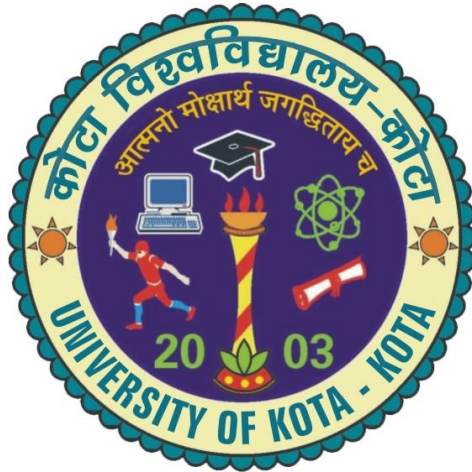


Syllabus and Course Scheme
Academic year 2022-23



Master of Commerce - Business Admn.
Semester Scheme-2022-23

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

Website: uok.ac.in

M.Com Business Administration Semester Scheme 2022-2023

Semester-I

- Paper-101 Management concept and Application
- Paper-102 Theory and Practice of marketing Management
- Paper-103 Managerial Economics
- Paper-104 Business Economic environment

Semester-II

- Paper-201 Strategic Management
- Paper-202 Research Methodology
- Paper-203 Human Resource Development and Management
- Paper-204 Organisational Behaviour

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 Management

**M.Com Business Administration
Semester Scheme 2022-2023**

FIRST 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		Lectures	Practical	Credit	Conti. Assess.	Sem. Assess.	Total Marks	Conti. Assess.	Sem. Assess.
I Year I Semester	1.1	BADM-101	Management concept and Application	3 Hrs	6		6	50	100	150	20	40
	1.2	BADM-102	Theory and Practice of marketing Management	3 Hrs	6		6	50	100	150	20	40
	1.3	BADM-103	Managerial Economics	3 Hrs	6		6	50	100	150	20	40
	1.4	BADM-104	Business Economic Environment	3 Hrs	6		6	50	100	150	20	40
	Total					24		24	200	400	600	
I Year II Semester	2.1	BADM-201	Strategic Management	3 Hrs	6		6	50	100	150	20	40
	2.2	BADM-202	Research Methodology	3 Hrs	6		6	50	100	150	20	40
	2.3	BADM-203	Human Resource Development and Mgmt.	3 Hrs	6		6	50	100	150	20	40
	2.4	BADM-204	Organizational Behaviour	3 Hrs	6		6	50	100	150	20	40
	Total					24		24	200	400	600	

**M.Com Business Administration
Semester Scheme 2022-2023**

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. Asses.s.	Sem. Asses.s	Total Marks	Conti. Asses.s	Se.m. Asses.s
II Year III Semester	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
	Total					24		24	200	400	600	
II Year IV Semester	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
	Total					24		24	200	400	600	

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-I

BADM :-

Internal Exam - 30 marks

Paper Presentation and viva - 20 marks

(Each Paper)

Semester-II

BADM :-

Internal Exam :- 30 Marks

Paper Presentation and viva - 20 marks

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.**

FIRST YEAR

I Semester M.Com (Bus. Adm.)

BADM-101 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.)

BADM-102

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, Garyand 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.)

BADM-103 Managerial Economics

Course/Paper: 103

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

Unit I

Economics and managerial decision-making. Distinctive features of Managerial Economics. Demand function and determinants. Types of elasticity of demand: Price elasticity, Income elasticity, and cross elasticity. Methods for forecasting of demand.

Unit II

Equilibrium of firm:- The Marginal analysis. General and partial equilibrium; Stable and unstable equilibrium. Dynamic and Static Equilibrium. Revenue and Cost concepts total, average and marginal. Cost function. Conceptual differences between economists' and accountants' cost, opportunity cost, social and private cost, long run and short run cost. Planning curve. Cost of multiple products.

Unit III

Production functions and its uses and features, Iso-quant and Iso-cost curves. Least-cost combination of inputs. Returns to scale and laws of variable proportion in production. Economies and diseconomies of scale.

Unit IV

Marginal analysis of Equilibrium. Price-output determination under different market structure. Perfect and imperfect markets: Monopoly, Monopolistic Competition and Oligopoly. Price Leadership. Price discrimination, and Dumping in global market. Cost- plus pricing, Pricing of New Products- Problems and policies.

Unit V

Nature of Profit, theories of profit, profit measurement- Accountants' Vs Economists' view. Profit policies-reasons for limiting profits..Cost and profit forecasting- breakeven analysis.

Recommended Books:

1. Managerial Economics Economics- H.L. Ahuja. S. Chand publication
2. Managerial Economics- Joel Dean. PHI (EEE) Publication
3. Managerial Economics- Keat, Young.& Banerjee, Pearson Education
4. Managerial Economics-Petersen, Lewis & Jain; Pearson

FIRST YEAR

I Semester M.Com (Bus. Adm.)

BADM-104

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. Bhvhol: 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.)

BADM -201 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.

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.)

BADM -202 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.)

BADM-203

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.

FIRST YEAR

II Semester M.Com (Bus. Adm.)

BADM -204 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.