

2020-21
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2020-21
1-1-3 & 1-2-1

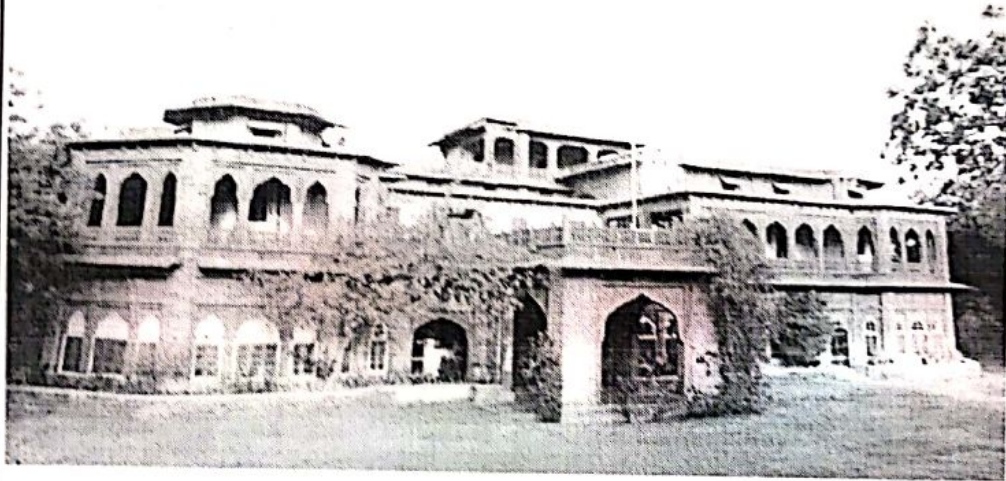
SYLLABUS

*As per Choice Based Credit System (CBCS)
Applicable for Regular Students*

DEPARTMENT OF BUSINESS ADMINISTRATION

M.Com. (Previous) Bus. Adm. Examination, 2020 - 21

M.Com. (Final) Bus. Adm. Examination, 2021 - 22



JAI NARAIN VYAS UNIVERSITY

JODHPUR

22
HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

PROGRAM NAME	Master of Commerce (MCOM) CBCS	PROGRAM CODE	MCOMBACS
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COURSE CODE	COURSE
MCOMBACS101	Representative Management Thinkers
MCOMBACS102	Marketing Management
MCOMBACS103	Human Resource Management
MCOMBACS104	Financial Management
MCOMBACSSK1	E-Marketing
MCOMBACS201	Strategic Management
MCOMBACS202	Organization Behaviour
MCOMBACS203	Entrepreneurship and Small Business
MCOMBACS204	Production & Operations Management
MCOMBACSSK2	Consumer Rights and Education ✓
MCOMBACS301	Fundamentals of Management Research
MCOMBACS302	International Business
MCOMBACS303M	Consumer Behaviour and Marketing Research
MCOMBACS303H	Organization Development & Change Management
MCOMBACS303F	Financial Market and Institutions
MCOMBACS304M	Logistics & Supply Chain Management
MCOMBACS304H	Labour-Management Relations
MCOMBACS304F	Security Analysis and Portfolio Management
MCOMBACSSK3	E-Commerce
MCOMBACS401	Labour and Industrial Laws
MCOMBACS402	Corporate Governance, Ethics and Social Responsibility
MCOMBACS403M	Retail Marketing
MCOMBACS403H	Performance Management
MCOMBACS403F	Management of Financial Services
MCOMBACS404M	Service Marketing and Customer Relationship Management
MCOMBACS404H	Strategic Human Resource Management
MCOMBACS404F	Corporate Tax Planning
MCOMBACSSK4	Social Ethics ✓


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jai Narain Vyas University, JODHPUR

MASTER OF COMMERCE (M.COM.) – CBCS

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE & MANAGEMENT STUDIES,
JAI NARAIN VYAS UNIVERSITY, JODHPUR

PROGRAM OUTCOME

PO1	To equip Post Graduate students fundamental knowledge in different functional areas of management to enable them to accept the challenges of business world
PO2	To develop managerial skills, independent logical thinking and facilitate personality development of students by adopting practical approaches.
PO3	To acquaint a student with conventional as well as contemporary areas in the discipline of Commerce.

PROGRAM SPECIFIC OUTCOME

PSO1	Students develop ability to comprehend and imbibe core and functional management concepts.
PSO2	Equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership.
PSO3	Develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors.
PSO4	Develop skills for analyzing of business data, application of relevant analysis, and problem solving in functional areas such as marketing, human resources, business strategy etc

COURSE OUTCOME

COURSE CODE	COURSE NAME	COURSE OUTCOME
SEMESTER I		
MCOMBACS101	Representative Management Thinkers	On completion of this course, the students will be able to: <ul style="list-style-type: none">• CO1: Understand the theoretical foundations of Management.• CO2: Demonstrate the knowledge on the Thoughts of Management Thinkers
MCOMBACS102	Marketing Management	On completion of this course, the students will be able to: <ul style="list-style-type: none">• CO1: Demonstrate strong

HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

		<p>conceptual knowledge in the functional area of marketing management.</p> <ul style="list-style-type: none"> • CO2: Demonstrate effective understanding of relevant functional areas of marketing management and its application. • CO3: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
MCOMBACS103	Human Resource Management	<p>On completion of this course, the students will be able:</p> <ul style="list-style-type: none"> • CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations. • CO2: To develop necessary skill set for application of various HR issues. • CO3: To analyse the strategic issues and strategies required to select and develop manpower resources. • CO4: To integrate the knowledge of HR concepts to take correct business decisions
MCOMBACS104	Financial Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand the fundamental financial concepts and develop an understanding of the theory, principles and practices of financial management. • CO2: To be aware of determinants of dividend policies and fundamentals of Working capital, Management, Treasury management, Cash management and Inventory management. • CO3: To learn and understand the latest developments in Financial Management.
MCOMBACSSK1	E-Marketing	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Comprehend the importance of e-marketing and


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
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		<p>the role of e-marketing.</p> <ul style="list-style-type: none"> • CO2: Understand the use of e-marketing tactics and their contribution to the Marketing strategy • CO3: Apply leading edge e-marketing tools available today for effective campaign execution and optimization
SEMESTER II		
MCOMBACS201	Strategic Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: describe major theories, background work, concepts and research output in the field of strategic management. • CO2: demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and appreciate its integrative and interdisciplinary nature. • CO3: demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems. • CO4: demonstrate capability of making their own decisions in dynamic business landscape. • CO5: develop their capacity to think and execute strategically.
MCOMBACS202	Organization Behaviour	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization. • CO2: Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization. • CO3: Analyze the complexities associated with management of the group behavior in the organization. • CO4: Demonstrate how the organizational behavior can


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Sri Narain Vyas University, JODHPUR

		integrate in understanding the motivation (why) behind behavior of people in the organization.
MCOMBACS203	Entrepreneurship and Small Business	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand the concepts of entrepreneurship and small business management. • CO2: Describe the characteristics of a successful entrepreneur and explain the key aspects of entrepreneurship. • CO3: Understand various issues related to production, marketing, finance and HR in new venture • CO4: Understand the concepts of turnaround, creativity and innovation.
MCOMBACS204	Production & Operations Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To understand the basic concepts and theories of the production management. • CO2: To comprehend the operations management situations with greater confidence. • CO3: To anticipate issues in production and operations processes they may face during their careers • CO4: To expand individual knowledge of operations management principles and practices. • CO5: To apply operations management concepts and their influence on business decisions.
MCOMBACSSK2	Consumer Rights and Education	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an understanding of the consumer and his rights. • CO2: To learn the recent developments in the Consumer Protection Movement. • CO3: To develop an understanding of Consumer


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jai Narain Vyas University, JODHPUR

		Education and Consumer Laws in India.
SEMESTER III		
MCOMBACS301	Fundamentals of Management Research	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. • CO2: Have basic knowledge on qualitative research techniques • CO3: Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis • CO4: Have basic awareness of data analysis-and hypothesis testing procedures
MCOMBACS302	International Business	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Explain the concepts in international business with respect to foreign trade/international business • CO2: Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects • CO3: Analyse the principle of international business and strategies adopted by firms to expand globally • CO4: Integrate concept in international business concepts with functioning of global trade
MCOMBACS303M	Consumer Behaviour and Marketing Research	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Demonstrate how knowledge of consumer behaviour can be applied to marketing. • CO2: Identify and explain factors which influence consumer behaviour. • CO3: Relate internal dynamics such as personality, perception, learning motivation and attitude


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jain Group of Institutions, JODHPUR

		<p>to the choices consumers make.</p> <ul style="list-style-type: none"> • CO4: Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations. • CO5: In a team, work effectively to prepare a research report on consumer behaviour issues within a specific context.
MCOMBACS303H	Organization Development & Change Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Gain overall understanding in the historical framework of organizational development • CO2: Identify the key steps of an organizational development and change process • CO3: * Acquire knowledge in interventions designed for organizational development. • CO4: Acquire knowledge of change management and its role and needs in organization development.
MCOMBACS303F	Financial Market and Institutions	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an understanding of the Financial Markets. • To understand exchange and currency markets together with various financial institutions and credit policies. • To understand the working of Banks. • To gain an insight into financial sector reforms and Non-Banking financial institutions.
MCOMBACS304M	Logistics & Supply Chain Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an understanding of basic concepts and role of Logistics and supply chain management in business. • CO2: To understand how supply chain drivers play an important role in redefining value chain excellence of Firms. • CO3: To develop analytical and critical understanding & skills for


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jai Narain Vyas University, JODHPUR


		<p>planning, designing and operations of supply chain.</p> <ul style="list-style-type: none"> • CO4: To understand, appraise and integrate various supply chain strategies.
MCOMBACS304H	Labour-Management Relations	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an understanding of the concepts, institutions and approaches to Industrial Relations and managing employee relations at work • CO2: Understand the nature and scope of labor laws and the rationale of labour laws in organizations. • CO3: To learn about worker's participation in management and International Labour Organization.
MCOMBACS304F	Security Analysis and Portfolio Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To provide a theoretical and practical background in the field of investments. • CO2: Designing and managing the bond as well as equity portfolios in the real world. • CO3: Valuing equity and debt instruments. • CO4: Measuring the portfolio performances.
MCOMBACSSK3	E-Commerce	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Demonstrate an understanding of the foundations and importance of E-commerce • CO2: Demonstrate an understanding of retailing in E-commerce by analyzing branding and pricing strategies, determining the effectiveness of market research, assessing the effects of disintermediation. • CO3: Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.


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 Department of Business Administration
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 Jai Narain Vyas University, JODHPUR

SEMESTER IV		
MCOMBACS401	Labour and Industrial Laws	On completion of this course, the students will be able to: <ul style="list-style-type: none"> • CO1: To develop an understanding various Labour Laws. • CO2: To get acquaint with provisions of various laws pertaining to Labour
MCOMBACS402	Corporate Governance, Ethics and Social Responsibility	On completion of this course, the students will be able to: <ul style="list-style-type: none"> • CO1: To develop an understanding of business ethics and social responsibility. • CO2: To learn the conceptual framework of Corporate Governance and regulatory framework in India & other countries. • To understand the whistle blowing and Corporate Social Responsibility (CSR) concepts.
MCOMBACS403M	Retail Marketing	On completion of this course, the students will be able to: <ul style="list-style-type: none"> • CO1: Understand the functions of retail business and various retail formats and retail channels. • CO2: Understand, key drivers of retail supply chain and how to select a retail store location? • CO3: Analyze Retail Market and Strategy.
MCOMBACS403H	Performance Management	On completion of this course, the students will be able to: <ul style="list-style-type: none"> • CO1: To under the concept of performance management and different approaches to performance management systems. • CO2: To understand different approaches to performance measurement. • CO3: To design a performance management system. • CO4: To understand and develop key skills involved in effective performance management.
MCOMBACS403F	Management of Financial Services	On completion of this course, the students will be able to:


HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jai Narain Vyas University, JODHPUR

		<ul style="list-style-type: none"> • CO1: To develop an understanding of Indian Financial System. • CO2: To learn about concept and recent developments in financial services and leasing • CO3: To understand about credit rating and venture capital.
MCOMBACS404M	Service Marketing and Customer Relationship Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Develop an understanding of the Service Sector and Service Marketing environment. • CO2: Learn & analyze the role of quality in service and recent developments in service industry. • CO3: Understand the basic concepts of Customer relationship management • CO4: Enable the students to understand the issues and challenges in CRM implementation, tools of CRM and CRM Metrics
MCOMBACS404H	Strategic Human Resource Management	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand the basic concepts and value of key strategic human resource management concepts. • CO2: Focus on how firms formulate, implement and evaluate corporate business strategies • CO3: Promote skills of evaluating and implementing strategies to sustain a firms competitive advantage • CO4: Study role of HR in strategic formulation
MCOMBACS404F	Corporate Tax Planning	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an understanding of structure of direct and indirect taxes in India. • CO2: To learn the recent developments in tax planning.
MCOMBACSSK4	Social Ethics	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: To develop an


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 Faculty of Commerce Management Studies
 Jai Narain Vastu University, JODHPUR

		<p>understanding of ethics and moral judgment.</p> <ul style="list-style-type: none">• CO2: To learn about business ethics and social responsibility of firm.
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HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

MASTER OF COMMERCE (M.COM.) – BUSINESS ADMINISTRATION

*As per Choice Based Credit System (CBCS)
Applicable for the Regular Students*

ACADEMIC SESSION 2020 – 22

**DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE & MANAGEMENT STUDIES,
JAI NARAIN VYAS UNIVERSITY, JODHPUR**

The 'Department of Business Administration' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

To be recognized as knowledge hub of business education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honours) Business Administration


HEAD
Department of Business Administration
Faculty of Commerce & Management Studies
Jai Narain Vyas University, JODHPUR

- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Post Graduate Diploma in Entrepreneurship (PGDE)

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Umaid Raj Tater with rich teaching experience of over 20 years. The department is supported by eight Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

1. Dr. U.R. Tater, Assistant Professor and Head
M.Com., Ph.D.
2. Dr. M.L. Vasita, Assistant Professor (joined UOR on lien)
M.Com., Ph.D., PGDLL, M.B.A., SFDP-IIMA
3. Dr. Asha Rathi, Assistant Professor
M.Com., Ph.D., PGDM&SM
4. Dr. Ashish Mathur, Assistant Professor
M.B.A., Ph.D.
5. Dr. Manish Vadera, Assistant Professor
M.B.A., Ph.D., LL.B.
6. Dr. Ramesh Kumar Chouhan, Assistant Professor
M.Com., M.T.A., Ph.D.
7. Dr. Ashok Kumar, Assistant Professor
M.Com., M.Phil., Ph.D.
8. Dr. Vandana Yadav, Assistant Professor
M.B.A., Ph.D.

NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building.

Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in business administration. The course provides an extreme and rigorous base for teaching, research and allied business administration. The programme is well received in the industry and for years had been serving the needs of managerial cadre in Indian Inc.


HEAD

The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country as well as abroad.

In the year 2016, this course has been changed from annualized to Choice Based Credit System (CBCS) dividing the whole course into 4 semesters. During the semesterization of the course, the overall structure has been improved to provide an insight of research in business administration and interdisciplinary areas.

As per the new structure, there are 4 papers in each semester. In the second year, there are 2 compulsory papers in each semester. As per the area of interest, the students are required to choose one optional group in the beginning of 2nd year. The group shall consist of 4 papers to be studied in 3rd and 4th semester. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

Admission:

The minimum qualification for admission to M.Com. Course is B.Com. (10+2+3) degree. The details of eligibility conditions and admission procedure are given in the admission form. The admission will be done on the basis of merit calculated by the aggregate marks obtained at the B.Com. level including the marks awarded under the category (a) and (b) mentioned in the admission form [i.e. (a) benefit to the candidates who are resident of Rajasthan, and (b) benefit for candidates of J.N. Vyas University, Jodhpur]. Reservation of Scheduled Caste / Scheduled Tribes / Disabled / OBC / SBC and wards of University employees will be as per University rules.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English and Hindi.

Name of the Program: Master of Commerce (M.Com.) in Business Administration


Agency conducting the course: Department of Business Administration, Faculty of Commerce and Management Studies, Jai Narain Vyas University, Jodhpur

Program Structure:

The M.Com. Program is divided into two parts as under. Each Part will consist of two semesters.

		Semester	Semester
Part – I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

- There will be 6 lecture periods of 45 minutes each of teaching per week for each paper.
- Duration of End Semester Examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for End Semester Examination (ESE) and 30 marks for Continuous Comprehensive Assessment (CCA).



HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

The Schedule of papers prescribed for various semesters shall be as follows:

TYPE OF COURSE	COURSE CODE	TITLE OF THE COURSE	LECTURE / WEEK	NO. OF CREDITS	CCA	ESE	TOTAL
SEMESTER I							
Core course 1	Bus.Adm.-101	Representative Management Thinkers	6	6	30	70	100
Core course 2	Bus.Adm.-102	Marketing Management	6	6	30	70	100
Core course 3	Bus.Adm.-103	Human Resource Management	6	6	30	70	100
Core course 4	Bus.Adm.-104	Financial Management	6	6	30	70	100
Skill Course I	E-Marketing		2				
Total				24	120	280	400
SEMESTER II							
Core course 5	Bus.Adm.-201	Strategic Management	6	6	30	70	100
Core course 6	Bus.Adm.-202	Organization Behaviour	6	6	30	70	100
Core course 7	Bus.Adm.-203	Entrepreneurship and Small Business	6	6	30	70	100
Core course 8	Bus.Adm.-204	Production & Operations Management	6	6	30	70	100
Skill course II	Consumer Rights and Education		2				
Total				24	120	280	400
SEMESTER III							
Core course 9	Bus.Adm.-301	Fundamentals of Management Research	6	6	30	70	100
Core course 10	Bus.Adm.-302	International Business	6	6	30	70	100
Discipline Specific Elective 1	Bus.Adm.-303M / 303H / 303F	Elective Paper I (Both two papers of any one chosen group)	6	6	30	70	100
Discipline Specific Elective 2	Bus.Adm.-304M / 304H / 304F	Elective Paper II (Both two papers of any one chosen group)	6	6	30	70	100
Skill course III	E-Commerce		2				
Total				24	120	280	400
SEMESTER IV							
Core course 11	Bus.Adm.-401	Labour and Industrial Laws	6	6	30	70	100
Core course 12	Bus.Adm.-402	Corporate Governance, Ethics and Social Responsibility	6	6	30	70	100

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

Discipline Specific Elective 3	Bus.Adm.- 403M / 403H / 403F	Elective Paper III (Both two papers of any one chosen group. The papers will be from the same group as chosen in Semester III)	6	6	30	70	100	
Discipline Specific Elective 4	Bus.Adm.- 404M / 404H / 404F	Elective Paper IV (Both two papers of any one chosen group. The papers will be from the same group as chosen in Semester III)	6	6	30	70	100	
Skill course IV	Social Ethics		2					
Total					24	120	280	400

CCA – Continuous Comprehensive Assessment
ESE – End Semester Examination (University Examination)

Note:

- The elective group in the Semester IV will remain the same as the one selected in Semester III.
- Once a group has been selected, no change in selected group will be allowed later.

LIST OF OPTIONAL GROUPS:

The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the availability of faculty members and demand of electives.

- GROUP A : MARKETING AREA**
 Paper I : Consumer Behaviour and Marketing Research
 Paper II : Logistics & Supply Chain Management
 Paper III : Retail Marketing
 Paper IV : Service Marketing and Customer Relationship Management
- GROUP B : HUMAN AREA**
 Paper I : Organization Development & Change Management
 Paper II : Labour-Management Relations
 Paper III : Performance Management
 Paper IV : Strategic Human Resource Management
- GROUP C : FINANCE AREA**
 Paper I : Financial Market and Institutions
 Paper II : Security Analysis and Portfolio Management
 Paper III : Management of Financial Services
 Paper IV : Corporate Tax Planning

Teaching Methods:

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

HEAD
 Department of Business Administration
 Faculty of Commerce Management Studies
 Jai Narain Vasth University, JODHPUR

Teaching Faculties:

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

Key Guidelines:

1. **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
2. **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed elective and skill courses. A student needs to select **elective group** offered by the Department of Business Administration as part of core programme during third and fourth semester. The elective group in the Semester IV will remain the same as the one selected in Semester III. Once a group has been selected, no change in selected group will be allowed later. Each student has to complete **four skill courses:** two within the Department of Business Administration (Semester I and III) and two from other Department within JNV University or the Universities approved by JNV University (Semester II and IV).
3. **Course:** Usually referred to, as 'papers' is a component of a programme.
4. **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.
5. **Credit Point:** It is the product of grade point and number of credits for a course.
6. **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one period of teaching (lecture or tutorial) or two periods of practical work/field work per week.
7. **Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
8. **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
9. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
10. **Programme:** An educational programme leading to award of the Postgraduate Degree in the Core subject in which he/she is admitted.
11. **Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
12. **Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to November/December and even semester from December/January to May.
Odd semester University examination shall be during second/third week of December and even semester University examination shall be during second/third week of May.
13. **Transcript or Grade Card or Certificate:** Based on the grades earned, a statement of grades obtained shall be issued to all the registered students after every semester. This statement will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

Assessment:

Assessment is an integral part of system of education as it is instrumental in identifying and certifying the academic standards accomplished by a student and projecting them far and wide as an objective and impartial indicator of a student's performance. Accordingly:

- All internal assessments shall be open assessment system only and that are based on quizzes, term test and seminar.
- Attendance shall carry the prescribed marks in all papers.
- In each semester two out of four theoretical components of the University examinations shall be undertaken by external examiners from outside JNV University, who may be appointed by the competent authorities.

Grievances and Redressal Mechanism:

- The students will have the right to make an appeal against any component of evaluation. Such appeal has to be made to the Head, Department of Business Administration in writing the reason(s) for the complaint / appeal.
- The appeal will be assessed by the Head and he/she shall place before the **Grievance Redressal Committee (GRC)**, Chaired by the Head, Department of Business Administration comprising of the senior most Professor from Department of Business Administration and one teaching staff nominated by the Head and if need be Course Teacher(s) be called for suitable explanation; GRC shall meet at least once in a semester and prior to CCA finalization.
- The Committee will consider the case and may give a personal hearing to the appellant before deciding the case. The decision of the Committee will be final.

Table 1: Grades and Grade Points

S.No.	Letter Grade	Meaning	Grade Point
1	'O'	Outstanding	10
2	'A+'	Excellent	9
3	'A'	Very Good	8
4	'B+'	Good	7
5	'B'	Above Average	6
6	'C'	Average	5
7	'P'	Pass	4
8	'F'	Fail	0
9	'AB'	Absent	0

- A student obtaining Grade F in a paper shall be considered failed and will be required to reappear in the University End Semester examination.
- For noncredit courses (Skill Courses) 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA

Grade Point assignment:

- = and > 95 % marks Grade Point 10.0
- 90 to less than 95 % marks Grade Point 9.5
- 85 to less than 90 % marks Grade Point 9.0
- 80 to less than 85 % marks Grade Point 8.5
- 75 to less than 80 % marks Grade Point 8.0
- 70 to less than 75 % marks Grade Point 7.5
- 65 to less than 70 % marks Grade Point 7.0
- 60 to less than 65 % marks Grade Point 6.5



HEAD

Department of Business Administration
Faculty of Commerce Management Studies
 JNV University, JODHPUR

- 55 to less than 60 % marks Grade Point 6.0
- 50 to less than 55 % marks Grade Point 5.5
- 45 to less than 50 % marks Grade Point 5.0
- 40 to less than 45 % marks Grade Point 4.5
- 35 to less than 40 % marks Grade Point 4.0

Computation of SGPA and CGPA:

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student,
i.e.

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme,
i.e.

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Illustration for SGPA

S.No.	Course	Credit	Grade letter	Grade point	Credit Point (Credit x Grade)
1	Course 1	6	B	6	6 x 6 = 36
2	Course 2	6	B+	7	6 X 7 = 42
3	Course 3	6	B	6	6X 6 = 36
4	Course 4	6	O	10	6 X 10 = 60
	Total	24			36+42+36+60=174

Thus, SGPA = $174/24 = 7.25$

Illustration for CGPA

	Semester- I	Semester-II	Semester-III	Semester-IV
Credit	24	24	24	24
SGPA	7.25	7.25	7	6.25

$$CGPA = \frac{(24 \times 7.25 + 24 \times 7.25 + 24 \times 7 + 24 \times 6.25)}{96}$$

$$666/98 = 6.94$$

* Department of Business Administration shall offer one skill course per semester from the list of skill courses approved for the Department.

In view of the course content, the Department of Business Administration has distributed the lecture as under per paper

- 6 (six lectures only per week) – For Theory Paper
- 2 (two lectures) - For Skill course

The Duration of the lecture shall be forty five minutes.

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jawahar Education Society's University, JODHPUR

Course Evaluation (Evaluation of the Students):

All courses (Core/ Elective) involve an evaluation system of students that has the following two components:-

- (i) **Continuous Comprehensive Assessment (CCA)** accounting for 30% of the final grade that a student gets in a course; and
- (ii) **End-Semester Examination (ESE)** accounting for the remaining 70% of the final grade that the student gets in a course.

Continuous Comprehensive Assessment (CCA): This would have the following components:

- a. **Quizzes:** Two quizzes shall be arranged for each paper during the semester. The maximum marks for each quiz will be 5 for each quiz per paper.
- b. **Term Test:** One term test shall be arranged for each paper during the semester. The maximum marks for term test will be 10 for each paper.
- c. **Seminar:** Each student shall prepare and deliver a seminar per theory paper; maximum marks shall be 5. The seminar shall be completed prior to term test for all the papers.
- d. **Classroom Attendance** – Each student will have to attend a minimum of 75% Lectures. A student having less than 75% attendance (on the basis of cumulative attendance of all the course papers and individual course basis) will not be allowed to appear in the End-Semester Examination (ESE). Attendance shall have 5 marks and will be awarded by following the system proposed below:

Those having greater than 75% attendance (condonation of shortage of attendance shall be governed in accordance with the provisions in the Act and Statute of the University vide Ordinance 78 to 80 as amended from time to time) will be awarded CCA marks as follows:-

75% to 80%	=	1 marks
80% to 85%	=	2 marks
85 to 90%	=	3 marks
90% to 95%	=	4 marks
> 95%	=	5 marks

Each student's cumulative attendance shall be displayed in the Department Notice Board every month.

- e. CCA is based on open evaluation system without any bias to any student
- f. Any grievance received in the Department from student shall be placed before the **Grievance Redressal Committee** with adjudicated comments

Skill Course Evaluation: Based on his/her performance and hands on practice, the respective Department shall declare the result as "Satisfactory" or "Non-Satisfactory"; each student need to get a minimum of three "Satisfactory" declaration for the course completion.

For the ESE:

ESE paper shall be divided into three parts that is **Part A, Part B and Part C.**

Part A

Ten short questions (Definitions, illustrations, functions, short explanations, etc; up to 25 words) for two marks each $10 \times 2 = 20$ marks; two questions from each Unit; no choice in this part.

20 marks

Part B

Five short answer (up to 250 words) type questions for four marks each. $5 \times 4 = 20$ marks; one question from each Unit with internal choice

20 marks

Part C

Five questions of long/explanatory answer (up to 500 words) type, one drawn from each Unit; student needs to answer any three; ten marks each; $3 \times 10 = 30$ marks

30 marks

70 marks

Qualifying for Next semester:

1. A student acquiring minimum of 40% in total of the Continuous Comprehensive Assessment (CCA) will be eligible to join next semester. The candidates who fail in CCA shall not be promoted to next semester.
2. A student who does not pass the examination (CCA + ESE) in any course(s) (or due to some reason as he/she has not been able to appear in the ESE, other conditions being fulfilled, and so is considered 'Fail'), shall be permitted to appear in such failed course(s) in the subsequent ESE to be held in the following October / November or April / May, or when the course is offered next, as the case maybe.
3. A student who fails in one or more papers in a semester shall get three more chances to complete the same; if he/she fails to complete the same within the prescribed time, i.e. three additional chances for each paper; the student is ineligible for the Postgraduate degree in the subject.
4. Students failed in CCA: Any student declared "Not Eligible" by the department based on CCA in Semester I, II, III or IV and accordingly did not appear in ESE; can be readmitted as an additional student in that semester in the following year only. Such student need to deposit the annual university fee as prescribed for that academic year.
5. The consolidated mark-sheet of the M.Com. (Business Administration) will be issued and the degree will be awarded only after completing all the requirements i.e. satisfactorily passing the Skill Papers, CCA and ESE. For grace-marks and revaluation, the rules and regulations declared by the University from time to time will be applicable.

Improvement Option:

Every student shall have the opportunity to improve Credit thorough University Examination only. Improvement opportunity for each paper is only with two additional chances; the credit obtained in improvement examination shall be final. There shall be no improvement opportunity in practical examinations.

Commencement of next Semester:

The Theory Classes of even semesters shall begin from the next day of ESE; whereas odd semester classes shall commence after summer vacation.

M.COM. (BUSINESS ADMINISTRATION)

SESSION 2020 – 21

SEMESTER-I

Bus.Adm.-101 - REPRESENTATIVE MANAGEMENT THINKERS

Unit-I: Early Thinkers: Charles Babbage, Robert Owen, Fredrick W Taylor, Henry Fayol, Elton Mayo, Chestard I Barnard, Mary P Follet.

Unit-II: Behavioral Thinkers: Abraham H Maslow, Fredrick Herzberg, Douglas McGregor, Victor H Vroom, David McClelland, James S Adams.

Unit-III: Leadership Theorists: Rensis Likert, Robert R Blake & Jane S Mouton, Robert Tannenbaun, Fred Feidler, Paul Hersey & Kenneth H. Blanchard.

Unit-IV: Modern Thinkers: Peter F Drucker, Michael Porter, Garry Hamel, Tom Peters, Coimbatore K Prahalad.

Unit-V: Indian Epics and Management: Bhagwad Gita, Ramayana, Swami Vivekananda, Chanakaya, Mahatama Gandhi.

SUGGESTED READINGS

- Mathur Navin: Management Gurus – Ideas and Insights, National Publishing House, Jaipur.
- Singh RN: Management Thoughts and Thinkers, Sultan Chand and Sons, New Delhi.
- George CS: The History of Management Thought, Prentice Hall, New Delhi.
- Drucker, Peter F: Management: Tasks, Responsibilities and Practices, Harper and Row, New York.
- Khanna S: Vedic Management, Taxman Publications (P) Ltd.
- Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
- Bhagwad Gita as viewed by Swami Vivekananda: Vedanta Press & Bookshop.
- Rajgopalachari, C.: Ramayan, Bhartiya Vidya Bhawan.

Bus.Adm.-102 - MARKETING MANAGEMENT

Unit-I: Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its evolution; Marketing mix.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Consumer versus organizational buyers; Consumer Decision Making Process.

Unit-II: Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle – strategic implications; New Product Development and Consumer Adoption Process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Unit-III: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel Management Decision; Retailing and Wholesaling.

Unit-IV: Promotion Decisions: Communication process; promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.

Unit-V: Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing; and other development in marketing.

SUGGESTED READINGS

- Agarwal, P.K.: Marketing Management: An Indian Perspective, Pragati Prakashan, Meerut.
- Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Sontakki, C.N., Marketing Management: In the Indian Background, Kalyani Publishers, New Delhi.
- Verma V. Harsh & Duggal Ekta: Marketing, Oxford University Press, New Delhi.

Bus.Adm.-103 - HUMAN RESOURCE MANAGEMENT

Unit-I: Human Resource Management- Meaning & Definition, Importance, Role of HR Manager- Strategic HRM, Human Resource Planning- Meaning & Definition, Objectives, Process, Forecasting. Job Analysis- Job Description & Job Specification. Recruitment-Meaning & Definition, Sources of Recruitment, Process, Employer Branding. Selection - Meaning & Definition, Process. Induction.

Unit-II: Training & Development- Meaning & Definition, Objectives and Needs, Process & Methods of Training, Evaluation of Training Programme, Performance Management- Concept & Definition, Methods, Rating Errors ,Competency Management.

Unit-III: Compensation Management-Concept, Job Evaluation, Incentives &Benefits, Types of Compensation Plans, Career Planning-Succession Planning-Talent Management High Potential Employees.

Unit-IV: Productivity Management- Concept- TQM- Kaizen- Quality Circles, Industrial Relations- Grievance, Collective Bargaining. Retirement/Separation - Superannuation - Voluntary Retirement Schemes, Resignation, Discharge-Dismissal-Suspension-Layoff. Exit Interview

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Neram Veeru University, JODHPUR

Unit-V: Ethical Issues in HRM: Nature and Need, HR Ethical Issues. Challenges of HRM. International Human Resource Management. Domestic HRM and IHRM Compares, Managing International HR Activities.

SUGGESTED READINGS

- Gomez-Mejia, Luis R., D.B. Balkin and R.L. Cardy: *Managing Human Resources*, Prentice Hall, New Jersey.
- DÇenzo, David A. & Stephen P. Robbins: *Human Resource Management*, John Wiley and Sons, New Delhi.
- Ian, Beardwell and Len Holden: *Human Resource Management*, MacMillan, Delhi.
- Dessler, Garry: *Human Resource Management*, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S.: *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Chhabra, T.N.: *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Dwivedi, R.S.: *Managing Human Resources: Personnel Management in Indian Enterprises*, Galgotia Publishing Company, New Delhi
- Harzing, A.W. and Joris Van Ruysseveldt: *International Human Resource Management: An Integrated Approach*, Sage Publication, London
- Dowling, Peter J., D.E. Welch and R.S. Schuller: *International Human Resource Management: Managing People in a Multiple Context*, South Western College Publishing Cincinnati.
- Sharma and Surana: *Sevivargiya Prabandh evam Audyogik Sambandh (Hindi)*

Bus.Adm.-104 - FINANCIAL MANAGEMENT

Unit-I: Meaning, Importance and Objectives of Financial Management, Conflicts in profit versus value maximization principle, Role of Chief Financial Officer. Time value of money: compounding and discounting techniques-Concepts of Annuity and perpetuity.

Unit-II: Financing Decisions: Cost of Capital, Capital Structure decisions-Capital structure patterns, designing optimum capital structure, Constraints, Various capital structure theories.

Unit-III: Investment decisions: Capital budgeting-concept, theory, Techniques of Decision making: Non-discounted and Discounted Cash flow Approaches. , Business Risk and Financial Risk — operating leverage, financial leverage and Combined Leverage.

Unit-IV: Dividend Policy: concept, theories sand determinants, Different sources of finance: Asset Based financing-Lease Hire Purchase and Project Financing, Capital Restructuring

Unit-V: Management of working capital: Working capital policies, Inventory management Receivables management, Management of cash and marketable securities, financing of working capital.

SUGGESTED READINGS

- Bierman, H. : *Financial Policy Decisions*, Macmillan
- Bierman, H. and Smidt, S. : *The Capital Budgeting Decisions*, Macmillan
- Fama, E.F. and Miller, M.H. : *The Theory of Finance*, Holt, Rinchart and Winston
- Hunt, P., Williams, C.M. and Donaldson, G.: *Basis Business Finance*
- Van Horne, J.C. : *Financial Management and Policy*, Prentice Hall
- Kuchhal, S.C. : *Financial Planning An Analytical Approach*, Chaitanya Publishing House
- Ramchandran, H. : *Financial Planning and Control*, S.Chand and Co.

- Lawrence, D. Sohall and Charles W. Haley : Introduction to Financial Management, Tata McGraw Hill
- Agarwal and Agarwal : Financial Management (Hindi), Ramesh Book Depot., Jaipur
- Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur
- Khan and Jain : Financial Management, Tata McGraw Hill Co.
- Ravi M. Cishore : Financial Management, Taxmann's Publications
- S.N. Maheshwari : Financial Management, Sultan Chand and Co.

SKILL COURSE I - E-MARKETING

Unit-I: E-Marketing: Introduction, Strengths & Applications, Communication modes,

Unit-II: Integrated Marketing Communication & the Internet, Consumer Segmentation.

Unit-III: The Online Marketing Mix: Marketing Segmentation, Customer Segmentation, Targeting, Positioning, E-Price, E-Promotion; The Online Consumer.

Unit-IV: Business Drivers in Business World: Social Media, Online Branding, Web Business Model, E-Commerce.

Unit-V: Online Tools for Marketing: Engagement Marketing through Content Management, Online Campaign Management, Consumer Segmentation, Targeting, and Positioning using online tools.

SUGGESTED READINGS

- Chaffey, Mayer, Johnston, Ellis-Chadwick: Internet Marketing, Prentice Hall.
- Hagel, J and Singer M.: Net Worth, McKinsey.
- Hanson, W.: Principles of Internet Marketing, International Thomson Publishing
- Reedy, Schullo, Zimmerman, K.: Electronic Marketing, Dryden.
- Siebel, D.: Futurize your Enterprise, J.Wiley.
- eSterne, J.: World Wide Web Marketing, John Wiley & Sons.
- Straus, J. and Frost R.: Marketing on the Internet, Prentice Hall.

SESSION 2020 – 21

SEMESTER II

Bus.Adm.-201 - STRATEGIC MANAGEMENT

Unit-I: Strategic Management: Evolution, Understanding Strategy, Levels of strategy, strategic decision making, issues in strategic decision making, various schools of thoughts on formation of strategy, introduction to strategic management, strategic management process.

Unit-II: Establishing Strategic Intent: Understanding strategic intent, concept of stretch, leverage and fit, vision, mission, business definition, goals and objectives, role of objectives, characteristics of objectives, issues in objective setting, formulation of objective.

Unit-III: Strategy Formulation: Concept of environment, environmental sectors, scanning of the environment, environmental appraisal, organizational appraisal, corporate level & business level strategies.

Unit-IV: Strategic Analysis & Choice: Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies. **Strategy Implementation:** Nature of strategy implementation, barrier to strategy implementation, interrelationship of formulation and implementation, project implementation, procedural implementation, and behavioral implementation

Unit-V: Functional and Operational Implementation: Financial, Marketing, Operations / Production, Personnel plans and policies, information, integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control.

SUGGESTED READINGS

- Azar Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
- Jain PC: Strategic Management (Hindi).
- Bhattacharry, SK and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
- Budhiraja, S.B. and Athreya, M.B.: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- Coulter, Mary K.: Strategic Management in Action, Pearson Education, Delhi.
- David, Fred R.: Strategies Management, Pearson Education, Delhi.
- Glueck, William F. and Lawrence R. Jaunch: Business Policy and Strategic Management, McGraw Hill, International Edition.
- H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
- Michael, E. Portor: Implanting Strategic Management, Prentice Hall, New Delhi.
- Mintzberg, Henry and James, Brian Quinn: The Strategy Process, Pearson Education, Delhi.
- Newman, William H. and James, P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Sharma, R.A.: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
- Peters, T.J. and R.H. Waterman, Jr. in Search of Excellence, Harper and Row, New York.
- Ramaswamy, V.S. and S. Namakumari, Strategic Planning: Formulation of Corporate Strategy, Text and Cases. The Indian Context, Macmillian India, Delhi.

Bus.Adm.-202 - ORGANIZATION BEHAVIOUR

Unit-I: Manager and Organizational Behavior: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behavior (OB); Research on Organizational Behavior; Biological Foundations of Behavior; Biological foundation Inherited and Learned Characteristics of Behavior.

Unit-II: Individual Dimension of OB: Motives and Behavior; Personality and Behavior: Perception and Behavior; Learning and Behavior; Theories of Motivation; Expectancy Theory; Equity Theory;

Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

Unit-III: Groups and Leadership: Meaning and Classification of Group; Reasons for group formation; Conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees: Nature and functions; Advantage and Disadvantage; Guidelines for effectivity. Leadership: Meaning and Roles in Organization; Major approaches; Leadership styles; Distinction between Manager and leader; Theories: Ohio and Michigan studies; Fiedler's Contingency Model; Hersey and Blanchard's model; Path- Goal Theory.

Unit-IV: Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behavior; Impression management; Defensive Behavior; Rational versus Political Behavior; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.

Unit-V: Organizational Culture: Introduction; Elements of Culture; Identifying Organizational Culture; Functions of Organizational Culture; Diagnosing Organizational Culture; Approaches to Describing Organizational Culture; Managing Organizational Culture; Organizational Culture and Ethics. Organizational Change: Forces for Change; Planned Change; Resistance to Change; Approaches to Managing Organizational Change; Creating a Culture for Change; Organizational Change in Indian Businesses.

SUGGESTED READINGS

- Agarwal, P.K. & Mathur Ashish: Organizational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Fred: Organizational Behaviour.
- Davis Keith: Human Behaviour at Work.
- Stogdill, R.M.: Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H.: Management of Organizational Behaviour.
- Korman, Abraham, K: Organizational Behaviour.
- Bennis and Thomas(ed): Management of Change and Conflicts.
- Drucker, Peter, P: The Effective Executive.
- Dr. M.L. Dashora: Sangathan Sidhant and Vyavhar (Hindi).
- Dr. P.C. Jain: Sangathanatmak Vyavhar (Hindi).
- K. Aswathappa : Organization Behaviour.
- K. Aswathappa and G. Sudarsana Reddy: Management and Organization Behaviour.
- G.S. Sudha: Management concept and Organization Behaviour.

Bus.Adm.-203 - ENTREPRENEURSHIP AND SMALL BUSINESS

Unit-I: Concept of Entrepreneurship; Functions of an Entrepreneur; Quality of a successful Entrepreneur; Emergence of Entrepreneurial Class; Theories of Entrepreneurship.

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
University of Jammu

Unit-II: Environmental factors affecting Entrepreneurial Development; Entrepreneurial Development Programmes and their Critical Evaluation; Government Policies and their Effect; Role of Government and other Institutions.

Unit-III: Role of SMEs in Indian Economy; Problems of SMEs in India; Institutional support; Various Issues related to Production, Marketing and Finance of SMEs.
Human Resource Management of SMEs – Recruitment, Training and Wage Administration; Sickness

Unit-IV: Turnaround – Meaning, Causes, Prevention and Remedies, Role of BIFR; Technological Up-gradation.

Unit-V: Creativity – Nature, Constituents, Types; Techniques of Creative thinking – Focus Groups, Brainstorming, Attitude Analysis; Synectics; Innovation – Types and Phases. Knowledge Management and its Role in Innovation.

SUGGESTED READINGS

- Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
- Zimmerver & Scarborough: Essential of Entrepreneurship and Small Business Management, PHI
- S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
- Nandan: Fundamentals of Entrepreneurship Management, PHI
- M. B. Shukla: Entrepreneurship and Small Business Management, Kitab Mahal

Bus.Adm.-204 - PRODUCTION AND OPERATIONS MANAGEMENT

Unit-I: Nature and Scope of Production Management, Facility Location; Manufacturing Systems & its types; Layout Planning and Analysis, Material Handling-Principals-Equipment's, Line Balancing-Problems, Work Environment & Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Unit-II: Operations decisions – Production Planning and Control – In Mass Production in Batch/Job Order Manufacturing. Capacity Planning-Models, Process Planning- Aggregate Planning- Scheduling, Concepts-Work Study, Method Study, Work Measurement, Work Sampling.

Unit-III: Material Management-an Overview, production control, storage and retrieval System. Inventory Control, JIT approach. Network Techniques - Simulation.

Unit-IV: Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing .Humanistic and Marketing Aspects of TQ. Introduction and meaning of six sigma concept.

Unit-V: ERP and Business process engineering, Maintenance Management, Networking Techniques PERT & CPM.

HEAD

Department of Business Administration
Faculty of Management Studies
JGDHPUR

SUGGESTED READINGS

- Buffa, A.E.S.: Modern Production Management
- Chase, R.B., Acquilano N. Jr: Production and Operation Management
- Laufer A.C.: Operations Management
- O.P. Khanna: Industrial Engineering Management
- S.K. Hajra & Choudhary & Nihar Roy: Production Management
- Hicks, P.E.: Introduction to Industrial Engineering & Management Science
- S.K. Dutta: Materials Management
- Lamer & Donald: Purchasing and Materials Management
- Dean S. Ammer: Material Management

SKILL COURSE II – CONSUMER RIGHTS AND EDUCATION

UNIT I: Consumer Rights: Definition, Consumer Rights: Types; Concept of Consumer: a) Consumer in India. b) Consumer of goods and services. c) Professional services - Medical, legal, educational and welfare services. Consumer movement and consumer protection in India, historical perspectives, the post independence scenario. Emergence of consumer protection in India, U.S.A. and Britain. Consumerism: Concept of consumerism, consumer justice and consumer sovereignty, and development of public policy and consumer justice.

UNIT II: Consumer behaviour in Indian marketing system. Countervailing influence: Responsibility of manufacturers, producers organizations. Consumer groups and tools of consumer organizations: Consumer action groups, consumer resistance, consumer boycotts, lobbying, consumer guidance.

UNIT III: Development of consumer protection movement in international sphere, International Convention on Consumer Justice, role of Consumer International (CI), International Activities for Consumers Protection, IOCU, FAO, ILO, WIPO, WHO, UNCTAD, UN guidelines for Consumer Protection. Emergence of new Consumer Movements: Green Consumerism, Cyber Consumerism.

UNIT IV: Consumer education: Consumer awareness of rights and duties, lack of awareness, particularly in rural areas and amongst the farmers, lack of access to information. Role of media in consumer protection, social effect of advertisement, remedies for false and deceptive advertisement, code for commercial advertisements.

UNIT V: Historical and Sociological Background of Consumer Law in India: Rights of Consumer under the Consumer Protection Act 1986, nature and characteristics. Definitions: complainant, consumer dispute, defect, deficiency in service, service, unfair trade practices, restrictive trade practices. Consumer Protection Councils, role, objects, and composition. Structure, composition, power and functions of District Forum, State Commission and National Commission. Law of compensation, approach of Consumer Forum while awarding compensation.

SUGGESTED READINGS

- Gordon Barrier, The Development of Consumer Law and Policy (1984)
- Joel R. Ivans, Consumerism in the United States and Inter- industry Analysis
- Ram Krishana Bajaj, Consumer view-point
- Wilson M. Herman, Business Economic Problems
- M.M. Prasad, Top Consumer Behaviour (Top Publication, Delhi).
- Robert N. May, Consumer Movement-Guardians of Market Place (1980).
- Foo Gaik Sim, 10 CU on Record, A Documentary History of the International Organisation of Consumer Unions 1969-90.
- United Nations Guidelines on Consumer Protection, 9th April 1985.
- J.N. Barowalia, Commentary on the Consumer Protection Act, 1986 (1996), Universal Publishing Co, Pvt. Ltd.
- Dr. Gurjeet Singh, Law of Consumer Protection in India (1996)

SESSION 2021 – 22 SEMESTER III

Bus.Adm.-301 - FUNDAMENTALS OF MANAGEMENT RESEARCH

Unit-I: Research: Meaning, Types, Research and the Managerial Process, Management Research and the Social Science, Fundamental/ Applied Approaches: Historical / Experimental / Exploratory Methodology.

Unit-II: Research Problem: Selection and Identification. Hypotheses: Meaning and Formulation. Research Design: Meaning, Types, Essentials.

Unit-III: Data: Types, Methods of Collection, Observation Method, Interview Method, Schedule / Questionnaire. Scientific Method: Meaning, Characteristics, Steps of Scientific Method, Problem of use of Scientific Method in Social Research.

Unit-IV: Sampling: Different Types, Determination of Sample Size, Selection of Sample. Case Study: Meaning, assumptions procedure, merits and limitation.

Unit-V: Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.

SUGGESTED READINGS

- Rogert Bennett : Management Research, ILO Publication
- Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York
- Kerlinger. F.N. : Foundations of Behavioural Research
- Hughes, J. : The Philosophy of Social Research, Longman, London
- Blalock, H.M.: An Introduction to Social Research, Prentice Hall, New Jersey
- Bailey, K.D. : Methods of Social Research, Free Press, New York
- Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.
- Trivedi, R.N. and Shukla, D.P. : Research Methodology (Hindi Edition) College Book

Depot, Jaipur

- Satpal Runela : Sarvekshan Anusandhan Aur Sankhiki, Vikas Publishing, New Delhi
- Campbell : Form and Style in Thesis Writing (William Gileo)
- Sharma C.L.: Samajik Anushandhan Evam Surveykshan, Rajasthan Hindi Granth Academy, Jaipur
- Nahar and Khanna: Samajik Anushandhan Evam Surveykshan, Jain Book Depot, Jodhpur

Bus.Adm.-302 - INTERNATIONAL BUSINESS

Unit-I: Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business

Unit-II: International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention.

Unit-III: Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

Unit-IV: Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium. International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets.

Unit-V: Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

SUGGESTED READINGS

- Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective , Prentice Hall.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
- Cherunilam, F., International Business Text and Cases, PHI.

HEAD

**Department of Business Administration
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- Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

SKILL COURSE III - E-COMMERCE

Unit-I: Introduction to E-Commerce: Meaning and concept; Electronic commerce versus traditional commerce; Channels of ecommerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

Unit-II: Introduction to Internet: URLs, HTTP, HTML etc. E-commerce models; Supply chain management, product and service digitalization, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

Unit-III: Business to Consumer E-Commerce: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

Electronic Payment Systems: Special features required in payment systems for ecommerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards.

Unit-IV: Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, ecommerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T Act 2000.

Unit-V: Multi-Media and E-Commerce: Concept and role of multimedia; Multi-media technologies; Digital video and digitalization of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

SUGGESTED READINGS

- Agarwala, K.N., and Deeksha Ararwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
- Janal, D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
- Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
- Minoli and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
- Schneider, Gary P: Electronic Commerce, Course Technology, Delhi.
- Parag Diwan and Sunil Sharma, E-Commerce - A Managers Guide to E-Business; Excel Books, New Delhi.

SESSION 2021 – 22

SEMESTER IV

Bus.Adm.-401 - LABOUR AND INDUSTRIAL LAWS

Unit-I: Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation.

Unit-II: Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts, Retrenchment and Layoff.

Unit-III: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Trade Union Act, 1926

Unit-IV: Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.

Unit-V: Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

SUGGESTED READINGS

- Misra, S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- Malik, P.N.: Industrial Law (Volume 1 and 2), Eastern Book Depot, New Delhi.
- Garg, A: Labour Laws: One Should Know, New Delhi, NABHI Publications.
- Raza, M.A. and Anderson, A.J.: Labour Relations and the Law, Prentice Hall Inc., London.
- Saini, D.S.: Cases on Labour Law: Minimum Conditions of Employment, Oxford, New Delhi.
- Srivastava, S.C.: Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House.
- Monga, M.I.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

Bus.Adm.-402 - CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY

Unit-I: Business Ethics: The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Unit-II: Conceptual Framework of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks; legislative framework of corporate governance—an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

Unit-III: Major Corporate Failures – Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

Unit-IV: Whistle blowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.

Unit-V: Corporate Social Responsibility (CSR) – Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

SUGGESTED READINGS

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility - A European Perspective*, Edward Elgar.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

SKILL COURSE IV – SOCIAL ETHICS

UNIT-I: Definition of Ethics - Objectives of ethics - Subject matter of ethics - Culture and ethical relativism - Differences between ethics and theology.

UNIT-II: Moral judgments - Normative judgments - Types of normative judgments - Characteristics of normal judgments.

UNIT-III: Business ethics - Purposes of firm - the rights and objects of management in relation to business ethics.

UNIT-IV: Relationship of the firm to the employees - hiring and firing - fair wages - working conditions and work satisfaction.

UNIT-V: Business ethics and social responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers.

SUGGESTED READINGS

- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.

- Chackraborty S.K. - Ethics in Management - Vedantic Perspectives - Oxford University Press, Delhi.
- Ananta K. Giri - Values, Ethics and Business - Rawat Publications, New Delhi.

OPTIONAL GROUP A: MARKETING AREA

Bus.Adm.-303M - CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Unit-I: Consumer Behaviour: Nature, Decision Process. Application of Consumer Behaviour in Marketing. Models of Consumer and Industrial Buying Behaviour: Concept of economic man, passive man, cognitive man and emotional man; Models of Consumer Decision Making; Industrial Buying Behaviour and models.

Unit-II: Reference Group Influence: Family Buying Influences. Family Life-Cycle and buying roles. Social and Sub-Cultural Influences. Models of Consumer Behaviour.

Unit-III: Cross Cultural Consumer and Industrial Buying Behaviour: Globalization of Consumer Markets and Marketing Implications; Impact of Information Technology on Consumer Behaviour.

Unit-IV: Marketing Research: Definition, Nature, Scope, Significance, Types, Organization, Scientific Method, Basic Marketing Methods: The Survey, Observational and Experimental Methods. The Research Design: Types and Sources of Data. Hypothesis Testing, Pre-Testing Pilot Study, Sampling, Questionnaire, Schedules, Place of Marketing Research in India.

Unit-V: Collection of Data, Interpretation of Data, Presentation of Results and Research Report, Motivational Research, Advertising Research, Product Research.

Market Research Applications: Product Research; Advertising Research; Sales and Market Research; International Marketing Research; Marketing Research in India.

SUGGESTED READINGS

- Beri, G.C.: Marketing Research, Tata McGraw Hill, New Delhi.
- Boyd, H.W., Ralph Westfall and S.F. Starsh: Marketing Research: Text and Cases, Richard D. Irwin, Boston.
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
- Naresh K. Malhotra: Marketing Research: An Applied Orientation. Pearson Education, Asia.
- Aaker, Kumar and Day: Marketing Research, John Wiley and Sons.
- Richard I. Levin: Statistics for Management: Prentice Hall, New Delhi.
- 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.

Bus.Adm.-304M - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Unit-I: Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; Process of integrated SCM.

Unit-II: Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain.

Unit-III: Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships.

Unit-IV: Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services, World sea borne trade; International shipping- characteristics and structure; Development in sea transportation-Unitization, containerisation, inter and multimodal transport. Carriage of Goods by sea -Role and types of cargo intermediaries; Air transport: Set up for air transport and freight rates.

Unit-V: Warehousing and inventory management: Reasons for warehousing; Warehousing location strategies; Inventory management principles and approaches; Inventory categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking.

SUGGESTED READINGS

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
- Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Coughlan, A., Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr., Introduction to Supply Chain Management, Prentice Hall.
- Jhon J Coyle, C. Jhonand Langley, Brian J Gibs, Logistics approach to Supply Chain Management, Cengage Learning.

Bus.Adm.-403M - RETAIL MARKETING

Unit-I: Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

Unit-II: Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles and Retail Logistics.

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jawahar Education Society's University, JODHPUR

Unit-III: Retail Location Decisions – Trading Area Analysis, Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors.

Unit-IV: Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.

Unit-V: Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Online Store, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

SUGGESTED READINGS

- Michael Levy, Barton Weitz : Retail Management, McGraw Hill
- Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava : Retail Management, Oxford Publishing
- Tapan K. Panda, Sunil Sahadev : Sales and Distribution Management, Oxford Publishing
- Suja Nair : Retail Management, Himalaya Publishing House
- Swapna Pradhan : Retailing Management, Tata McGraw Hill
- S.L. Gupta : Retail Management, Wisdom Publications
- Philip Kotler : Marketing Management, Prentice Hall
- Cox, Roger and Paul Brittain : Retail Management, Prentice Hall

Bus.Adm.-404M - SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

Unit-I: Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

Environment for Services Marketing: Macro and micro environments; Understanding service customers – models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.

Unit-II: Market Segmentation and Selection: Service market segmentation; Targeting and positioning.

Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, Promotion and Distribution of Services; Management of People, process and physical evidence; Matching of demand for and supply of services.

Unit-III: Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

Unit-IV: Relationship Marketing: Meaning, nature, and scope; Types of relational exchanges; Reasons for relationship marketing – firm and customer perspectives.

HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Dr. B. R. Ambedkar University, JODHPUR

Relationship Development Process: Attributes and determinants of relational exchanges;
Networking – nature, role and mechanism.

Unit-V: Developing and Managing Relationships: Customer selection; Relationship strategies;
Implementing CRM; Mistakes in implementing CRM; Role of information technology in
relationship building – e-CRM.

SUGGESTED READINGS

- Christopher H. Lovelock: Service Marketing, Prentice Hall, New Jersey.
- Gosney, John W. and Thomas P. Boehm: Customer Relationship Management Essentials, Prentice Hall, New Delhi.
- Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi.
- Seth, Jagdish N.et. Al.: Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- Shankar Ravi: Service Marketing – The Indian Experience, South Asia Publication, New Delhi.
- Stone, Merlin and Neil Woodrock: Relationship Marketing, Kogan Page, London.
- Zeithami, V.A. and M.J. Bitner: Services Marketing, McGraw Hill, Inc., New York.

OPTIONAL GROUP B: HUMAN AREA

Bus.Adm.-303H - ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT

Unit-I: Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

Unit-II: The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process. Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment

Unit-III: Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations. Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development.

Unit-IV: Organizational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, techno structural, human resource and strategic interventions.

Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.

Unit-V: Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change. Prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.

SUGGESTED READINGS

- French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.
- Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.
- Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.
- Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
- Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
- Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

Bus.Adm.-304H - LABOUR-MANAGEMENT RELATIONS

Unit I: Industrial Relations : concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action

Unit II: Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role

Unit III: Collective Bargaining: Concept, Need, Process-Collective Bargaining in India: Progress, Prerequisites for success, Wage Boards

Unit IV: Worker's Participation in Management Concept, Need, Objectives of Participation- Indian Scene : Forms, Progress, Barriers, Remedial Measures

UnitV: International Labour Organization: Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity : Concept, Causes of low Productivity. Measures for improving productivity

SUGGESTED READINGS

- Myres, C.A. : Industrial Relations in India
- Pigors and Myres : Reading in Personnel Administration
- Agrwal, R.D. : Dynamics of Labour Relations
- Puneekar, S. : Industrial Peace in India
- Vaid, K.N. : Labour Management Relation in India

- Shrivastava G.L. : Collective Bargaining and Labour Management Relations in India
- Agnihotri, V. : Industrial Relations
- Sharma, Surana and Srivastava: Prabandh evam Audhyogic Sambandh, Hindi
- Tanic Zivan : Participation in Management

Bus.Adm.-403H - PERFORMANCE MANAGEMENT

Unit-I: Performance Management: Philosophy, Conceptual framework, Different approaches to Performance Management, Significance of Performance Management in the fast changing environment.

Unit-II: Performance Management System and its linkages with other systems: Reward driven integration, development driven integration, goal setting and monitoring.

Unit-III: Designing Performance Management Systems: Challenges and obstacles to Performance Management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (external and internal)

Unit-IV: Tools and approaches to Performance Measures: Measures of performance by behaviour, by result and by process, 360 feedbacks, balanced scorecard – concept and application, challenges in implementation.

Unit-V: Performance Management Initiatives: Causes on Performance Management System; benchmarking best practices.

SUGGESTED READINGS

- Andrew E. Schwartz (1999): Performance Management, Barron's Educational Series.
- Bacal, R. (1999): Performance Management, McGraw Hill Inc.
- Chadha, P (2003): Performance Management, Macmillan India Ltd.
- Daniel A.C. (2003): Performance Management: Changing Behaviour that drives organization effectiveness, Atlanta Performance Management Publications.
- Holpp, Lawrence (1999): Managing Teams, Mc Graw Hill Companies Inc.
- Joseph H. Boycott and Henry P.C. (1997): Maximum Performance Management, Vanity Book International, New Delhi.
- Kaplan, R.S. and Norton D.P. (1996): Balanced Score Card: Translating strategy into action, Harvard Business School Press, Boston.
- Kermally S. (1997): Managing Performance, Butterworth – Heinemann, Oxford.
- Ossey Bass / Pfeiffer, A. Wiley Company, Zigon J. (1999): Performance Management Series, Zigon Performance Group.

Bus.Adm.-404H - STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit-I: Understanding Strategic HRM: Traditional v/s Strategic HR, Typology of HR activities, "best fit" approach v/s "best practice" approach, HR strategy and the role of national context,

sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

Unit-II: Aligning HR systems with business strategy: Sustained competitive advantage how HR adds value to the firm, HR as scarce resource, non-substitutable resource, linking HRM practices to organizational outcomes, assessing and reducing costs, behavioral impact of HR practices, marginal utility models.

Unit-III: Auditing HR practices and department, linking strategy to HRM practices, corporate HR philosophy and companywide HR standards, HRM leading strategy formulation, alternative HR systems, universalistic contingency, configurational, congruence and integrated HR systems.

Unit-IV: HR strategy in workforce utilization: Efficient utilization of human resource, cross training and flexible work assignment, work teams, non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: typology of performance types, marginal performers, under achievers, stars, solid citizens, managing employee, ability recruitment and selection strategy, typology, incentive alignment, psychological contracting.

Unit-V: Evaluating HR Function: Overview of evaluation, scope, strategic impact, level of analysis, criteria level of constituents, ethical dimensions, approaches to evaluation, audit approach, analytical approach, quantitative and qualitative measures, outcome and process criteria, balanced scorecard perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM, approaches to HRM performances, employee wastage and turnover rates, cost of absenteeism, measuring human resource cost.

SUGGESTED READINGS

- Boxall, P. and Purcell, J. (2003): Strategy and Human Resource Management, Great Britain: Palgrave Macmillan.
- Sparrow, P. and Marchington, M. (1998): Human Resource Management, The new Agenda Great Britain: Pitman Publishing.
- Mello, A. (2002): Strategic Human Resource Management, USA: South Western.
- Walker, J.W. (1997): Human Resource Strategy, Intel Edn., USA, McGraw Hill.
- Porter, M. (1985): Competitive Advantage, Free Press.
- Thompsonm A.A., Stickland, A.J. (1999): Strategic Management: Concepts and Cases, 11th edn., Irwin.

OPTIONAL GROUP C: FINANCE AREA

Bus.Adm.-303F - FINANCIAL MARKET AND INSTITUTIONS

Unit-I: Nature of Financial Markets: Financial markets: Concept, nature, functions, role and scope; Securities traded in financial markets; Financial markets in India: Indian money markets-

Meaning, need, call money market, treasury bill market, commercial bill market, markets for commercial paper & certificate of deposits; Capital market: Recent developments in Indian capital markets; Markets for derivatives; Futures and options, uses and pricing of derivatives.

Unit-II: Exchange Rates & Currency Markets: Exchange rates: Devaluation and depreciation, risk hedging and futures in exchange rates, international financial flows, financial system and economic development, criteria to evaluate assets; Risk and financial assets, types of risk, return on assets, level of interest rates, long period and short period rates, spread between lending and deposit rates, administered interest rates, appropriate interest rate policy, Euro-dollar and Euro-currency markets.

Unit-III: Financial Institutions and Credit Policies: Meaning, functions, role of financial institutions; Impact of credit crisis on financial institutions; Reserve Bank of India- Functions and role; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control;

Unit-IV: Profitability and efficiency of banks; Nature, types, functions of commercial and regional rural banks. Development and Investment Banking: Development banks: Role and functions; Investment banking and merchant banking;

Unit-V: Financial sector reforms in India, lending operation of World Bank and its affiliates: Working of IDA, IFC and ADB, Development Banks and India; Types of Non-banking financial institutions-Role, growth and impact on India's economic development; Investment Trust Companies; Mutual funds, Critical appraisal of UTI in the Indian financial system.

SUGGESTED READINGS

- Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi
- Bhole, L. M. (4000), Indian Financial System, Chugh Publications, Allahabad.
- Edminster, R. O, Financial Institutions, Markets and Management, McGraw Hill, New York.
- Goldsmith, R. W., Financial Structure and Development, Yale, London.
- Hanson, J. A. and S. Kathuria (Eds.), India, A Financial Sector for The Twenty-first Century, Oxford University Press, New Delhi.
- Johnson, H. J. (1993), Financial Institutions and Markets, McGraw Hill, New York.
- Khan, M. Y. (1996), Indian Financial System, Tata McGraw Hill, New Delhi.

Bus.Adm.-304F - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I: Investment: Concepts of investment, objective of investment, Factor affecting investment decision, Investment, Speculation and Gambling, Form of Security Financial and Non-Financial, Financial Market- Primary and Secondary Market Stock Exchange: - Meaning, Function, Significance, Trading and Settlement procedures at stock exchange, NSE, BSE, OTCEI, Online Trading, Listing of Security, Regulation of Stock Exchange.

HEAD

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Faculty of Commerce Management Studies
Jai Narain Vastu University, JODHPUR

Unit-II: Risk and Return:- Concept , type of risk, calculation of risk and return, calculation of Expected return, Coefficient of Variation , Risk aversion and risk premium, Risk and Return Relationship.

Unit-III: Fundamental Analysis: - Concept, Objectives, Approaches to Fundamental Analysis, Economy Analysis, Industry Analysis, Company Analysis, Valuation of Security, Technical Analysis: - Concept, Assumptions, Significance, Theory of Technical of Technical Analysis:- Bar chart, Line chart, Point and Figure chart, Candlestick chart, Confidence index RSA,RSI, Moving average analysis.

Unit-IV: Portfolio management – Concept, Phases of Portfolio management, Diversification: Concept, type- Simple and Markowitz diversification, Portfolio Analysis: - Concept, Modern Portfolio theory, Markowitz risk return optimization (HM Model), Single Index Model, Sharp Index Model, Corner Portfolio, Selection of Optimal Portfolio Capital Market Theory- CAPM, CML, SML & APT, Beta Estimation Efficient Market Theory: - Random Walk Theory, The efficient Market Hypothesis.

Unit-V: Process of portfolio management – International Diversification, Portfolio performance evaluation – Sharp & Treynor & Jensen's measure, Portfolio revision – Active and passive strategies & formula plans in portfolio revision.

SUGGESTED READINGS

- V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
- Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
- Reilly, Investment Analysis and Portfolio Management, Thompson publication .
- Fisher and Jordon, Security Analysis and Portfolio Management, New Parkshan, Delhi.

Bus.Adm.-403F – MANAGEMENT OF FINANCIAL SERVICES

Unit-I: Indian financial system: an overview of Indian financial institutions, an overview of the different activities performed by a bank. Objectives and Functions of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, and LIC Reforms in financial sector.

Unit-II: Financial Services: Meaning, Nature and Types of Financial Services Fund based 19 and Fee based, Mutual Fund: Concepts and emerging role. Risk in financial services and changing perception of intermediaries regarding financial services.

Unit-III: Types of Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting.



HEAD

Department of Business Administration
Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

Unit-IV: Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies.

Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance.

Unit-V: Venture Capital: Meaning, Modes of Financing. Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, Role and Functions of Merchant Bankers.

SUGGESTED READINGS

- Khan M.Y., Financial Services, 4th ed., McGraw Hill, New Delhi, 2007.
- Prasanna Chandra, Project Preparation Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002.
- Dietrich J.K. Financial Services and Financial Institutions: Value Creation in Theory and Practice, Prentice Hall, New Jersey, 1996.
- Clifford Gray, Project Management, Richard D. Irwin, 2005 (latest Edition).
- Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2008.
- Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997.
- Ennew. C, Trevor Watkins & Mike Wright: Marketing of Financial Services. Heinemann Professional Pub.,2010.
- Gordan.E and K.Natrajan Emerging Scenario of Financial Services.Himalaya Publishing House, 1997
- Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books

Bus.Adm.-404F - CORPORATE TAX PLANNING

Unit-I: Structure of Direct and Indirect Taxes in India. Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management. Taking advantages of available reliefs, rebates and tax free sources of income.

Unit-II: Definition of various kinds of companies - Meaning of company under IT Act. Residential status of companies and implications for Tax Planning. Assessment of companies including carry forward and set off of losses.

Unit-III: Tax Planning with reference to setting up of a new business. Tax Planning with reference to location of business. Tax Planning with reference to nature of business. Tax Planning with reference to form of organization.

Unit-IV: Tax Planning with reference to Financial Management Decisions. Tax Planning with reference to Managerial Decisions. Tax Planning in respect to Employee's Remuneration.

Unit-V: Tax Planning and Adoption of Method of Accounting. Tax planning regarding Capital Gains. Tax Planning in respect of Amalgamation or Demerger.

SUGGESTED READINGS

- V.K. Singhania : Direct Taxes : Planning and Management
- Girish Ahuja : Direct Taxes : Law and Practice
- Bhagwati Prasad : Law and Practice of Income Tax in India
- R.N. Lakhota : Corporate Tax Planning

HEAD

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