT9	Retail Management	Core	4	80	20	100
10	M2BAD04CT10	Management of Small & Medium Enterprise	Core	4	80	20	100
11	M2BAD05CT11	Labor Legislation in India	Core	4	80	20	100
12	M2BAD06CT12	Presentation Skills	Core	4	80	20	100
13	M2BAD07AT13	Mental Ability & Reasoning	Audit	2	80	20	100
				<b>Total</b>	<b>480</b>	<b>120</b>	<b>600</b>
<b>Semester – III</b>							
14	M3BAD01CT14	Research Methods & Statistics	Core	4	80	20	100
15	M3BAD02CT15	Human Resource Management	Core	4	80	20	100
16	M3BAD03ET16	Rural & Service Marketing	Elective	4	80	20	100
17	M3BAD04ET17	Business Laws	Elective	4	80	20	100
18	M3BAD05ET18	Management of Public Enterprises	Elective	4	80	20	100
19	M3BAD06ET19	Management Behavior & Effectiveness	Elective	4	80	20	100
20	M3BAD07ET20	Written Communication	Elective	4	80	20	100
21	M3BAD08ET21	Principle & Practices of Cooperation	Elective	4	80	20	100
22	M3BAD09ET22	Operation Management	Elective	4	80	20	100
23	M3BAD10ET23	Combined Project Report on Five Industries	Elective	4	100		100
				<b>Total</b>	<b>500</b>	<b>100</b>	<b>600</b>
		<b>Paper Name</b>				<b>Marks</b>	
<b>Semester – IV</b>							
24	M4BAD01CT24	Strategic Management	Core	4	80	20	100
25	M4BAD02CT25	Organization Development	Core	4	80	20	100
26	M4BAD03ET26	Entrepreneurship	Elective	4	80	20	100
27	M4BAD04ET27	Business Ethics	Elective	4	80	20	100
28	M4BAD05ET28	Tourism Management	Elective	4	80	20	100

29	M4BAD06ET29	Stress Management	Elective	4	80	20	100
30	M4BAD07ET30	Cooperative Management & Administration	Elective	4	80	20	100
31	M4BAD08ET31	Advance Training Skills	Elective	4	80	20	100
32	M4BAD09ET32	Brand Management	Elective	4	80	20	100
33	M4BAD10ET33	Comprehensive Viva-voce	Elective	4	100		100
34	M4BAD11AT34	Oral Communication skill	Audit	2	80	20	100
				<b>Total</b>	<b>500</b>	<b>100</b>	<b>600</b>
			<b>Grand Total</b>		<b>2400</b>		

**Note:** Comprehensive Viva-Voce shall be conducted by a panel of examiners consisting of Senior Most Professor, HOD, and External Expert.

**5. Method of Teaching:** Classroom instructions as per lectures scheduled/ announced at the beginning of 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 for appearing in examination. 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.

7.3 The question paper shall consist of two parts. Part-A will contain fifty multiple choice questions and Part-B will contain ten questions, two questions being from each unit. Candidates shall be required to attempt five questions selecting one question from each unit(each to be answered in maximum 250 words).

#### **8 Minimum passing marks and criteria for promotion to next higher semester**

8.1 The minimum marks for passing a semester shall be 36% in each Paper.

8.2 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 along with the next examination of the semester.

8.3 In case of result of a particular semester being 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.

**9. Calculators:** The candidates shall be permitted to use nonprogrammable scientific calculators in examinations.

**10. 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 as applicable to other PG courses of the University.

**M.Com. {Business Administration}  
First Semester  
Paper 1- Management Concepts**

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**Course Code- M1BAD01CT1**

M.M 100

- 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, disadvantage, Misuse and suggestion for effective Committee decision making.
- Unit – IV** Organization structures in global era, Latest Trend & Practices of Management in India.
- Unit – V** Influence of International Management Practices on India – Western thoughts v/s Eastern thoughts.

**Books Recommended:**

1. Koontz and Weihrich: Management, Tata Mc Graw
2. Luthans Fred: OB
3. Rajpurohit, Sharma , Sharma & Gupta: Management
4. Stoner and Gilbert et al: Management
5. Singh B.P and Chabra TN: Principles of Management
6. Tripathi P C: Principles of Management

## **Paper 2- Personnel Management**

### **Course Code- M1BAD02CT2**

M.M. 100

- 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:**

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

## **Paper 3- Marketing Management & Research**

**Course Code- M1BAD03CT3**

M.M.100

- 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:**

1. Gandhi J.C. - Marketing Management.
2. Kotler Philip - Marketing Management.
3. Richard D.Crisp- Marketing Research
4. Srivastava P.K.- Marketing Research.
- 5 Srivastava P.K.- Marketing Management.
- 6 Stanton, William J. - Fundamentals of Marketing.

**Paper 4- Management Information System**  
**Course Code- M1BAD04CT4**

M.M.100

- 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:**

1. Bajaj K.K. and Debjani Nag-“Electronic Commerce”.
2. Dyson Peter -Internet/Intranet Bible.
3. Goyal D P - Management Information System.
4. Jawadekar, W.S-Management Information System
5. Kanter, Jerome -Managing with Information System.

## **Paper 5- Labor Welfare & Industrial Relation**

### **Course Code- M1BAD05CT5**

M.M.100

- Unit – I** Trade Unions in India, Obstacles in their growth, Industrial disputes, India - Their causes Machinery for prevention settlement of disputes (Voluntary and statutory)
- Unit – II** Collective Bargaining – Benefits: Process Types of negotiating Procedures, collective 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:**

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

## **Paper 6- Survey Assignment**

**Course Code- M1BAD06CT6**

M.M.100

The Students have to select 5 similar business unit belonging to one sector such as manufacturing ,Service, Process, Outsourcing etc. in and around Udaipur and would explore business information, managerial issues, challenges, Problems etc. on a questionnaire survey given by subject faculty .the survey report has to be attached with survey questionnaire in spiral bound form. This project is to be submitted by a stipulated date. These assignments are of 100 marks and internal evaluation

**M.Com {Business Administration}  
Second Semester**

**Paper- 7 Business & Economic Environment  
Course Code M2BAD01CT7**

M.M.100

- 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 Agreement and INDIA viz. GATT-1994, AOA, Agreement 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:**

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

## **Paper -8 Organizational Behaviour**

**Course Code M2BAD02CT8**

M.M. 100

- Unit I** Organizational Behaviour: Concepts & determinants (Individual, Group & Organization).
- Unit II** Understanding Individual Behaviour – Personality, Perception & Attitudes.
- Unit III** Group Dynamics & Transactional Analysis
- Unit IV** Motivation & Morale: Concepts, Theories & Techniques.
- Unit V** Leadership: Concepts, theories & Styles

### **Books Recommended:**

1. Davis Keith – Human Behaviour at Work
2. Hersey, Blanchard – Management of Organizational Behaviours
3. Luthans Fred – Organizational Behaviour
4. Robbins - Organizational Behaviour
5. Singh B P & Chhabra T N – Organizational Theory & Behaviour.

# **Paper -9 Retail Management**

**Course Code M2BAD03CT9**

M.M. 100

- Unit I** Retailing: Indian & Global overview, introduction & concept of retailing, development & 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 & 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 & retail product strategy.

## **Books Recommended:**

1. Berman & Evans – Retail Management- A Strategic Approach
2. Levy Michael - Retail Management
3. Swapnapradhan - Retail Management

## **Paper -10 Management of Small Enterprises**

### **Course Code M2BAD04CT10**

M.M. 100

- Unit I** Environment of Small Scale Industry. The Entrepreneur, Selection & Establishment of a Small Scale Unit, Preparation of a Feasibility report.
- Unit II** Growth Centers of small scales units. Role of Government Agencies – DIC, SFES, Incentives & Subsidies by State & Central Government.
- Unit II** Procuring initial capital & credit, location & 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 & managing a cash, credit limits, securing assistance from SISIC Common facility & equality, making centres, management & control of business operation, export promotion through small scale sector.

#### **Books Recommended:**

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

## **Paper -11 Labour Legislation in India**

### **Course Code M2BAD05CT11**

M.M. 100

- Unit I** Industrial Dispute Act 1947, Workmen Compensation 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:**

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

## **Paper -12 Presentation Skills (Practical)**

**Course Code M2BAD06CT12**

M.M.100

The students have to prepare 10 – 10 Power Point Presentation slides in each subject of Second Semester and submit a hard and soft copy of a C.D.

There would be classes held on preparing PPT's and Presentation skills Practical's the faculty would assign topics to students for PPT on each subject from different Units this would be of 100 marks and Internal Evaluation.

**Paper -13 Mental Ability & Reasoning**  
**Course Code M2BAD07AT13**

**UNIT I**

Verbal reasoning

General mental ability:- series completion; classification; coding-decoding; blood relations; puzzle test; sequential output tracing; direction sense test; logical venn diagrams; alphabet test; alpha – numeric sequence puzzle; number, ranking & time sequence test; logical sequence of words; inserting the missing character.

**Unit II**

Verbal reasoning

Logical deduction:- logic; statement – arguments; statement – assumption; statement – courses of action; statement – conclusions; deriving conclusions from passages; theme detection; cause and effect reasoning. Data sufficiency; eligibility test; assertion and reason; situation reaction test; verification of truth of the statement

**Unit III**

Non-verbal reasoning

General mental ability:- series; analogy; classification; analytical reasoning; mirror-images; water-images; spotting out the embedded figures; completion of incomplete pattern; figure matrix; paper folding; paper cutting; rule detection; grouping of identical figures; cubes and dice; dot situation; construction of squares and triangles; figure formation & analysis.

**Unit IV**

Non- verbal reasoning

Logical deduction:- logic; statement – arguments; statement – assumption; statement – courses of action; statement – conclusions; deriving conclusions from passages; theme detection; cause and effect reasoning. Data interpretation:-charts (column, pie & bar) ; tables; graphs (line & area); venn diagram; data sufficiency.

**Unit V**

Arithmetic

H.c.f. & l.c.m. of numbers; decimal fractions; square root & cube root; average; problems on ages; percentage; profit & loss; ratio & proportion; partnership; time & work; time & distance; problems on trains; simple interest; compound interest; area; volume & surface areas; true discount; stock & shares; calendar; clocks; heights & distance; number series.

**Suggested Readings:**

1. Aggarwal R.S: A Modern Approach To Verbal & Non Verbal Reasoning; S. Chand, New Delhi
2. Aggarwal R.S: A Modern Approach To Logical Reasoning; S. Chand, New Delhi
3. Sijwali B.S: A New Approach To Reasoning Verbal & Non Verbal & Analytical; Arihant, New Delhi
4. Sharma Arun: Verbal Ability & Reading Comprehensive; McGraw Mill, New Delhi
5. Sharma Arun: Data Interpretation; McGraw Mill, New Delhi
6. Verma Rajesh: Objective Arithmetic; Arihant, New Delhi

**Examination Pattern: Multiple choice Question Selecting 20 Question from each unit, to be attempted in 3 hours**

**M.Com {Business Administration}  
Third Semester**

**Paper -14 Research Methods & Statistics  
Course Code M3BAD01CT14**

M.M.100

- 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**     Correlation, Regression
- Unit – V**     Chi-square, ANOVA

**Books Recommended:**

1. Elhance D N – Statistics
2. Gupta S P – Statistics
3. Gupta B N – Statistics
4. Hair, Black et al – Research Methods & Data Analysis.
5. Kothari C R - Research Methodology
6. Sharma K R – Research Methodology

**Paper -15 Human Resource Management**  
**Course Code M3BAD02CT15**

M.M.100

- 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:**

1. Aswathappa K.- Human Resource Management
2. Chabbra T N - Human Resource Management
3. David & Robbins - Human Resource Management
4. Dessler Garry – Human Resource Management
5. Dowling et al – International HRM
6. Dwivedi R S – Managing Human Resource

**Paper -16 Rural Marketing & Service Marketing**  
**Course Code M3BAD03T16**

M.M.100

- 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.

**Book Recommended:**

1. Pradeep Kashyap & Siddhart Raut, Biztantra Publication – The Rural Marketing

**Paper -17 Business Laws**  
**Course Code M3BAD04ET17**

M.M.100

**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 Right

**Book Recommended:**

1. Bare Acts.

**Paper 18 Management of Public Enterprises**  
**Course Code M3BAD05ET18**

M.M.100

**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:**

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

**Paper 19 Management Behaviour and Effectiveness**  
**Course Code M3BAD06ET19**

M.M.100

**UNIT I DEFINING THE MANAGERIAL JOB**

Description 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 ENVIRONMENT ISSUES IN MANAGERIAL EFFECTIVENESS**

Organizational Processes- Organizational Climate- Leader- Group Influences- Job Challenge- Competition- Managerial Style

**UNIT V DEVELOPING THE WINNING EDGE**

Organizational and Managerial efforts- Self Development- Negotiation Skills- Development of the Competitive Spirit- Knowledge Management- Fostering Creativity and innovation

**Books Recommended:**

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

**Paper 20 Written Communication**  
**Course Code M3BAD07ET20**

M.M.100

- Unit – I Personal Communication:** Journal Writing, Mails/E-Mails, SMS, Greeting Cards, Situation Based- accepting/declining invitations, Congratulating, Consoling, Conveying Information.
- Unit – II Social Communication:** Blog, 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 the enquiries, Complaints, Resumes, Application, 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 Creative Writing:** Features for Publication (News papers, Magazines, Newsletters, Notice Boards) Case studies, Short Stories, Travelogues, Writing for Children, Translation, and Techniques of writing.

**Books Recommended:**

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

**Paper 21 Principle & Practice of Cooperation**  
**Course Code M3BAD08ET21**

M.M.100

**Unit - I : Introduction of Co-operation :** Definition of Co-operation - Principles - Features of Co-operation Societies - Principles Reformulated by ICA-Comparison with Capitalism and Socialism.

**Unit - II : Origin and Classification of Co-operation Societies :** Classification of Societies - Agricultural Credit Societies - Non Agricultural Credit Societies - Non Credit Societies - Origin and Growth of Co-operative Movement in India.

**Unit - III : Various Committee Findings and Recommendations :** All India Rural Credit Survey Committee - Findings and Recommendations - All India Rural Credit Review Committee - Findings and Recommendations - Banking Commission Report with Reference to the Development of Co-operative Societies.

**Unit - IV : Government Participation :** Role of Co-operative in Uplifting the Weaker Sections - Co-operation and Various Schemes - Government Assistance - Central and state Participation in Share Capital - Subsidy - Administrative Assistance - ICA - Function.

**Unit - V : Co-operative Education and Training :** Co-operative Education and Training - Central and State Level Organizations - Programme and Policies of Member Education - Role of National and State Co-operation Union - Women's Role in Co-operation.

**Text Books**

- 1) Bedi, R.D., Theory, History and Practice of Co-operation, Rolla Book Depot Merit, Uttar Pradesh, 2000.
- 2) Hajela, T.N. Co-operative Principles and Problems, Konark, Pub., Delhi, 2002.
- 3) Mathur, B.S., Co-operation in India, Sahitya Bhavan Pub., Agra, 2002.
- 4) Sharada, V., The Theory of Co-operation, Himalaya Pub. House, Mumbai, 2000.

**Reference Books**

- 1) Madan, G.R., Co-operative Movement in India, Mittan Pub., New Delhi, 1994.
- 2) Patnaik, Umesh, Roy & Ananta, K., Co-operation and Co-operation Management, Kalyani Pub., Ludhiyana, 2002.
- 3) Tripathy, Co-operative for Rural Development, Tamilnadu Book House, Chennai, 2000.



**Paper -22 Operation Management**  
**Course Code M3BAD09ET22**

M.M.100

**UNIT – I Managements of Production systems:** Managements of production systems and types – Principles of scientific management, productivity concept and measurement product engineering – Product Life Cycle- value engineering-simplification – standardization and diversification.

**UNIT – II Work Study-** Method study, Principles of motion economy Ergonomics –time study , work sampling PMTs- plant location and layout –Plant location – factors; basic models – Plant layout- types of travel charts – materials handling.

**UNIT – III Materials Management :** Importance and functions of materials management in industries – purchasing methods – stores Management – Bills of materials – inventory management , order – level order – quantity , q system – p system and mini max system and selective inventory controls – JIT techniques .

**UNIT – IV Production Planning and Control :** Routing – Loading scheduling - dispatching and follow up – Use of Gantt Charts – Quality control – statistical quality control techniques and , acceptance sampling .

**UNIT – V Case studies in production planning and control – Industrial laws** – Factory Act , Workmen’s Compensation Act , Labor Welfare Acts , Pollution control Acts.

**Books Recomnded:**

1. Chary.S.N. **Production Operation Management**, Tata Mc Graw Hill Publishing Company Ltd. New Delhi , 1998.
2. Elsayed , E.A and T.O Boucher, **Analysis and Control of Production System**, Englewood Ciffs, 1985.
3. Gopalakrishnan , P. and Sunderesan M., **Material Management – An Integrated Approach** , Prentice Hall of India , New Dellhi 1978.
4. Khanna .O.P. **Industrial engineering and Management :Text and Cases, Dhanpat Raj**. Delhi, 1983.
5. Juran , D.M and F.M Gryna, **Quality , Planning and Analysis**, Tata McGraw Hill, New Delhi , 1980.
6. Juran, **Quality Planning and Analysis**.(3<sup>rd</sup> Ed.) Tata Mc Graw Hill Co., New Dehli, 2002.
7. Sharhmey , **Productivity Management** : Concepts and Techniques, Tata Mc Graw Hill Publishing, New Dehli, 2000.
8. Shore, B., **Operations Management** , Mc Graw Hill (TMH) New Delhi, 1973.
9. Verma.M.M., **Materials Management** , S.Chand & Co New Delhi, 2002.

**Paper -23 Combined project Report on Five Industries**  
**Course Code M3BAD10ET23**

M.M.100

The students have to carry out projects on five different Business Organization/Industries and based on subject Faculty would choose one area of Management such as Marketing, HR, Finance Strategy etc. and the student has to collect data and prepare a Comparative report and submit it in handwritten form before a stipulated data prescribed by Faculty the assignment is of 100 Marks and Internal Evaluation.

**M.Com {Business Administration}  
Fourth Semester**

**Paper -24 Strategic Management  
Course Code M4BAD01CT24**

M.M.100

**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:**

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

**Paper 25 Organization Development**  
**Course Code M4BAD02CT25**

M.M.100

**UNIT – I** Organizational Development – Concepts, Process Advantages and Component.

**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 Technique.

**Books Recommended:**

1. Ahmed Abad - Developing Effective Organization.
2. French & Bell - Organizational Development
3. French, Zawacki & Bell - Organizational Development
4. Harvey & Brown – An Experimental approach to OD
5. Rao, T V, Pareek Uday & Pestonjee D M – Behavioural Process in Organization

**Paper 26 Entrepreneurship**  
**Course Code M4BAD03ET26**

M.M.100

**UNIT –I** Entrepreneurship development in India : Emergence of Entrepreneurship 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 & 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 :**

1. Desai Vasant: “ Dynamics of Entrepreneurial Development & Management’’, HPH, Mumbai, 2002.
2. Gupta C.B. and Khape S.S, “ Entrepreneurial and Small Business Management Development’’, S.Chand & Sons
3. Khanka S.M. “ Entrepreneurial Development , S.Chand & Sons, New Delhi Edition 2000.
4. Thanka S.S., “Entrepreneurial Development” S.Chand & Sons.

## **Paper -27 Business Ethics**

**Course Code M4BAD04ET27**

**M.M 100**

- UNIT –I** Business Ethics – Meaning, needs, 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 sectors enterprises)
- UNIT-IV** Indian Ethos and influence on Management – Learning from Mahabharata and Ramayana.
- UNIT-V** Indian Thinkers – Swami Vivekanand, Mahatma Gandhi, JRD Tata.

### **Books Recommended :**

1. Autobiography & lifeskecthes of Indian Thinkers.
2. Bhatia S K– Business Ethics.
3. Chakraborty & Chakraborty – Human Values & Ethics.
4. John Story – Preparing for 21<sup>st</sup> century.
5. Jatana R & Crowther - Corporate Social Responsibility vol. 1,2,3.
6. Monappa Arun & Engineer Marukh – Liberalization & HRM .
7. Rao A Venkateswara - Indian Ethos & Man Management.

## **Paper -28 Tourism Management**

**Course Code M4BAD05ET28**

**M.M 100**

- 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 :**

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

# **Paper -29 Stress Management**

## **Course Code M4BAD06ET29**

M.M 100

**UNIT I UNDERSTANDING STRESS:** Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

### **UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUNG**

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 fail 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 sprit – using humour at work – Reducing conflicts with humour

### **UNIT V SELF DEVELOPMENT**

Improving Presonality – Leading with integnty – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditaion for l

#### **Books Recommended:**

1. Argyle The Philosophy of Happiness. Tata McGraw Hill 2012
2. Bartlet Stress – Perspective & Process. Tata McGraw Hill 2014
3. Cooper Managing Stress, Sage , 2011
4. Davidson Jeff, Managing Stress, Prentice Hall of India, New Delhi 2010
5. Juan R. Alascal, Brucata, LaureL Brucata , Daisy Chauhan Stress Mastery, Pearson
6. Waltschafer, Stress Managemnt, Cengage Learning 4<sup>th</sup> Edition 2009

## **Paper -30 Cooperative Management & Administration**

### **Course Code M4BAD07ET30**

M.M 100

- UNIT I** Cooperative Management: Definition, objectives and Features - Principles of Management and Principles of cooperation- Management in Public, Private and Cooperative Sectors.
- UNIT II** Management Structure of Cooperatives : Democratic Management Structure - General Body, The Board and Chief Executive - Committees - Relationship between the Board and the Chief Executive - Co-operative Leadership.
- UNIT III** Functions and Functional Areas of Management in Co-operative : Management Functions applied to cooperatives - Materials, Production, Marketing, Financial, Human Resources and Office Management applied to cooperatives.
- UNIT IV** Issues in Cooperative Management : Professionalization - Management Development Programmes - Common Cadre - De-officialization of Cooperative Management - Evaluation of Performance of Co-operatives : Key Result Areas, Performance Evaluation - Operational Efficiency Measurement Criteria for Co-operatives.
- UNIT V** Cooperative Administration : Cooperative Departmental set up - Legal provisions and Administrative powers of the Registrar of Cooperative Societies affecting the cooperatives - Functional Registrar and their powers.

#### **Text Book**

1. Nakkiran. S.A. Treatise on Co-operative Management, Rainbow Publication, coimbatore, 2007

#### **Books Recommended:**

2. Kulandaisamy, V, Text Book of Co-operative Management, Arudra Academy, Combatore-2002.
3. Kamat. G.S. Mew Dimensions of Cooperative Management, Himalaya Publishing House, New Delhi, 2001.
4. Readings in Cooperative Management and Administration, ICA & ILO.
5. Sah. A.K., Professional Management for the cooperative, Vikas Publishing House, New Delhi, 1984.
6. Sinha S.K. & R. Sahaya, Management of Cooperative Enterprises, NCCT, New Delhi, 1981.

## **Paper -31 Advanced Training Skills**

### **Course Code M4BAD08ET31**

M.M 100

- 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 Technique 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 Bond Training, Equipment for Training Learning Feedback and Calculations of ROI on Training.
- UNIT V** **Consulting Skills:** Need, Importance, Roles and Responsibilities of a Consultant, Basics of Consulting- Market Analysis, Client Analysis, Knowing Diagnostics and Analysis for Consulting Branding.

#### **Books Recommended:**

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

## **Paper – 32 Brand Management**

**Course Code M4BAD09ET32**

M.M 100

- UNIT I Introduction :** Basic Understanding of Brands - Definitions - Branding Concepts - Functions of Brand - Significance of Brand - 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 Element – Branding for Global Market- Competing with Foreign Brands.
- UNIT III Brand Communication:** 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.

### **Books Recommended:**

1. Kevin Lane Keller, Strategic Brand Management: Building , Measuring and Managing , Prentice Hall 3<sup>rd</sup> Edition ,2007.
2. Moorthi YLR, Brand Management – Iedition , Vikas Publishing Houses 2012.

### **References**

1. Jagdeep Kapoor , Brandex, Biztranze, India, 2005.
2. Lan Batey, Asian Branding – A Great way to fly , PHI, Singapore, 2002.
3. Mahin Sagar, Deepali Singh, D.P. Agrawal , Achintya Gupta- Brand Management Ane Books.
4. Paul Tmepoal, Branding in Asia ,John Willy , 2000.
5. Ramesh Kumar , Managing Indian Brands , Vikas Publishing India ,2002.

**Paper -33 Comprehensive Viva Voce**

**Course Code M4BAD10ET33**

M.M 100

A Comprehensive Viva Voce with Final exam would be held based on all subjects of M.Com Business Administration with minimum one External Examiner.