



**Course Structure for
M.Com. (Business Administration)
under Semester System to come into force from Academic
Session 2013-14.**

M.COM. (BUSINESS ADMINISTRATION)

SEMESTER SYSTEM

M.COM. (BUSINESS ADMINISTRATION)

COURSE STRUCTURE

FIRST SEMESTER

400 MARKS

PAPER – 101	PRINCIPLES OF MANAGEMENT	100 MARKS
PAPER – 102	MANAGERIAL ECONOMICS	100 MARKS
PAPER – 103	ACCOUNTING FOR MANAGERIAL DECISIONS	100 MARKS
PAPER – 104	MARKEYING COMMUNICATION	100 MARKS

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COURSE STRUCTURE

SECOND SEMESTER

400 MARKS

PAPER – 201	MARKETING MANAGEMENT	100 MARKS
PAPER – 202	BUSINESS ENVIRONMENT	100 MARKS
PAPER – 203	STATISTICAL ANALYSIS	100 MARKS
PAPER – 204	ADVERTISING MANAGEMENT	100 MARKS

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COURSE STRUCTURE

THIRD SEMESTER

400 MARKS

PAPER – 301 FINANCIAL MANAGEMENT 100 MARKS

PAPER – 302 (A) PRODUCTION MANAGEMENT 100 MARKS

OR

PAPER – 302 (B) RETAIL MANAGEMENT 100 MARKS

PAPER – 303 HUMAN RESOURCE DEVELOPMENT 100 MARKS

PAPER – 304 ORGANIZATIONAL BEHAVIOUR 100 MARKS

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COURSE STRUCTURE

FOURTH SEMESTER

400 MARKS

PAPER – 401 RESEARCH METHODOLOGY 100 MARKS

PAPER – 402 (A) STRATEGIC MANAGEMENT 100 MARKS

OR

PAPER – 402 (B) INTERNATIONAL MARKETING 100 MARKS

PAPER – 403 (A) PROJECT WORK 100 MARKS

OR

PAPER – 403 (B) ENTREPRENEURSHIP DEVELOPMENT 100 MARKS

PAPER – 404 COMPHRENSIVE VIVA-VOCE 100 MARKS

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FIRST SEMESTER

**PAPER – 101
PRINCIPLES OF MANAGEMENT**

- Unit I** Management: Meaning, concept, nature, functions, importance, management skills, and characteristics of a Professional manager.
- Unit II** School of management thought: Scientific, Human Behaviour and social system school, Contingency theory of management.
- Unit III** Planning : Concept, process, nature and scope of planning. Forecasting and Decision Making: Concept and process. Management by objectives.
- Unit IV** Controlling: Concept and process, effective control system, techniques of control. Leadership: Concept and leadership styles. Leadership theory.
- Unit V** Management of change: Concept, nature, forces for change, need for change, resistance to change, Suggestions to implement changes. Motivation: Motivation theories – Maslow, Herzberg, McGregor. Financial and non-financial incentives.

Books Recommended: -

1. Stoner ,Freeman ang Gilbert Jr-Management(Prentice Hall Of India .6th edition.)
2. Koontz-Principles of management(Tata Mc Graw Hill,1st Edition 2008)
3. Robbins & Coulter-Management(Prentice Hall Of India,8th Edition)
4. Robbins S.P and Decendo David A-Fundamentals of Management: Essential concepts and Applications(Pearson Education,5th edition)

5. Hillier Frederick S. & Hillier Mark S-Introduction to Management Science: A modelling and case studies approach with spreadsheets(Tata Mc Graw Hill,2nd Edition 2008)
6. Wehrich Hienz and Koontz Harold- Management : A global Entrepreneurial Perspective(Mc Graw Hill,12th Edition 2008)

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FIRST SEMESTER

**PAPER – 102
MANAGERIAL ECONOMICS**

- Unit** Managerial Economics: Meaning, nature and scope. Managerial Economist's role and responsibilities.
- Unit II** Demand Analysis: Concept, Law of Demand, Demand determinants, Elasticity of Demand - its meaning, types and measurements.
- Unit III** Cost Analysis: Concept and measurement of Fixed, Semi-variable, Variable, Average and Marginal Cost. Demand forecasting: Meaning, significance and methods with numerical questions.
- Unit IV** Break-even Analysis and its applications in managerial decisions related to Profit Planning, Output and Price Decisions
- Unit V** Pricing: Meaning, definition and objectives. Method of pricing, price determination under Perfect Competition, Monopolistic Competition and Monopoly. Factors effecting price policy.

NOTE: At least two numerical questions should be set in the question paper.

Books Recommended: -

1. D.C Hague : Managerial Economics
2. Spencer & Sigelman : Managerial Economics
3. B. L Ojha : Managerial Economics
4. K.G Gupta: Business Economics
5. Varshney & Maheshwari: Managerial Economics

6. Sharma & Kejriwal:Prabandhkiya Arthashastra
7. Peterson: Managerial Economics

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FIRST SEMESTER

PAPER – 103

ACCOUNTING FOR MANAGERIAL DECISIONS

- Unit I** Management Accounting: Meaning, objectives, scope and functions. Distinction between Financial Accounting and Management Accounting.
- Unit II** Financial Statements: Meaning and contents. Ratio Analysis: Profitability Ratio, Turnover Ratio and Liquidity Ratio and its applications in managerial decisions.
- Unit III** Fund Flow Analysis: Meaning, characteristics, importance and preparation of Schedule of Changes in Working Capital and Fund Flow Statement. Cash Flow Analysis: Objectives, importance and preparation of Cash Flow Statement as per AS – 3.
- Unit IV** Marginal Costing: Make or Buy Decision, Acceptance of New Order, Cost Volume Profit Relationship, and Break Even Analysis.
- Unit V** Budgeting: Meaning, importance, types, preparation of Cash and Flexible Budget. Standard Costing: Meaning, importance, Variance Analysis – computation of Material and Labour Variance.

Books Recommended: -

1. Anthony Robert-Management Accounting
2. Gupta S.P.-Accounting for Managerial Decisions(English& Hindi)
3. Gupta K.L.-Accounting for Managerial Decisions(Hindi & english)Sahitya Bhawan Publication
4. Gupta K.G.- Prabandhkiya Lekhankan

5. ManMohan & Goyal-Principles of Management Accounting
6. Agarwal & Agarwal- Prabandhkiya Lekhankan
7. Batty J.-Management Accounting
8. Horngren-Management Accounting

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FIRST SEMESTER

**PAPER – 104
MARKETING COMMUNICATION**

UNIT 1:

Meaning objectives, scope, importance, advantages, disadvantages of marketing communication, steps in developing effective marketing communicating in marketing, marketing mix.

UNIT 2:

Concepts and process of integrated marketing communication (IMC). Elements of IMC. Developing communication campaign in advertising, sales promotion, direct marketing, event management, public relation, media relation and community relation.

UNIT 3:

Message design: AIDA model consideration for creative idea visualization.

UNIT 4:

Media management: Meaning and importance. Media process, media jargons- strategies and execution.

UNIT 5:

Ethics and social responsibility of IMC campaigns. Evaluating marketing communication programs.

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SECOND SEMESTER

PAPER – 201

MARKETING MANAGEMENT

- Unit I** Introduction: Definition, importance and scope. Elements of Marketing. Concept and functions of marketing management. Qualities of Marketing Manager. Selling Vs Marketing.
- Unit II** Market segmentation: Segmenting the Market, Benefits and Limitations of market segmentation. Market segmentation Process. Basis for consumer/Industrial market segmentation.
- Unit III** Product: Concept of a Product, classification of product, major product decision. Product Life Cycle concept and Phases, Demand analysis – Numerical problems related to Demand Forecasting.
- Unit IV** Price: Importance of Price in the Marketing Mix. Factors affecting price of a product/service. Use of Marginal costing in marketing decisions. Numerical problems related to change of product mix and exploring new markets. Shut down decisions.
- Unit V** Marketing Research: Meaning, scope and process of marketing research. Buyer behaviour and consumer decision making process.

Books Recommended: -

1. Lazo & Corbin: Management of Marketing
2. Harard John, A: Marketing Management
3. Phelps & Estarg: Marketing Management
4. Kotler, Philip: Marketing Management
5. Jain, S.C., Vipdan Prabandh

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SECOND SEMESTER

PAPER – 202

BUSINESS ENVIRONMENT

- Unit I** Business Environment: Concept, significance, elements of business environment – Internal and External. Changing dimensions of business environment.
- Unit II** Economic Trends: Income, Saving and Investment. Industry, Trade and Balance of Payments.
- Unit III** Role of Government - Monetary and Fiscal Policy, Industrial Policy, Export and Import Policy.
- Unit IV** Current Five Year Plan: Major Policies, Targets and Resource allocation. Globalisation, Privatisation and Liberalisation- concepts and their application in India
- Unit V** International Environment: International Trading Environment. Trends in World Trade and the problems of Developing Countries, Foreign Trade and Economic Growth, WTO- its functions and Progress, World Bank and IMF

Books Recommended: -

1. Sundaram & Black: The International Business Environment; Prentice Hall, New Delhi.
2. Agarwal A.N.: Indian Economy; Vikas Publishing House, Delhi.
3. Khan Farooq A: Business and Society; S. Chand,. Delhi.
4. Dutt R. and Sundharam K.P.M; Indian Economy; S.Chand, Delhi.
5. Misra S.K and Puri V.K:Indian Economy; Himalaya Publishing House, New Delhi..

6. Hedge Ian: Environmental Economics; MacMillan, Hampshire.
7. Dutt Ruddar: Economic Reforms in India - A Critique; S.Chand, New Delhi.

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SECOND SEMESTER

**PAPER – 203
STATISTICAL ANALYSIS**

- Unit I** Correlation and Regression Analysis (Two variables only): Karl Pearson's coefficient and Spearman Rank Difference methods of correlation and Regression coefficients and equations.
- Unit II** Interpolation and Extrapolation: Meaning and importance, Binomial, Newton and Lagrange Methods.
- Unit III** Association of Attributes: Yule's coefficient and Method of Comparison of proportions, chi-square test.
- Unit IV** Elementary problems of Probability based on addition and multiplication theorems; simple and compound events probability; Bernoulli Theorem.
- Unit V** Sampling: Meaning and methods. Test of significance in large samples, Test of significance in small samples- T - Test.

Books Recommended: -

1. Hooda R.P. :Statistics for Business & Economics(Macmillan,New Delhi)
2. Gupta K.L.:Statistical Analysis
3. Dr K.L. Gupta: Sankhyikiya Vishleshan (Hindi)
4. Elhance D.N.:Fundamental of Statistics
5. Gupta S.P.:Statistics
6. Sahai & Shukla:Sankhyiki Vishleshan
7. K. N. Nagar:Sankhyiki ke Mool Sidhhant

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SECOND SEMESTER

PAPER – 204

ADVERTISING MANAGEMENT

- Unit I** Introduction to Advertising: Meaning and Definition, Functions and Importance of advertising in modern marketing. Role of advertising in the national economy – economic and social effects. Advertising planning 0 meaning, types of plans and steps of planning.
- Unit II** Types of Advertising: Commercial and non-commercial advertising, primary demand and secondary demand advertising, classified and display advertising, comparative advertising, co-operative advertising.
- Unit III** Setting of Advertising: Types, factors affecting the advertising expenditure in a company and allocation of advertising budget.
- Unit IV** Advertising Media: Types of Media – Print Media, Electronic media and other media. Their characteristics, merits and demerits and limitations. Media scene in India. Problems of reaching rural audience and markets. Web advertising: objectives, importance and types of online advertising. Advertising copy or message: preparing an effective advertising copy.
- Unit V** Ethical and legal issues in Advertising in India. Misleading and deceptive advertising and false claims. Various laws and acts concerning advertising.

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THIRD SEMESTER

**PAPER – 301
FINANCIAL MANAGEMENT**

- Unit I** Financial Management: Meaning, scope and nature. Financial Goal – Profit Vs Wealth Maximization.
- Unit II** Investment Evaluation Criteria – Pay Back Period, Profitability Index, Net Present Value and Return on Investment.
- Unit III** Leverage Analysis: Operating and Financial Leverage, Measurement of Leverage, Effects of Operating and Financial Leverage on Profit, Combined Leverage.
- Unit IV** Cost of Capital: Meaning, concept, importance and computation of cost of different types of Capital. Dividend Policy: Factors influencing Dividend Policy, Stable Dividend Policy.
- Unit V** Management of Working Capital: Concept, Components – Cash, Debtors and Receivables, sources of Working Capital.

NOTE: At least two numerical questions should be set in the question paper.

Books Recommended: -

1. Johnson R:Financial Management
2. Guthman,Driggal:Corporate Financial Policy
3. Pandey,I.M. :Financial Management
4. Kuchhal S.C. :Financial Management
5. Kulshrestha R.S. :Financial Management

6. Kulshrestha R.S.:Vittiya Prabandh
7. Agarwal & Agarwal:Vittiya Prabandh
8. Banarjee S.K.: Financial Management

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THIRD SEMESTER

**PAPER – 302 (A)
PRODUCTION MANAGEMENT**

- Unit I** Production Management: Concept, scope and functions. Types of production systems, Responsibilities of Production Manager.
- Unit II** Plant Layout: Principles, Factors influencing plant layout, main types of plant layout. Product Planning and control: Concept and main functions.
- Unit III** Sequence Analysis and Gantt chart, Critical Path Method (C.P.M.) and Programme Evaluation and Review Technique (PERT).
- Unit IV** Inventory control decision, determination of various levels of stock-reorder, minimum and maximum, A.B.C. Analysis, Economic Order Quantity (EOQ) and Economic Lot Size.
- Unit V** Issue of Material : Methods of Pricing of Material Issue - FIFO, LIFO, HIFO and Average Price. Statistical quality control: Concept, importance, aspects, use of control charts.

NOTE: At least two numerical questions should be set in the question paper.

Books Recommended: -

1. Carson G.B.: The Production Hand Book
2. Hopman Richard J: Production Concepts, Analysis and Control
3. Mayer, Raymond R: Production Management
4. Gopal Krishnan,P: Purchasing & Material Management
5. Alfred & Beaty: Principles of Industrial Management

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THIRD SEMESTER

**PAPER – 302 (B)
RETAIL MANAGEMENT**

- Unit I: **Overview of Retailing Management-** Introduction to retailing, concept, Nature, scope, Functions of retailing; Retail organization structure, Types of Retail Outlets, Market structure and control.
- Unit II: **Retail Management Situational Analysis-** Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Market competitors.
- Unit III: **Promotional strategies-** choosing a store location: Trading-area analysis; Site selection; Store design and layout, Display.
- Unit IV: **Managing Retail Business-** Retail organization & HRM, Managing retail services; Branding, Sales force management.
- Unit V: **Delivering the Product:** Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing, International Retailing.

Books Recommended:

1. Retail Management: S. C. Bhatia, Atlantic Publishers & Dist,
2. Retail Management: A Strategic Approach, 10/E, Berman, Pearson Education India
3. Retail Management: A Realistic Approach, Neelesh Jain, Global Indian Publication
4. Retail Management: Chetan Bajaj. Nidhi Varma, Srivastava, Rajneesh Tuli Edition
illustrated Publisher Oxford University Press India

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THIRD SEMESTER

PAPER – 303

HUMAN RESOURCE DEVELOPMENT

- Unit I** Human Resource Management (H.R.M.): meaning, nature, objectives, scope principles and functions of H.R.M., Role of an H.R. Manager.
- Unit II** Human Resource Planning: Definition, purpose and process of Human Resource Planning. Recruitment and Selection process.
- Unit III** Training and Development: Concept need and scope of training and development for work force.
- Unit IV** Job Analysis: Meaning, use, contents, and techniques and its utility. Job Description: Meaning, use and guidelines for working a Job Description.
- Unit V** Performance Appraisal: Definition, purpose, procedure and techniques of performance appraisal. Wage Policy Regulations: Minimum wage, fair wage and living wage.

Books Recommended: -

1. Yoder:Personnel Management & Industrial Relations
2. Michael Juncieus:Personnel Management
3. Pigou:Personnel Management
4. Scot:Personnel Management
5. Indian Instt. Of Personnel Management-Personnel Management in India(Asia)
6. Bhagoliwal:Personnel Management and Industial Relations

7. Flippo Edwin B:Personnel Management
8. Tripathi P.C. :Personnel Management & Industrial Relations
9. Mamoria & Dashaura:Sevivarg Prabandh aur Audhyogic Sambandh

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THIRD SEMESTER

PAPER – 304

ORGANIZATIONAL BEHAVIOUR

- Unit I** Organizational Behaviour: Concept, nature, scope, importance and Transactional Analysis.
- Unit II** Perception: Concept, nature, process and importance. Attribute: Concept, process and importance.
- Unit III** Personality: Concept, nature, types and theories of personality shaping. Conflict: Concept and sources, functionality and functionality of conflict, classification of conflict, resolution of conflict.
- Unit IV** Grievance: Meaning and types of grievance and Grievance Handling. Stress: Meaning, causes and consequences of stress.
- Unit V** Organizational Culture: Concept and elements of culture and its implications. Group Dynamics and inter-personal relationship.

Books Recommended: -

1. Griffin,Ricky W: Organisational Behaviour, Houghton Mifflin Co. Boston
2. Hellreigel,Don John W. Sloccum,Jr & Richard W.Woodman: Organisation Behaviour:Utilising Human Resources, Prentice Hall, New Delhi
3. Koontz,Harold,Cyril O'Donnell & Heinz Weihrich:Essentials of management, Tata Mc Graw Hill, New Delhi
4. Luthans,Fred:Organisational Behaviour,Mc Graw Hill, New york.

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FOURTH SEMESTER

**PAPER – 401
RESEARCH METHODOLOGY**

- Unit I** Introduction: Concept of research and its application in various functions of management, types of research, types of business problems encountered by the researcher, problems and precautions to the researchers.
- Unit II** Process of research: Steps involved in research process. Research design: Various methods of research design, Hypothesis.
- Unit III** Collection of Data: Types of Data- Primary and Secondary- Meaning and various methods of collection of data, preparation of questionnaire and schedule, Concept of sampling and various types of sampling techniques.
- Unit IV** Analysis of Data: Coding, editing and Tabulation of Data, various kinds of charts and diagrams used in data analysis and its interpretation.
- Unit V** Report Preparation: Types and layout of research report, precautions in preparing the research report, Bibliography and Annexure in the report. Drawing conclusions, suggestions and recommendations relating to Research Project

Books Recommended: -

1. Cooper & Schindler-Business Research Methods(Tata Mc Graw Hill,9th Edition)
2. Saunders-Research Methods for Business Students(Pearson Education, 2nd Edition,2007)
3. Panneer Selvam-Research Methodology(Prentice Hall of India,Edition 2008)
4. Gravetter-Research Method for Behaviourial Sciences(Cengage Learning)

5. Beri G.C.-Marketing Research(Tata Mc Graw Hill,4th Edition)
6. Kothari C.R.-Research Methodology Methods And Techniques(New Age International Publishers,2nd edition 2004)

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FOURTH SEMESTER

**PAPER – 402(A)
STRATEGIC MANAGEMENT**

- Unit 1. Concept of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objective and goals.
- Unit 2. Environmental Analysis and Diagnosis: Concept of environment and its components: Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
- Unit 3. Strategy and Structure: Structural considerations, structures for strategies. Strategy Evaluation: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.
- Unit 4. Strategy Formulation and Choice of Alternatives : Strategies - modernisation, diversification, integration,; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice.
- Unit 5. Functional Strategies: Marketing, production/operations and R&D plans and police. Personnel and financial plans and policies.

References:

1. Bhattachary, S.K. and N. Venkataramin; Managing Business Enterprises : Strategies, Structure and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Glueck, William F. and Lawrence R. Jauch : Business policy and Strategic Management, McGraw-Hill, International Edition.
4. Kazmi, Azhar : Business Policy, Tata McGraw Hill, Delhi.
5. Michal, E Porter : The Competitive Advantage of Nations, Macmillan, New Delhi.
6. Newman, Willianm H. and James P. Logan : Strategy, Policy and Central Management, South Westerm Publishing, Co., Cincinnati, Ohio.
7. Sharma, R. A. : Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.

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FOURTH SEMESTER

**PAPER – 402 (B)
INTERNATIONAL MARKETING**

- Unit 1. Introduction to International Marketing: Nature and significance; International market orientation-EPRG framework; International Marketing Environment: Internal environment;
- Unit 2. Foreign Market Selection: Selection of foreign markets; Product Decisions: Product planning for global markets; New product development.
- Unit 3. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.
- Unit 4. Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them.
- Unit 5. Marketing Planning, Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling.

References

1. Czinkota, M.R. : International Marketing, Dryden Press, Boston.
2. Fayerweather, John: International Marketing, Precentice Hall, New Delhi.

3. Jain, S.C. : International Marketing, CBS Publications, New Delhi.
4. Keegan, Warren, J. : Global Marketing Management, Prantice Hall New Delhi.
5. Onkvisit, Sak and John, J. Shaw : International Marketing Analysis and Strateg by, Prantice Hall, New Delhi.
6. Paliwoda, Stanley J. : The Essence of International Marketing, Prentice Hall, New Delhi.
7. Vsudeva P.K. International Marketing: Excel Books, New Delhi.

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FOURTH SEMESTER

PAPER – 403 (A)

PROJECT WORK (with Viva – Voce)

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FOURTH SEMESTER

**PAPER – 403 (B)
ENTREPRENEURSHIP DEVELOPMENT**

- Unit I** Entrepreneurship: Definition and concept of Entrepreneur, Internal and External factors, functions of an entrepreneur. Entrepreneurial motivation and barriers, classification of Entrepreneurship, development of entrepreneurship.
- Unit II** Creativity and Entrepreneurial Plan: Idea Generation, screening and project identification, creative performance. Feasibility Analysis: Economic, marketing, financial and technical. Project Planning: Evaluation, Monitoring and Control.
- Unit III** International Entrepreneurship Opportunities: The nature of International Entrepreneurship, importance of International Business to the firm, Stages of Economic Development.
- Unit IV** Institutional support for new ventures: Supporting Organizations, incentives and facilities, Venture Capital: Nature and Overview, Venture Capital process, locating venture capitalists.
- Unit V** Family and Non-Family Entrepreneur: Role of Professionals, Professionalism Vs Family Entrepreneurs, Role of Govt. in Entrepreneurship Development in India

Books Recommended: -

1. Couger, C-Creativity & Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani-Innovation & Creativity (Crest, 2001)

4. Bridge Setal-Understanding Enterprises: Entrepreneurship & small Business(palgrave,2003)
5. Holt-Entrepreneurship : New Venture Creation (Printice Hall)1998
6. Hunger J D and Wheelen T L-Strategic Management(Addison-Welsey,1999)
7. Dollinger M J-Entrepreneurship (Printice-Hall,1999)

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FOURTH SEMESTER

**PAPER – 404
COMPHRENSIVE VIVA – VOCE**