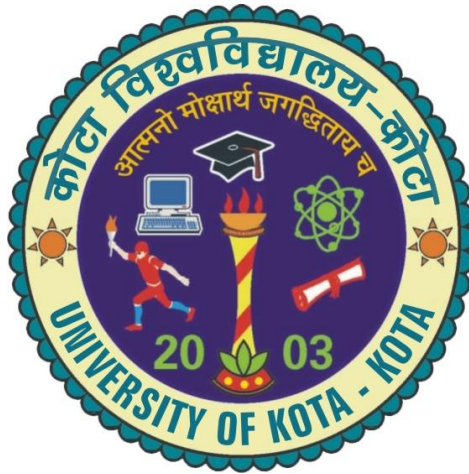


*Syllabus and Course Scheme*

*Academic year 2023-24*



*Master of Commerce - Business Admn.  
Semester Scheme-2023-24*

*UNIVERSITY OF KOTA  
MBS Marg, Swami Vivekanand Nagar,  
Kota - 324 005, Rajasthan, India*

*Website: [uok.ac.in](http://uok.ac.in)*

**M.Com Business Administration**  
**Semester Scheme 2023-2024**

**Semester-III (Elect any two groups from the following area)**

**Group-A Marketing Area**

Paper-I International Marketing

Paper-II Consumer Behaviour

**Group-B HR Area**

Paper-I Labour and Social Security Laws

Paper-II Management of Training and Development

**Group-C Entrepreneurship Area**

Paper-I Entrepreneurship Development

Paper-II Management of Small Business Enterprises

**Group-D Finance Area**

Paper-I Financial Management

Paper-II Security Analysis and Portfolio Management

**Group-E Production Area**

Paper-I Production and Material Management

Paper-II Operation 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 Human Resource Planning and Audit

**Group-C Entrepreneurship Area**

Paper-I Project Management

Paper-II Innovation and Entrepreneurship

**Group-D Finance Area**

Paper-I Financial Services

Paper-II Working Capital Management

**Group-E Production Area**

Paper-I Supply Chain and Logistics Management

Paper-II Total Quality Managemen

**M.Com Business Administration  
Semester Scheme 2023-2024**

**SECOND YEAR**

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Asses s	Total Marks	Cont i. Asses ss	Sem. Asses ss
<b>II Year III Semester</b>	3.1	BADM - 301	Paper I (First Elective)	3 Hrs	6		6	50	100	150	20	40
	3.2	BADM - 302	Paper II (First Elective)	3 Hrs	6		6	50	100	150	20	40
	3.3	BADM - 303	Paper I (Second Elective)	3 Hrs	6		6	50	100	150	20	40
	3.4	BADM - 304	Paper II (Second Elective)	3 Hrs	6		6	50	100	150	20	40
	<b>Total</b>					<b>24</b>		<b>24</b>	<b>200</b>	<b>400</b>	<b>600</b>	
<b>II Year IV Semester</b>	4.1	BADM - 401	Paper I (First Elective)	3 Hrs	6		6	50	100	150	20	40
	4.2	BADM - 402	Paper II (First Elective)	3 Hrs	6		6	50	100	150	20	40
	4.3	BADM - 403	Paper I (Second Elective)	3 Hrs	6		6	50	100	150	20	40
	4.4	BADM - 404	Paper II (Second Elective)	3 Hrs	6		6	50	100	150	20	40
	<b>Total</b>					<b>24</b>		<b>24</b>	<b>200</b>	<b>400</b>	<b>600</b>	

## SECOND YEAR ELECTIVES

Elect any two groups from the following areas for Semester III & IV. Areas selected will remain same for Semester III & IV.

### Semester III

- Group A - Marketing Area**  
Paper I – International Marketing  
Paper II – Consumer Behaviour
- Group B - Human Resource Area**  
Paper I – Labour And Social Security Laws  
Paper II – Management of Training and Development
- Group C - Entrepreneurship Area**  
Paper I – Entrepreneurship Development  
Paper II – Management of Small Business Enterprises
- Group D - Finance Area**  
Paper I – Financial Management  
Paper II – Security Analysis and Portfolio Management
- Group E - Production Area**  
Paper I - Production And Materials Management  
Paper II – Operation Management and Control

### Semester IV

- Group A - Marketing Area**  
Paper I – Advertising and Sales Management  
Paper II – Rural Marketing
- Group B - Human Resource Area**  
Paper I – Union Management Relations  
Paper II – Human Resource Planning and Audit
- Group C - Entrepreneurship Area**  
Paper I – Project Management  
Paper II – Innovation in Entrepreneurship
- Group D - Finance Area**  
Paper I – Financial Services  
Paper II – Working Capital Management
- Group E - Production Area**  
Paper I – Supply Chain and Logistics Management  
Paper II – Total Quality Management

## **M.Com Business Administration**

### **Distribution of Marks in Internal Assessment**

#### **Semester III**

BADM:-

Internal Exam :- 30 marks

Paper Presentation and viva - 20 marks

#### **Semester IV**

BADM:-

Internal Exam:- 30 marks

Paper Presentation and viva - 20 marks

- **Paper Presentation and viva will be examined by the Internal/ External Examiner on basis of Viva and Presentation.**

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group B: Marketing Area**

### **MBADM–M 3.1**

#### **International Marketing**

**Course/Paper: 301**

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

##### Unit I

Introduction: Concept, Scope, and Importance of International Marketing; International Marketing Vs Domestic Marketing; Factors Affecting International Marketing; Impact of Globalisation on International Marketing.

##### Unit II

International Marketing Decisions: Market Selection and Entry Decisions; Product Strategy for International Market; Types of Branding and its Decisions; Development of New Products; International Pricing Decisions

##### Unit III

International Distribution System and Promotion: Channels of Distribution; Factors affecting Choice of Channels; Promotional Decisions; International Advertising; Media Planning

##### Unit IV

International Marketing Research: Concept, Scope, and Significance of International Marketing Research; Process of International Marketing Research; Major Techniques of International Marketing Research

##### Unit V

International Marketing Environment and Emerging Issues: Emerging issues and developments in international marketing, Major factors affecting International Institutions - WTO, Documentation and Procedures in international marketing

##### Books Recommended:

1. Varshneya and Bhattacharya, International Marketing Management; S.Chand & Co., New Delhi.
2. Saxena and Kapoor, International Marketing ; Tata Mc Graw, New Delhi.
3. R.M. Joshi; International Marketing PHI; New Delhi.

4. Keenan W: Global Marketing Management; Prentice Hall New Jersey
- 5- dksBkj] jkBkSM( vUrjZ"V^h; foi.ku] jes'kcqdfMiks] t;iqj
- 6- jkthotSu( vUrjZ"V^h; foi.ku]
7. Rajagopal; International Marketing ; Vikas Publishing House, New Delhi.



## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group B: Marketing Area**

### **MBADM–M3.2 Consumer Behaviour**

**Course/Paper: 301**

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

**Objective:**

Evaluate the impact of environmental, cultural, and social influences on consumer behaviour and their marketing implications.

Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations.

Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques.

Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches. Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace.

**UNIT 1: Consumer Behavior: Definition, Consumer Decision Process, Decision Rules Factors affecting Consumer Behavior**

**UNIT 2: Factors affecting Consumer Behaviour Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.**

**UNIT 3: Consumer Motivation & Personality Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation , Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory**

**UNIT 4: Consumer Decision Making Process Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.**

**UNIT 5: Marketing Research: Definition, concept, objectives, advantages, limitations, Types and Process.**

**Books Recommended:**

London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.

Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.

Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.

Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.

Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.

Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago.

Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi.

Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York.

Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi.

Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group B Human Resource Area**

### **MBADM–HR 3.1 Labour and Social Security Law**

**Course/Paper: 301**

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

**Course Objective:** The objective of this course is to provide students with a comprehensive understanding of labour welfare policies and social security systems.

#### **SYLLABUS**

##### **UNIT I**

Social Security: Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India; Social Security Measures for Industrial Employees

##### **Unit II**

Social Security Acts: Maternity Benefit Act 1961 Aim Objectives & Purpose.

##### **Unit III**

Employees Provident Fund and Miscellaneous Act 1952. Aim Objectives & Purpose.

##### **Unit IV**

Minimum wages Act 1948. Aim & Objectives Wage theories.

##### **Unit V**

Payment of Bonus Act 1965. Aim Objectives & Purpose

Payment of Gratuity Act 1972. Aim Objectives & Purpose

#### **Books Recommended:-**

Dr AM Sarma Aspects of Labour Welfare and Social Security (Himalaya Publication)

S K Puri Law & Industrial Relations (Allahabad Publication)

Meenu Poul Labour & Industrial Laws (Allahabad Publication)

N C Jain Labour Laws Avtar Singh Mercantile Laws P L Malik Industrial Laws ECB

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group B: Human Resource Area**

### **MBADM–HR 3.2 Management of Training and Development**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration

#### Unit II

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process;

#### Unit III

Training Climate and Pedagogy; Developing Training Modules, Training methods, Training Strategy.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

#### Unit IV

Evaluation of Training - Training evaluation , Measurement Tools & Technique, Feedback Mechanism

#### Unit V

Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India. Case Study.

#### Books Recommended:

- Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- Buckley, R. and Caple, Jim, The Theory & Practice of Training, London, Kogan Page.
- Janakiram, B., Training & Development, New Delhi, Biztantra.
- Pareek, Udai, Training for Development, New Delhi, Vistaar.
- Pepper, Allan D., Managing the Training and Development Function, Alderson, Gower
- Reid, M.A., Training Interventions: Managing Employee Development, London: IPM.

## **SECOND YEAR**

<b>III Semester M.Com (BADM) Group C: Entrepreneurship Area</b>
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### **MBADM–E 3.1 Entrepreneurship Development**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Conceptual Issues in Entrepreneurship, Qualities and Pre-requisites of Entrepreneurs, Environmental Factors, Affecting Entrepreneurship, Role of entrepreneurship in economic development, Role and Functions of Entrepreneur in relation to new venture creation (with reference to a developing country)

#### Unit - II

Entrepreneurship and cultural issues, Entrepreneurial Skills and Effectiveness of Entrepreneurs, Technology and Entrepreneurial Interface,

#### Unit III

Role of Training Institutions - EDII, NIESBUD and State Level Training Programmes, Role of NICS, SISI, DIC, TCO

#### Unit IV

Project Management : Project Identification Preparation of New Project Appraisal, Implementation and Evaluation, Feasibility of New Project: Technical, Economic Commercial , Administrative, Financial and Social.

#### Unit V

Historical Back drop of Entrepreneurial Growth, Prominent Indian Business Families and Communities, The Contemporary Role Models of Indian Business – Values, Philosophies and Recent Developments.

#### Books Recommended

1. Panda, Shiba Charan, Entrepreneurship Development, New Delhi, Anmol Publications.
2. Singh, Nagendra P, Emerging Trends in Entrepreneurship Development, New Dehi, Aseed
3. Pareek, Udai and Vankateshwara Rao T. Developing Entrepreneurship - A Hand book of Learning systems, Latest Edition.

4. Taneja, Satish and Gupta, S.L. Entrepreneurship Development - New Venture Creation, Galgotia Publishing House, New Delhi.
5. Tandon B.C. : Environment Entrepreneur; Chugh Publications, Latest Edition.
6. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai HPH, 2002.
7. Khanna S.N. Entrepreneurial Development, S. Chand , New Delhi (Latest edition)
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## **SECOND YEAR**

### **III Semester M.Com (BADM)**

#### **MBADM–E 3.2 Management of Small Business Enterprises**

**Max. Marks: 100**

**Time: 3 Hrs.**

##### Unit-I

Scope of MSMES, Role in economic development, Legal Frame work, sources of information, Forms of Organisation, Feasibility report, Registration, Licensing Regulations Covering MSMES.

##### Unit-II

Institutional assistance, Incentives etc. - Financial Assistance, opportunity scanning - Choice of Enterprise, Market Assessment of MSMES, Tax benefits, Ownership structures and organisational framework, financial management Issues in MSMES, Infrastructure for MSMES.

##### Unit - III

Production Planning: Choice of Technology and Selection of Site, Plant, location and layout, Production, Planning and Control.

##### Unit - IV

Marketing the Product, Price, Distribution, Promotion.

Unit- V Performance assessment and control, strategies of stabilisation and growth, Managing Family business Enterprise, Export Marketing, Problems and Prospects of MSMES.

##### Books Recommended :

Vasant Desai : Organisation and Management of SSI, Himalaya Publishing House, Bombay.

Vasant Desai: Problems and Prospects of SSI in India, Himalaya Publishing House, Bombay.

Vasant Desai : Management of SSI, Himalaya Publishing House, Bombay. B.N. Ahuja : SSI in India,

Verma Bros., Delhi. G.D.Sharma: How to start your small industry.

Dr. Shashikala : Management of SS, Deep and Deep Publication, New Delhi.

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group D: Finance Area**

### **MBADM–F 3.1 Financial Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

Unit I :

Introduction : Meaning and Importance of Financial Management, Functions of Financial Management, Financial Planning, Capital Budgeting-Meaning and importance, Methods of Evaluating Investment Opportunities.

Unit II :

Cost of Capital: Meaning and Significance of cost of Capital, Computation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings, Combined (weighted) Cost of Capital.

Unit III :

Capital Structure : Traditional Capital and MM Hypothesis, Factors Affecting capital structure, operating and financial leverages, Measurement of leverages, Analysing Alternate Financial Plan.

Unit IV :

Management of Working Capital: Meaning, Significance and Types of working capital, Financing of working capital, Sources of Working Capital.

Unit V:

Dividend Policies - Amount, Regularity and Forms of Dividend Payment, Factors Determining Quantum of Dividend Payment, Stock Dividend and their Payment, Walter's Model, Gordon Model and MM Hypothesis.

Books Recommended

1. Hunt, William & Donaldson - Basic Business Finance.
2. Van Hrne - Financial Management and Policy.
3. Walker - Financial Management.
4. Khan and Jain - Financial Management.
5. Pandey I.M. - Financial Management.



6. Upadhyay Dr.K.M - Financial Management.
7. Kuchal S.C - Financial Management .
8. Deordan - Cost and Budget Analysis.
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10. Kulkarni - Financial Management.

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group D: Finance Area**

### **MBADM–F 3.2 Security Analysis and Portfolio Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

Unit I :

Introduction : Concept, Nature and Scope of Investment; Principles of Investment; Investment Process and Investment Stages; Risk and Return; Investors attitudes towards risk and return.

Unit II :

Securities markets: New Issue Market, functions, methods of raising capital, development of stock market in India-listing, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI).

Fundamental Security Analysis: Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry level factors; Company Analysis- Financial Performance and forecasting ; Intrinsic value of shares. Technical Analysis

Unit III :

Portfolio Analysis: Security Risk and Return Vs Portfolio risk and Return; Various components of Risks - Market Risk , Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs Unsystematic Risks.

Unit IV :

Portfolio Management: Selection and Management of Optimum Portfolio under Markowitz model, Sharpe model, Capital Asset Pricing Model (CAPM).

Unit V:

Arbitrage Pricing Model, Portfolio Selection under Risk ; Portfolio Appraisal and Revision.

Books Recommended

1. R Bhalla - Investment Management; Security Analysis and Portfolio Management; S.Chand & Sons, New Delhi.
2. Donald E Fisher and Ronald T Jordan, Security Analysis and Portfolio Management, PHI Publications New Delhi.

3. V.A.Avadhani - Investment and Security Markets in India, Himalaya Publishing House, New Delhi.
4. Preeti Singh - Investment Management, Himalaya Publishing House, Mumbai.

## **SECOND YEAR**

**III Semester M.Com (BADM)  
Group E: Production Area**

### **MBADM–P 3.1**

#### **Production and Material Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

Unit I :

Introduction : Nature, Scope and Functions of Production Management: Organising for Production; Types of Manufacturing Systems; Skills Required for Production Manager.

Unit II :

Production Planning and Control : Importance of Production Planning and Control; Material Requirement Planning; Production Inventory Systems; Aggregate Planning; Job Shop Planning; Scheduling and Control; Procedures and Documentation in Production Planning and Control.

Unit III :

Plant Location and Layout : Factors Affecting Plant Location and Lay out; Types of Plant Layout; Plant Layout Decisions; Management of Industrial Power in India. Routing and Designing of Product.

Unit IV :

Materials Management : Importance and Functions; Scope of Materials Management; Materials Management in India; Purchase Procedure; Buying Policies; Economic Order Quantity.

Unit V:

Stores and Inventory Management : Principles of Storing; Coding and Identification; Stores Maintenance ; Importance and functions of Inventory Management ; Inventory control levels; ABC System of Control ; Zero Inventory management warehousing - Location and Layout and Problems of warehousing. Books

Recommended

1. Buffa E.S - Modern Production Management.
2. Mayors R.R - Production Management
3. Jhamb ; Production Planning and Control, Everest Publication, Pune.
4. Bill Scott, Manufacturing Planning System, Mc Graw Hill, London.

## **SECOND YEAR**

<b>III Semester M.Com (BADM) Group E: Production Area</b>
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### **MBADM–P 3.2 Operations Management and Control**

**Max. Marks: 100**

**Time: 3 Hrs.**

Course Objective: The aim of this course is to develop the understanding of the strategic and operational issues in the operational/ manufacturing environment of any organization and the various decisions involved the operational activities and the methods by which best possible alternative decision can be taken.

Course Contents:

Unit I

Introduction: Introduction of operations function and Production & Operation Management, Transformation process, Input transformed and transforming resources in service and manufacturing units, Using Operations as an competitive advantage, Forecasting in POM.

Unit II

Strategic Decisions Planning and Designing the products/services, Designing the facility location and layout, Selection and Management of Product Technology, Long-range Capacity Planning.

Unit III:

Operating Decisions Planning Production Schedules, Aggregate Planning and Master Production Scheduling, Inventory Planning, Materials and Capacity Requirement Planning, JIT Manufacturing,

Unit IV:

Planning and Scheduling Services Operations; Controlling and Improvement Decision Controlling the Operations for Productivity, Quality and Reliability.

Unit V

Quality Control, Total Quality Management, Maintenance Management, Improving the Operations Process.

Books Recommended:

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group A: Marketing Area**

### **MBADM–M4.1 Advertising and Sales Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### **Objective**

*The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.*

#### **Unit I**

Advertising: Definition & Characteristics; Types; Mass Media Promotions- Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising; Models of Advertising :AIDA, DAGMAR

#### **Unit II**

Advertising Plan, Advertising Production Process , Creative strategy, Types of Advertising appeals , The Creation Stage

Testing and Measuring Performance - Copy Testing : Pre-Testing and Post Testing; Media Planning, Measuring Promotional Performance - Advantages and disadvantage, Ethics in Advertising, Legal Aspects of Advertising.

#### **Unit III**

The Sales Management - Introduction to Sales management, Sales organization: Structure, Sales function & policies, Sales Manager: Functions

#### **Unit IV**

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

#### **Unit V**

Organizing and Directing the sales Force - Recruiting and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

#### **Books Recommended:**

- Advertising Theory and Practice : Chunawlla, Kumar, Sethia, Subramanian, Suchak, Himalaya Publishing House
- Advertising Management & Sales Promotion – SHH Kazmi & Satish K Batra, Himalaya Publishing House.

- Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
- Arens and Bovee, Contemporary Advertising, Irwin, 1995.
- Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
- Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
- Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
- Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
- Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
- Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
- Calvin; Sales Management; Tata McGraw Hill, New Delhi.
- Futrell, Charles, Sales Management, Thomson Learning, Mumbai.
- Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
- Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group A: Marketing Area**

### **MBADM–M42 Rural Marketing**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Rural Marketing: Concept --- Nature --- Scope --- Significance of Rural Marketing --- Factors contributing to Growth of rural markets --- Components and classification of Rural markets --- Rural Market VS Urban Market --- rural marketing.

#### Unit II

**Rural Markets & Decisions:** Profile of Rural Marketing, Consumer Profile; Rural Market Equilibrium- Classification of Rural Marketing, Regulated and Non-Regulated. Marketing Mix- Segmentation, Targeting, Positioning. Rural Marketing Strategies.

#### Unit III

Government Role: Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.

Product: Product / Service Classification in Rural Marketing, New Product Development, Brand Management in Rural Marketing.

#### Unit IV

Rural Distribution channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity & Innovation in Rural Marketing, Sales force Management in Rural Marketing.

#### Unit V

Rural Consumer Behaviour: Consumer Behaviour Model in Rural Marketing; Rural Marketing Research- Retail & IT models in Rural Marketing; CSR and Marketing Ethics in Rural Marketing

Books Recommended:

1 Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House – 2010

2 Acharya S.S. Agarwal N.L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd. 113-B, ShahpurJat, Asian village side Now Delhi India 110 049 India Fax – 011 41517559 – 2004

3 Understanding Rural Buyer Behaviour, Jham, IIM – B Management Review Vol. 15 No. 3 2003 4 : Badi R.V., Badi N.V. Rural Marketing P.Nos. – 112 to 114, 233 to 241. Rural Marketing



- 4 Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
- 5 Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash Pandey New age publishers
6. Rural Marketing – U.C.Mathur, excel books, 1/e
- 7 Indian Rural Marketing Rajagopal Rawat Publishers
- 8 Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA,
- 9 Dogra Balram and Karminder Ghuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw-Hill Publishing Company Ltd.
- 10 Pradeep Kashyap , Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson.
- 11 C.S.G. Krishnamacharyulu and Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group B Human Resource Area**

### **MBADM–HR 4.1 Union Management Relations**

**Max. Marks: 100**

**Time: 3 Hrs.**

Unit I :

Introduction to Union Management Relations: Concept and Importance, Role of Government, Public Policies in Union Management Relations, Impact of Globalization on Union Management Relations, Role of International Labour Organisation.

Unit II :

Trade Unions and Unionism: Trade Union Development and Functions; Trade Union Recognitions; Leadership in Trade Unions; White collar and Managerial Trade Unions, Management and Employers' Associations.

Unit III :

Conflict Resolution: Causes of Conflict; Collective Bargaining - Meaning, Importance and Process; Negotiation skills; Role of Labour Administration; Conciliation and Arbitration and Adjudication.

Unit IV :

Workers' Participation in Management : Evolution and Concept of workers' participation in Management; Importance ; Structure and Process of WPM ; Forms of Participation ; Strategies for Implementing WPM

Unit V :

Grievance: Meaning and causes of grievances, Machinery for handling grievances, Grievance redressal in India.

Books Recommended:

1. P.Subha Rao : Essentials of HRM and Industrial Relations.
2. Mamkoottam : Trade Unionism : Myth and Reality, New Delhi, Oxford University Press.
3. Virmani, B.R. Participative Management Vs Collective Bargaining, Vision Books, New Delhi.
4. Mamorial C.B. Dynamics of Industrial Relations, Himalaya Publications, Mumbai.
5. S.C. Srivastava Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi,1994.

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group B: Human Resource Area**

### **MBADM–HR 4.2 Human Resource Planning and Audit**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Human Resource Planning: concepts, importance, need for HRP, Objectives, types of HR plan, HRP planning process, benefits of HRP, Dimensions of HRP, problems and barriers in HRP, Human Resource Planning linkage with other HR function, influencing factors in manpower planning

#### Unit II

Human Resource Forecasting: Necessity, Steps, Demand and Supply forecasting, Demand and Supply forecasting techniques, Forecasting accuracy, benefits of accuracy.

#### Unit III

Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Benefits, Important Components of Human Resource Development Audit, Need for Human Resource Audit

#### Unit IV

HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change

#### Unit V

Human Resource Audit Report: HR Audit Report – purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement

#### Books Recommended

- 1 T. V. Rao HRD Audit: Evaluating the Human Resource Function for Business Improvement Sage 2014 / 2nd
- 2 Udai Pareek, T. V. Rao Designing and Managing Human Resource Systems Oxford 2017 / 3rd
- 3 Peter Reilly, Marie Strebler, Polly Kettley The Human Resource Function Audit Cambridge Strategy 2011

4 Dr. Sibram Nisonko HR Audit: Audit Your Most Precious Resources Independently published 2017 5  
Rajni Gyanchandani, Durdana Ovais HR Audit Everest 2017

6 Kelli W. Vito Auditing Human Resources The IIA Research Foundation 2015 / 2<sup>nd</sup>

7 Human Resource Planning and Strategic Change: Acharya, Tripathy – Himalaya

8 Human Resource Planning by Dipak Kumar Bhattacharya, Excel Books

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group C: Entrepreneurship Area**

### **MBADM–E 4.1 Project Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

Objective: Since the introduction of planning in India, the country has been investing; we have been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development and implementation. The course would provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and project.

#### Unit I

Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. System approach in Project management

#### Unit II

Project feasibility, Project life cycle, Project appraisal, Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.

#### Unit III

Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages, project organization structures & responsibilities, responsibility matrix.

#### Unit IV

PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting.

#### Unit V

Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project control process and performance analysis

Books Recommended

1. Panda, Shiba Charan, Entrepreneurship Development, New Delhi, Anmol Publications.
2. Singh, Nagendra P, Emerging Trends in Entrepreneurship Development, New Delhi, Aseed
3. Pareek, Udai and Vankateshwara Rao T. Developing Entrepreneurship - A Hand book of Learning systems, Latest Edition.
4. Taneja, Satish and Gupta, S.L. Entrepreneurship Development - New Venture Creation, Galgotia Publishing House, New Delhi.
5. Tandon B.C. : Environment Entrepreneur; Chugh Publications, Latest Edition.
6. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai HPH, 2002.
7. Khanna S.N. Entrepreneurial Development, S. Chand , New Delhi (Latest edition)
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## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Entrepreneurship Area**

### **MBADM–E 4.2 Innovation and Entrepreneurship**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Creativity as prerequisite of innovation; Innovation and Entrepreneurship, Entrepreneurship Vs Management, Entrepreneurship and change, Success stories of Indian Business Entrepreneurs.

#### Unit - II

Conceptual Issues in Entrepreneurship, Qualities and Pre-requisites of Entrepreneurs, Environmental Factors, Affecting Entrepreneurship, Role of entrepreneurship in economic development, Role and Functions of Entrepreneur in relation to new venture creation (with reference to a developing country)

#### Unit III

Entrepreneurship and cultural issues, Entrepreneurial Skills and Effectiveness of Entrepreneurs, Technology, Role of NICS and DIC

#### Unit IV

Project Management: Project Identification Preparation of New Project Appraisal, Implementation and Evaluation, Feasibility of New Project: Technical, Economic Commercial.

#### Unit V

Historical Back drop of Entrepreneurial Growth, Prominent Indian Business Families and Communities, The Contemporary Role Models of Indian Business – Values, Philosophies and Recent Developments.

#### Books Recommended :

1. Panda, Shiba Charan, Entrepreneurship Development, New Delhi, Anmol Publications.
2. Singh, Nagendra P, Emerging Trends in Entrepreneurship Development, New Dehi, Aseed
3. Pareek, Udai and Vankateshwara Rao T. Developing Entrepreneurship - A Hand book of Learning systems, Latest Edition.

4. Taneja, Satish and Gupta, S.L. Entrepreneurship Development - New Venture Creation, Galgotia Publishing House, New Delhi.
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## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group D: Finance Area**

### **MBADM–F 4.1 Financial Services**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit – I

Introduction to Services: Meaning and Definition, Characteristics, Reasons for Growth of Services. Role of Services in the Indian Economy. Marketing Mix for Services.

Financial Services: Concept, Nature and Characteristics of Financial Services. Role, Main Types of financial Services.

#### Unit – II

Management of Banking Services

RBI: Objectives, Functions and Role of RBI, Credit Control.

Commercial Banks: Functions, Role, Credit Creation, Organisation and Management.

Credit Cards in India: Progress of Credit Card Business, Credit Card v/s Debit Card. RBI's directives on Debit Cards. Advantages of Credit Cards.

#### Unit – III

Merchant Banking: Meaning, Functions and Role, New Issue Management Services of Merchant Banks. Government Policy on Merchant Banking System.

#### Unit – IV

Mutual Funds: Meaning, objectives, Types and Overall Progress of Mutual Funds in India. Regulation and Control of Mutual Funds in India.

Credit Rating Services: Concept, Need and Importance. Factors considered in Credit Rating. Credit Rating Agencies in India.

#### Unit – V

SEBI and its Reforms

SEBI and its Investors Protection: Functions of SEBI, Steps taken by SEBI for Investors Protection, Protection in New Issue Market, Protection for Fixed Deposits, Legislative Protection

to Investors, Rating and Investors Protection.

Books Recommended:

1. Avadhani VA: Marketing of Financial Services, Himalya Publising House, Mumbai.
2. Srivastava RM: Management of Indian Financial Institutions, Himalya Publising House, Mumbai.
3. Verma JC: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
4. Shiva Ram S: Global Financial Services Industry, South Asia Publications, New Delhi.
5. Khan MY: Indian Financial System – Theory & Practice, Vikas Publishing House, New Delhi.
6. Shankar, Ravi: Services Marketing – the Indian Experience; South Asia Publications, New Delhi.
7. Avdhani VA: Investment and Securities Markets in India, Himalya Publishing House, Mumbai.
8. RBI Act 1934.

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group D: Finance Area**

### **MBADM–F 4.2 Working Capital Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Principles of Working capital: Introduction to Working capital, Concept of Working Capital.

#### Unit II

Need for Working capital, Concepts and its determinants, estimation of working capital needs.

#### Unit III

Accounts Receivables Management and Factoring: Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.

#### Unit IV

Inventory Management: Nature of Inventories, Need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.

#### Unit V

Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting.

Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers.

Books Recommended:

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group E: Production Area**

### **MBADM–P 4.1 Supply Chain and Logistics Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

#### Unit I

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

#### Unit II

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

#### Unit III

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

#### Unit IV

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels

#### Unit V

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing ,Distribution to Units.

Books Recommended:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.

2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, “International Logistics”, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

## **SECOND YEAR**

**IV Semester M.Com (BADM)  
Group E: Production Area**

### **MBADM–P 4.2 Total Quality Management**

**Max. Marks: 100**

**Time: 3 Hrs.**

Unit I :

Introduction : Concept of Total Quality; Evolution of TQM; Concept and Importance of TQM; Components of TQ Loop; TQM in Indian Organisations, Principles of TQM.

Unit II :

Tools and Techniques of TQM: Techniques for Analysing a Quality Process, Statistical Process Control, Failure; Mode and Effect Analysis; Computer Aided Inspection; Data Collection and Analysis.

Unit III :

Management of Quality Circles: Meaning , Role and Importance of Quality Circles; Quality Circles in Japanese Organizations ; Quality Circles in Indian Context, Quality Improvement Teams; Management of QC - Zero Defect Programmes.

Unit IV :

Quality Audits and Total Quality of Services : Quality Audits ; Concept and Importance, Need Assessment and ISO 9000 Standards; Marketing Aspects of TQ; Total Quality of services; Total Quality and Safety; Six Sigma.

Unit V :

Others Issues in TQM : Humanistic Aspects of TQM ; Q-7 Tools ; Quality Costs; Functional Linkage of Quality with Reliability and Maintainability ; Failure Analysis; Optimum Decisions.

Books Recommended:

1. J.M Juram and Frank M Gryna " Juram's Quality Control Hand book", McGrawhill, New york.
2. S.K.Mandal ; Total Quality Management ; Vikas Publishing House, New Delhi.
3. Sundara Raju S.M ; Total Quality Management: A Primer Tata McGrawHill,New Delhi.