

NEP-2020 Based Curricula and Examination
Scheme, University of Kota, Kota
Academic year 2023-24



Master of Commerce (Business Administration)

Semester I & II – 2023-24

UNIVERSITY OF KOTA
*MBS Marg, Swami Vivekanand Nagar,
Kota - 324 005, Rajasthan, India
Website: uok.ac.in*

M.Com (Business Administration)

Session 2023-24

The M.Com is a two-year full-time course. The course has been organized in four semesters in three years. Each year will comprise of two semesters.

- 1. Course Code: MBADM**
- 2. Type of the Course:** General
- 3. Title of the Course:** M.Com
- 4. Level of the Course:** PG level
- 5. Credit of the Course:** 100
- 6. Delivery Sub-type of the Course:** Theory
- 7. Pre-requisite of the Course:** Graduate or equivalent from any recognized university.
- 8. Course Objectives:**
 - To enhance the students' knowledge and understanding on the complex concepts of Business and acquire the ability to apply such knowledge in practical context.
- 9. Syllabus:** Attached
- 10. Scheme of end-of-semester examination:** Attached
- 11. Suggested Books & References:** Attached
- 12. Hyperlinks of suggested e-sources on University site and web**

E-Sources	Hyperlinks
SWAYAM Online Courses	<u>SWAYAM</u>
MOOCs	<u>MOOCs</u>
SWAYAMPBHA	<u>SWAYAMPBHA</u>
CEC-UGC YouTube Channel	<u>CEC-UGC</u>
National Digital Library	<u>National Digital Library</u>
Vidwan	<u>Vidwan</u>
EBSCO ebooks	<u>EBSCO e-books</u>

13. Course Learning Outcomes:

- Students will obtain eligibility for research work, NET/SET etc.
- Students will gain comprehensive understanding of Business, Management and other complex concepts related to management which will increase his employability in corporate sector.
- Students will develop a continuous learning mindset, adapting to new technologies, methodologies, and industry trends to ensure their professional relevance in the dynamic world.
- The program will prepare students for diverse career paths in Business organizations, helping them grow and contributing to every stakeholder's life.

SCHEME OF EXAMINATION

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory shall be divided into two parts in which first part is continuous assessment or internal assessment (50 out of 150 marks) and second part is semester assessment or external assessment (100 out of 150 marks).
- b) The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. Internal assessment scheme is as follows:

Continuous Assessment Weight age					External Assessment Weightage	Total Marks (Total Credits)
Regular Student		Private Student		Total	Paper based on External Evaluation (End term examination)	
Mid-Term	Seminar/project report/ presentation	Report writing	Viva-Voce			
30	20	30	20	50	100	150 (06)

For internal/continuous assessment of 50 marks

- For regular students test of 30 marks shall be conducted of one hour duration for each paper and shall be taken according to academic calendar notified by the college and remaining 20 marks will be assessed on the basis of Seminar/Project Report/PPT presentation or Assignment on any topic of each paper given by the teacher concerned.
- Each private student will prepare a report on any topic of each course in minimum 1000 words from the prescribed syllabus of the concerned theory, paper or course. The student needs to report the concerned college at the time prescribed by the college to submit the report and the college will arrange a viva voce on that report. It is proposed that the engaged teacher will be paid at the rate of per answer book per student charges. The examination section will generate an option of bill when the teacher fills the continuous assessment marks on examination portal (like done for external answer book evaluation).

The various components of the report may be:

- Name of the Course/Class:
- Name of the Student:
- Father's/Husband Name:
- Examination Form No.:
- Enroll. No.:
- Name of College (Center):
- Name of Paper:

- Title of the Report:
 - Introduction about the topic:
 - Details/Analysis about the topic:
 - Conclusion of the topic:
 - References:
- If any student remains absent (defaulter) or fails or wants to improve his/her marks, one chance of continuous assessment (mid-term) will also be given to the student in the same semester with a fee of Rs. 250/- per paper, after the approval of the competent authority of Department/College.
- c) External examination scheme for semester end assessment will comprise of two Sections A and B from session 2023-24 i.e. Section C will not be appeared in the external examination evaluation (as being used in session 2022-23). And marks will be distributed as per CBCS scheme. Further, the scheme of the examination paper of external component is also discussed and the proposed details are as under.

Section	100 marks for theoretical paper
Section-A	There will be one question with 10 parts having two parts from each unit with no internal choice. The weightage of each part is 2 marks. Hence, the total weightage of this section is 20 marks (20×1).
Section-B	There will be five questions with one question from each unit with internal choice (may have subdivisions). The weightage of each question is 16 marks. Hence the total weightage of the section is 80 marks (16×5).

- d) Student should qualify both internal and external assessment separately to pass the paper i.e. if candidate passes an external and fails an internal; the candidate has to reappear in both internal and external exam of that paper next year. But if candidate passes in the internal and fails in the external, then candidate has to reappear in external exam of that paper and in internal examination he has option either to forward the obtained internal marks of that paper in the previous attempt (on the basis of the application submitted by the candidate and approval of the head of the department for the same) or can reappear in the internal examination if he wants to improve his marks in that paper.

e) The pattern of question paper of internal and external shall be as follows:

Proposed Examination Scheme for 50 marks theory paper for internal examination of Category B

Internal Test 20.....

Duration of Exam: 1.00 Hr

Max. Marks: 30

Class: B.Com

Semester:

Subject:

Paper:

No. of Students:

Teacher:

Note: The question paper contains two sections as under:

Section-A: One compulsory question with 05 parts. Please give short answers in 30 words for each part.

Section-B: 04 questions to be attempted having answers approximately in 300 words.

SECTION A		
Q.1		2
(a)		
(b)		2
(c)		2
(d)		2
(e)		2
SECTION B		
Q.2		5
Q.3		5
Q.4		5
Q.5		5

Proposed Examination Scheme for 100 marks theory paper for external examination of Category B

Duration of Examination: 3 Hours

Max. Marks: 100

SECTION-A 10x2= 20

(Answer all questions -Two question from each unit with no internal choice)

Q. No. 1

i.	2 Mark
ii.	2 Mark
iii.	2 Mark
iv.	2 Mark
v.	2 Mark
vi.	2 Mark
vii.	2 Mark
viii.	2 Mark
ix.	2 Mark
x.	2 Mark

SECTION-B: 5x16= 80

(Answer all questions) (One question from each unit with internal choice) (Maximum two sub-divisions only)

Q. No. 2	Or
.....		16 Marks
Q. No. 3	Or
.....		16 Marks
Q. No. 4	Or
.....		16 Marks
Q. No. 5	Or
.....		16 Marks
Q. No. 6.....	Or
.....		16 Marks

Year/ Semester	Code	Cate gory	Nomenclature	Duratio n of Exam	Teaching			Distribution of Marks			Min. Pass	
					L	P	C	Cont. Assess.	Sem. Assess.	Total Marks	Cont. Assess.	Sem. Assess.
I Year I Semester	MBADM 1.1	DCC	Management concept and Application	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 1.2	DCC	Theory and Practice of marketing Management	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 1.3	DCC	International Business	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 1.4	DCC	Business Economic Environment	3 Hrs	6	-	6	50	100	150	20	40
			Total		24	-	24	200	400	600	80	160
I Year II Semester	MBADM 2.1	DCC	Strategic Management	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 2.2	DCC	Research Methodology	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 2.3	DCC	Human Resource Development and Mgmt.	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 2.4	DCC	Organizational Behaviour	3 Hrs	6	-	6	50	100	150	20	40
		CHO			2	-	2	50	-	50	20	-
			Total		26	-	26	250	400	650	100	160
II Year III Semester	MBADM 3.1	DSE	Paper I (First Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 3.2	DSE	Paper II (First Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 3.3	DSE	Paper I (Second Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 3.4	DSE	Paper II (Second Elective)	3 Hrs	6	-	6	50	100	150	20	40
		CHO			2	-	2	50	-	50	20	-
			Total		26	-	26	250	400	650	100	160
II Year IV Semester	MBADM 4.1	DSE	Paper I (First Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 4.2	DSE	Paper II (First Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 4.3	DSE	Paper I (Second Elective)	3 Hrs	6	-	6	50	100	150	20	40
	MBADM 4.4	DSE	Paper II (Second Elective)	3 Hrs	6	-	6	50	100	150	20	40
			Total		24	-	24	200	400	600	80	160
			Grand Total		100	-	100	900	400	2400	360	640

Semester-III (Elect any two groups from the following area)
Group-A Marketing Area
Paper-I Marketing of Services
Paper-II Consumer Behaviour and Marketing Research
Group-B HR Area
Paper-I Labour Legislation
Paper-II <i>Management of Training and Development</i>
Group-C Entrepreneurship Area
<i>Paper-I Entrepreneurship Development</i>
<i>Paper-II Management of Small Business Enterprises</i>
Group-D Finance Area
<i>Paper-I Financial Management</i>
<i>Paper-II Security Analysis and Portfolio Management</i>
Group-E Production Area
<i>Paper-I Production and Material Management</i>
Paper-II Operations Management and Control
Semester-IV (Elect any two groups from the following area)
Group-A Marketing Area
Paper-I Advertising and Sales Management
Paper-II Rural Marketing
Group-B HR Area
Paper-I Union Management Relations
Paper-II Compensation Management
Group-C Entrepreneurship Area
Paper-I Project Management
Paper-II Entrepreneurial Finance
Group-D Finance Area
Paper-I Management of Financial Services
Paper-II Working Capital Management
Group-E Production Area
Paper-I Supply Chain and Logistics Management
Paper-II Total Quality Management

FIRST YEAR

I Semester M.Com (Bus. Adm.)

MBADM 1.1 (DCC) Management Concepts and Application

Course/Paper: 101

**Max. Marks: 100
Time: 3 Hrs.**

Unit – I

Meaning Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager, Schools of Management Thought.

Unit – II

Planning, Management Decision Making, MBO, Departmentalization, Power and Distribution of Authority Delegation and Decentralization of authority, Span of Control

Unit – III

Leadership Styles, Group Behaviour and Team Building, Effective Communication System, Designing Control System, MIS.

Unit – IV

Motivation Concepts, contemporary views on motivation, Management of Change, Conflict Management, Stress Management, Event Management, Time Management, Total Quality Management.

Unit – V

Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture. Emerging trends in Management.

Books Recommended:

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

6. OB – Robbins
7. Human Behavior at Work – Keith Davis
8. Management of OB – Hersey, Blanchard
9. Organizational Theory and Behavior – B. P. Singh & T N Chabra

FIRST YEAR

I Semester M.Com (Bus. Adm.)

MBADM 1.2 (DCC)

Theory And Practice of Marketing Management

Course/Paper: 102

Max. Marks: 100

Time: 3 Hrs.

Unit – I

Introduction:- Definition, Nature, Scope, Functions And Importance Of Marketing, Market Types, Basic Market Principles 4p, Core Marketing Concept-Need, Demand, Want Value, Customer, Customer Satisfaction, Market Segmentation, Goods And Services, Competition, Company Orientation Towards Market Place Production Concept, Modern Marketing Mix, Marketing Management Process- A Strategic Perspective.

Unit – II

Marketing Environment And Research – Environmental Scanning (External And Internal) Analyzing Consumer Behaviour, Buying Decision Process, Consumerism, Analyzing organizational Buying Behavior, Marketing Research, Levels Of Marketing Planning, Generic Strategies And Value Chain Segmentation, Targeting And Positioning, Ethical Issues In Marketing.

Unit – III

Developing Products And Pricing Decision:- Meaning And Classification Of Product, Product Levels, New Product Development Ad Its Process, Product Life Cycle And Strategies For Different Life Cycle Stages, Product Mix, Product Line, Packaging And Labeling, Product Quality, Concept And Role Of Branding, Branding Decisions.
Pricing Decision:- Objectives, Factors Affecting Price Of A Product, E Pricing, Process Or Steps Of Setting Price, Pricing Policies And Strategies, Break Even Analysis.

Unit – IV

Distribution, Promotion and , Consumer Behaviour Decision:- Marketing Channels, Types Of Channels, Evaluating The Major Channels Alternatives, Logistic Activities, Logistic Mix, Retailing, Wholesaling, Logistics, E Distribution, Marketing Communication Process And Its Tools.

Unit – V

Sales Management And Recent Trends In Marketing:- Sales Planning And Organization, Sales Forecasting, Salesmanship, Sales Evaluation And Customer Relationship Management, Service Marketing, Green Marketing, Social Media Marketing, Digital And E Marketing.

Books Recommended:

1. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. And Ehsan Ul Haque, Principles Of Marketing: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., And Carl Mcdaniel, Mktg, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., And Ajay Pandit, Marketing Concepts And Cases, Tata Mcgraw Hill (Special Indian Edition).
4. Mccarthy, E. Jerome; Cannon, Joseph And William D. Perreault, Basic Marketing, Mcgraw-Hill Education.
5. Armstrong, Gary and Philip Kotler, Marketing: An Introduction, Pearson.
6. Chhabra, T.N., Principles Of Marketing, Sun India Publication.
7. Kazmi, Shh, Marketing Management Text And Cases, Excel Books.
8. Zikmund, William G. And Michael D'amico, Marketing: Creating And Keeping Customers In An ECommerce World, South-Western College Pub.
9. Neelamegham, S., Marketing In India: Text And Cases, Vikas Publishing House.
10. Rajgopalan, Marketing Management: Text And Cases, Vikas Publishing House.
11. Philip Kotler- Marketing Management.
12. William J.Stanton-Fundamentals Of Marketing.
13. J.C.Gandhi-Marketing Management.
14. P.K.Srivastava-Marketing Research.
15. Richard D.Crisp-Marketing Research.

FIRST YEAR

I Semester M.Com (Bus. Adm.)

MBADM 1.3 (DCC) International Business

Course/Paper: 103

**Max. Marks: 100
Time: 3 Hrs.**

Unit I

This main objective of this course is to make the students familiar with the fundamental basics of International Business, Economic Relations and latest trends in the developed countries. The course will equip the students to analyze the impact of changes in the international business and its environment on India's Foreign Trade and to assess the prospects of promoting our exports to the other countries.

Unit – 1

CONCEPTS AND DIMENSIONS, Concept of International Business, Difference between domestic and International Business ,Nature and Importance of International business Introduction to International Business Environment. –Nature ,Modes of entry in International Business, Theories of International Trade., Balance of Payments.

Unit – 2

GLOBALIZATION PROCESS AND FORCES

Globalization : An Overview – Introduction to Global Marketing ,nature and importance Process of international marketing and transition from domestic to transnational marketing International Investment, Technology Transfer.

Unit – 3

WORLD TRADING SYSTEM & INSTITUTIONS , World Trade Organization –Basic principles and frame work, IMF,World Bank , International Commodity Agreements
Multilateral Financial institutions

Unit – 4

LEGAL ENVIRONMENT , EXIM policy :Legal Framework, objective of EXIM, FEMA – Origin and objective, framework of FEMA, Consumer Law , Settlement of International Trade Disputes.

Unit – 5

CONTEMPORARY DEVELOPMENTS AND ISSUES International Trade and Environment, International Business Ethics Electronic Commerce , Instruments of Trade Policy

Books Recommended:

- *International Business Environments and Operations :*
- *Daniels, John D. and Radebaugh, Lee H.*
- *International Marketing : Cateora, Philip and Hess.*
- *International Marketing : Kirpalani V.H.*
- *International Business Environment : Blake and Sundo*

FIRST YEAR

I Semester M.Com (Bus. Adm.)

MBADM 1.4 (DCC) Business Economic Environment

Course/Paper: 201

**Max. Marks: 100
Time: 3 Hrs.**

Unit-I

Introduction To Business Environment – Concept And Significance And Types Of Environment, Environmental Influences On Business, Components Of Business Environment. Environment Analysis Techniques; changing dimension of the business Environment, Intellectual Property Rights, Consumer Protection Act 2019 With Latest Amendments.

Unit-II

Economic Environment Of Business- Economic systems, economic organizations corporate sector, public sector, Joint sector, unorganized sector, Economic Infra-structures (Transport, Communication, Water & Power. Nature And Structure Of Economy And Economic Policies- Fiscal Policy, Industrial Policy And Exim Policy. Business Ethics And Social Responsibility; Social Responsibility Of Business, Social Audit.

Unit-III

Indian Economy And Non Economic Environment Of Business – Political And Legal Environment Of Business And Its Changing Dimension, Socio And Technological Environment. Changing Structure Of The Indian Economy, Nature Of Indian Economy-Development And Underdevelopment; Economic Planning- Objective And Problems; Economic Reforms; Economic Growth And Its Variables, PPP Model For Growth.

Unit-IV

Privatization, Liberalization And Globalization: Role Of Private Sector In Development And Growth, Disinvestment In Public Sector Units, , Liberalization Concept Need And Objectives ,Globalization And Impact On Indian Economy, Globalization Implications, Rationale For Globalization, Challenges And Opportunities For Mncs; Legislation For Unfair Trade Practices And Consumer Protection. Foreign Exchange Management Act (FEMA1999)-Objects And Main Provisions.

Unit-V

Contemporary Issues And Government Policy On Environments – Corporate Ethics And Government, Work Ethics, CSR. Industrial Sickness & Government Rehabilitation Policy In India, Policy Of Industrial Development, Business Opportunities In Rural Sectors, Environment Protection, Government policy on Environment, Water Prevention and Control of pollution Act

1974, Air prevention and control of Pollution Act 1981, Environment protection and control of pollution act 1988.

Books Recommended:

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

FIRST YEAR

II Semester M.Com (Bus. Adm.)

MBADM -2.1 (DCC) Strategic Management

Course/Paper: 201

**Max. Marks: 100
Time: 3Hrs**

Unit I

Introduction : Concept of strategy, Meaning and Importance of Strategic Management, Strategic Management Process, Levels of strategy, Approaches to strategic decision-making ; elements of strategy, Strategic Intent, Blue Ocean Strategy, Organizational Mission, Vision, Goals, Ethics and objectives, Strategy & Structure, 7s Framework.

Unit – II

Strategic Analysis: Environmental Analysis:- Organizational Environment - Concept and characteristics; Components of Environment ; Organizational Appraisal - Process and Techniques; The Value Chain and the Internal Factor Evaluation (IFE). Industry Analysis & Environmental scanning techniques- ETOP and SWOT Analysis Analysis of Operating External Environment - Michael E Porter's Five Forces Model; Strategic Group Analysis; The International Product Life Cycle (IPLC). Analysis of Internal Environment– Resource Audit; Resource Based View (RBV); Value Chain Analysis.

Unit III

Strategic Intent:- Grand Strategies - Turnaround, Disinvestment and Liquidation strategies; External Growth strategies - Merger, Acquisition, Takeover and Joint Venture strategies; Integration and Diversification. Outsourcing strategies. Strategic Alternatives & Strategic options at Corporate Level – Growth, Stability, Combination, and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies.

Unit IV

Situation Specific Strategies:- Marketing; Production; Human Resource, Production and Financial Strategies and Policies (Elementary knowledge only); IT and strategy; Technology and R&D; Knowledge Management; Strategy and Social Responsibility. Strategies for situation like competing in emerging industries, Strategies for industry leaders, runner-up firms and weak businesses.

Books Recommended:

Unit V

Strategy Implementation and Evaluation: Strategic Implementation – Concept Techniques, Issues and Process; Strategic Evaluation and Control- Concept, Types of Strategic Control, Techniques of strategic control. Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Budgets and support system commitment.

Books Recommended:

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

FIRST YEAR

II Semester M.Com (Bus. Adm.)

MBADM-2.2 (DCC) Research Methodology

Course/Paper: 202

Max. Marks: 100

Time: 3Hrs

Unit-I

Nature and scope of Research Methodology, Problem Formulation and Statement of Research objectives.

Research Process : Research Design – Exploratory, Descriptive and Experimental Research Design, Sampling.

Unit-II

Methods of Data Collection – Observational and survey Methods, Primary and Secondary Data; Making inferences of Data; Hypothesis and its testing.

Unit-III

Quantitative methods of Survey Research, Survey Techniques and its limitations, Operationalisation of Research Design, Questionnaire Design and Administration, Interview Schedule, Reliability and validity.

Unit-IV

Qualitative Research Techniques : Participant observation, Interview Guide, Case study Method, Content Analysis, Validity and Reliability in Qualitative Research, Action Research.

Unit-V

Appropriate Statistical techniques : Averages : Mean, Mode, Median; Correlation, Regression, Chi Square, Level of Significance, ANOVA, Use of SPSS and other Statistical Software Packages, Tabulation and Analysis of Data and Preparation of Report.

Books Recommended:

1. Business Research Methods – Donald Cooper
2. K.R., Sharma – Research Methodology
3. C R Kothari – Research Methodology
4. S P Gupta – Statistics
5. B N Gupta – Statistics

FIRST YEAR

II Semester M.Com (Bus. Adm.)

MBADM-2.3 (DCC)

Human Resource Development and Management

Course/Paper: 203

Max. Marks: 100

Time: 3Hrs

Unit I

Introduction To Human Resource Development:- Genesis; Philosophy And Concept Of HRD; Objectives And Importance Of HRD; Relationship Between HRD And HRM; HRD Processes And Outcomes; HRD Mechanism Or Systems; HRD Matrix, HRD Interventions; Globalization And HRD; HRD Skills; Functions Of HRD Department; Functions, Roles And Competencies Of HRD Professionals.

Unit II

HRD Process:- HRD Instruments, Classical And Modern Subsystems Of HRD; Steps In HRD Process; Developing HRD System; Role Of HRD In Organizational Effectiveness. Designing And Developing Effective HRD Programmes; Evaluating And Implementing HRD Programmes.

Unit III

Learning And HRD:- Concept Of Learning; Learning Strategies And Styles; Principles Of Learning; Learning And Motivation. Theories Of Learning, Learning Interventions, Transfer Of Learning, Coaching And Mentoring. Employee Job Satisfaction.

Unit IV

Training And Career Planning Development:- Concept And Importance Of Career Planning And Development; Career Stages; Process Of Career Planning And Development; Effective Career Planning; Succession Planning; Career Counseling. Concept Of Training; Objectives And Importance Of Training; Development Of Training Programme; Types Of Training; Methods Of Training; Training Process; Executive Development; Evaluation Of Training Programme.

Unit V

Emerging Issues In HRD And Performance Measurement:- HRD Audit, HRD In Service Industry, HRD In Govt. Sector. Emerging Trends And Perspectives; Concept And Process Of Performance Management; Meaning & Importance Of Performance Appraisal ; Performance Appraisal Techniques, Meaning And Concept Of Potential Appraisal. Employee Counseling And Feedback.

Books Recommended:

FIRST YEAR

II Semester M.Com (Bus. Adm.)

MBADM -2.4 (DCC) Organization Behaviour

Course/Paper: 204

**Max. Marks: 100
Time: 3Hrs**

Unit- I:

Organization Behaviour: Meaning And Concepts, Scope, Importance, Types Of Consumers And Their Role; Consumer Behaviour And Marketing Concept; Models Of Organizational Behaviour. Individual Behaviour: Attribution, Learning, Motivation, Values.

Unit-II

-Individual Differences In Consumers: Needs And Motivation; Perception; Attitude And Attitude Change; Learning And Learning Theories; Personality And Life Style Analysis , Development of Personality Attributes Of Personality, Egostate, Transactional Analysis.

Unit-III

Leadership: - Concept, Roles Of Leadership, Qualities And Task Of A Leader, Theories And Styles Of Leadership. Stress Management: Definition, Causes, Types, Management Of Stress, Interpersonal Relations.

Unit-IV

Group Dynamics And Team Building: Theories Of Group Formation, Formal And Informal Groups, Importance Of Team Building, Conflict- Definition, Traditional Vs Modern View Of Conflict, Types Of Conflict- Intra Personal, Interpersonal, Organizational, Constructive And Destructive Conflict, Conflict Management.

Unit-V:

Organization & Consumer Decision Making Process: Organization Cultures And Climate; Organization Effectiveness. Buying Motives; Buying Roles; Consumer Buying Process; Levels Of Consumer Decision Making.

Books Recommended:

1. Principles And Practices Of Management: Shejwalkar.
2. Essentials Of Management: Koontz H. And Weitrich.
3. Principles And Practices Of Management : T.N. Chabra.

4. Management: Stomen And Jane.
5. Organisational Behaviour: Stephen Robbins.
6. Organisational Behaviour: Keith & Davis.
7. Organisational Behaviour: Fred Luthans.
8. Organisational Behaviour: K.A. Ashwathappa.
9. Management And Organisational Behaviour: P. Subha Rao.
10. Understanding Organisational Behaviour: Uda Pareek.

