

SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

B.COM. (HONS.) BUS. ADM. PREVIOUS EXAMINATION, 2020-21

B.COM. (HONS.) BUS. ADM. FINAL EXAMINATION, 2021-22



JAI NARAIN VYAS UNIVERSITY
JODHPUR

[Signature]

HEAD

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

| | | | |
|--------------|--|--------------|---------|
| PROGRAM NAME | Bachelor of Commerce (Hons) Business Administration | PROGRAM CODE | BCOMHBA |
|--------------|--|--------------|---------|

| COURSE CODE | COURSE |
|-------------|--------------------------------------|
| BCOMHBA101 | Company Law and Secretarial Practice |
| BCOMHBA102 | Marketing Management |
| BCOMHBA103 | Human Resource Management |
| BCOMHBA104 | Financial Management |
| BCOMHBA105 | Corporate Accounting |
| BCOMHBA106 | Business Economics and Environment |
| BCOMHBA201 | Business Entrepreneurship |
| BCOMHBA202 | Managerial Leadership |
| BCOMHBA203 | Production and Operations Management |
| BCOMHBA204 | Organisational Behaviour |
| BCOMHBA205 | Tax Laws |
| BCOMHBA206 | International Trade |

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Department of Business Administration
Faculty of Commerce Management Studies
Jodhpur 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
- 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)

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Department of Business Administration
Commerce Management Studies

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 programs 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.


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GENERAL INFORMATION FOR STUDENTS

The 'Bachelor of Commerce (Honours) in Business Administration' abbreviated as "B.Com. (Hons.) Bus. Adm." course is not intended to be a terminal course. The students who aspire to take up post-graduate courses in Business Administration are preferred to join this course.

If admitted to the B.Com. (Hons.) Bus. Adm. Course, the candidate will take the Honours Previous examination at the end of the first year of the Programme after having attended a regular course of study for the year and will take the B.Com. (Hons.) Bus. Adm. Final Examination at the end of the second year of the programme after having attended a regular course of study for the Final year.

1. Eligibility for Admission

No candidate shall be eligible for admission to the B.Com. (Honours) course unless he or she has passed in all the subjects of B.Com. Part I Examination of this University or in all the compulsory and optional subjects of any other Examination recognised as equivalent thereto and has secured atleast 48% marks in the aggregate (including languages) and 50% marks in the papers related to Business Administration.

2. Admission Procedure

Admission will be based strictly on Merit.

3. Duration and mode

The B.Com. (Hons.) Bus. Adm. is a two-year full-time regular degree course to be run on self-financing basis after passing out B.Com. First year.

4. Intake

Minimum 20 seats and Maximum 80 seats. This includes reserved seats belonging to SC, ST, Sports quota and other categories as per University Rules, provided they qualify the eligibility.

5. Fees

Tuition fee will be Rs. 15000/- per annum, payable at the time of admission. In addition, a candidate will be required to pay faculty fee, examination fee and other fees as per University rules.

6. Medium

The candidate for the B.Com. (Honours) Examination shall be allowed to answer questions through English or Hindi medium.

However, the medium of instruction shall be English.

7. Supplementary

There shall be no Supplementary for this course.

8. Attendance

F For all regular candidates in the Faculty of Arts, Education and Social Sciences, Law, Commerce and Engineering, the minimum attendance requirement

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shall be that a candidate should have attended atleast 75% of lectures delivered and the tutorial held taken together as well as 75% of the practicals and sessional from the date of his or her admission.

F Condonation of the Shortage of Attendance:

(a) The shortage of attendance upto the limit specified below may be condoned on the valid reasons:

Upto 6% in each subject plus 5% attendance in aggregate of all the papers may be condoned by the Vice-Chancellor on the recommendation of the Dean/Director/Principal for undergraduate students and on the recommendation of the Head of the Department for the post-graduate classes.

(b) The N.C.C., N.S.S. Cadets sent out to parades and camps and such students who are deputed by the University to take part in games, athletic or cultural activities may, for the purposes of attendance, be treated as present for the days of their absence in connection with the aforesaid activities and that period shall be added to their subject-wise attendance.

9. Scheme of teaching and examination

Lectures per week for each paper will be six. The duration of examination will be three hours. The maximum marks for each paper will be 100 at each part of the examination. The teaching and examination scheme will be as follows:

| SUBJECT | PERIODS PER WEEK | EXAM HOURS | MAXIMUM MARKS | MINIMUM MARKS (%) |
|--|---------------------|---------------|------------------|----------------------|
| B.Com. (Hons.) Bus. Adm. Previous Examination, 2018 | | | | |
| CORE PAPERS | | | | |
| 1. Company Law and Secretarial Practice | 6 | 3 | 100 | 25 |
| 2. Marketing Management | 6 | 3 | 100 | 25 |
| 3. Human Resource Management | 6 | 3 | 100 | 25 |
| 4. Financial Management | 6 | 3 | 100 | 25 |
| SUBSIDIARY PAPERS | | | | |
| 5. Corporate Accounting | 6 | 3 | 100 | 25 |
| 6. Business Economics and Environment | 6 | 3 | 100 | 25 |
| Aggregate | | | 600 | 36 |
| B.Com. (Hons.) Bus. Adm. Final Examination, 2019 | | | | |
| CORE PAPERS | | | | |
| 1. Business Entrepreneurship | 6 | 3 | 100 | 25 |
| 2. Managerial Leadership | 6 | 3 | 100 | 25 |
| 3. Production and Operations Management | 6 | 3 | 100 | 25 |
| 4. Organisational Behaviour | 6 | 3 | 100 | 25 |
| SUBSIDIARY PAPERS | | | | |
| 5. Tax Laws | 6 | 3 | 100 | 25 |
| 6. International Trade | 6 | 3 | 100 | 25 |
| Aggregate | | | 600 | 36 |

10. Award of Degree

To pass, a candidate must secure at least 25% marks in each paper of previous as well as Final Examination and 36% marks in the aggregate both at Previous as well as Final examinations and the degree will be awarded taking into consideration the marks secured at the B.Com. (Hons.) Bus. Adm. Previous and B.Com. (Hons.) Bus. Adm. Final Examinations taken together as follows:

First Division: 60% and above of the aggregate i.e. 720 or more out of the 1200 Marks.

Second Division: 48% and above but less than 60% of the aggregate marks i.e. 576 or more but less than 720 out of 1200 marks.

However, any candidate securing 36% or more but less than 48% marks in the aggregate, shall be awarded only a B.Com. Pass Degree.

11. Pattern of Examination Paper

The Question Paper will be divided into three separate sections, namely

Section A: Intends to test the clarity of concepts and to the point knowledge unit-wise.

(T-1) 10 very small questions, (two question from each unit). Each question will carry 2 marks. Answer to each question shall be limited up to 30 words. This part will be compulsory. $10 \times 2 = 20$

Section B: Intends to test the knowledge unit-wise and capability to elaborate and restrain within limited words.

(T-2) 10 small questions (two questions from each unit) students will be required to answer one question from each unit. Each question will carry 07 marks. Answer of each question shall be limited up to 250 words. $5 \times 7 = 35$

Section C: Intends to test the overall-knowledge and capability to explain in detail; of the students.

(T-3) 5 questions (one question from each unit). Students will be required to answer any three questions. Each question will carry 15 marks. Answer of each question shall be limited upto 500 words. $3 \times 15 = 45$

'Section A', Section B' and 'Section C' with following pattern of questions:

T1 : Very Small Questions

T2 : Small Questions

T3 : Detailed Questions

Note: In case of Numericals, Figures, Charts, Diagrams and Graphs, the above limit of words shall not apply.:

B.COM HONOURS (PREVIOUS) IN BUSINESS ADMINISTRATION

PAPER I

COMPANY LAW AND SECRETARIAL PRACTICE

- Unit 1 A brief history of Indian Companies Act Types of Companies, Formation of public limited company. Memorandum and Articles of Association.
- Unit 2 Prospectus, Share, Share Capital, Allotment, Membership, Borrowing Power: Debenture-issue, floating and fixed charge; registration of mortgage and charges.
- Unit 3 Directors, Managing Directors and Managers, Company Management, Prevention of Mismanagement and Oppression, Company Secretary: Appointment, position, rights, duties and liabilities.
- Unit 4 Winding up of Company, Company Meetings.
- Unit 5 Secretarial Practice and Law relating to formation issue, allotment, forfeiture and transfer of shares, payment of dividend, Resolutions, Notices, Agenda, Quorum and Minutes, Director's Report.
- SEBI Act, 1992: Establishment, Legal Status, functions and powers.

SUGGESTED READINGS

- Avtar Singh: Indian Company Law Bahal J.C.: Secretarial Practice
of India Shukla M.C.: Company Law
Kuchhal M.C.: Secretarial Practice
Kuchhal M.C.: Modern Indian Company Law
Sharlekar S.A.: Secretarial Practice
Taxman: Companies Act, Special Student Edition
Mathur and Sahal: Mercantile Law


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PAPER II

MARKETING MANAGEMENT

- Unit 1 Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Selling v/s Marketing. Marketing environment macro and micro components and their impact on marketing decisions. Market Segmentation Meaning, Bases for market segmentation, Targeting and positioning.
- Unit 2 Consumer behavior: Introduction, types of consumer, Factors influencing consumer behavior, consumer decision making process. Marketing Research: Meaning, Nature, Scope, Type, Organisation; Place of Marketing Research in India.
- Unit 3 Product Decisions: Product concept; classification of products; product differentiation; Product line and product mix; Packaging and labeling; Product life cycle strategic implications; New product development.
- Unit 4 Pricing Decisions: Factors affecting price determination; Pricing policies and strategies. Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
- Unit 5 Promotion Decisions: Communication Process; Promotion mix advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion tools and techniques.

SUGGESTED READINGS

- Kotlar, Philip: Marketing Management Analysis, Planning and Control.
- Stanton, Etzel, Walker: Fundamentals of Marketing. Saxena, Rajan: Marketing Management
- McCarthy, E.J.: Basic Marketing: A managerial approach V.S. Ramaswamy and S. Namakumari: Marketing Management Still, Cundiff and Govani: Fundamental of Modern Marketing Davar, R.S.: Modern Marketing Management
- Johnson, L.K.: Sales and Marketing Management
- Srivastava, P. Kumar: Marketing in India
- Gandhi, J.C.: Marketing: A Management Approach

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PAPER III
HUMAN RESOURCE MANAGEMENT

- Unit 1 Introduction: Concept, Function, Scope of HRM, Personnel administration, powers and Responsibilities of personnel Manager, System Approach to HRM.
- Unit 2 Procurement: Job and Position descriptions, Sources of Recruitment, Steps in Selection Process, Selection of Managerial, Technical and blue collared personnel, Place and Induction, Orientation and Socialisation.
- Unit 3 Training and Development: Concept and Importance, Training programmes, Management Development Programmes, Managing Changes, Performance Appraisal: Purposes and Uses of Appraisal, Appraisal criteria, Formal and Informal Appraisal.
- Unit 4 Compensation: Job Evaluation, Base and Supplementary Compensation, Linkages of compensation with Procurement and low turnover of employees, promotion, Transfer, Demotions and Separations: Concept and Strategies.
- Unit 5 Organisational Culture: Promoting an appropriate organization culture, making staff work, Effective Managing Conflict.

SUGGESTED READINGS

- Ivancevich, John M.: Human Resource Management.
- Gomez. Megia, Luis, David Balkin, and Roberty Cardy: Managing Human Resources.
- Dessler, Gary: Human Resource Management.
- Mathi, Robert, and John Jackson: Human Resource Management. Shell, Scott and George Bohlander: Human Resource Management. Pattanayak, Biswajert: Human Resource Management.
- Jyothi P., and D. N. Venkatesh: Human Resource Management. Saiyadain, Mirza S.: Human Resource Management.
- Chhabra T.N.: Human Resource Management.
- Dwivedi, R.S.: Managing Human Resources Personnel Management in Indian Enterprises.


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PAPER IV
FINANCIAL MANAGEMENT

Unit 1 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 2 Financing Decisions: Cost of Capital, Capital Structure decisions- Capital structure patterns, designing optimum capital structure, Constraints, Various capital structure theories Business Risk and Financial Risk operating leverage, financial leverage and Combined Leverage.

Unit 3 Investment decisions: Capital budgeting- concept, theory, Techniques of Decision making: Non-discounted and Discounted Cash flow Approaches Payback Period method, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified Internal Rate of Return, Discounted Payback Period and Profitability Index.

Unit 4 Dividend Policy, determinants of Dividend policy, Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing, Capital Restructuring.

Unit 5 Management of working capital: Working capital policies, Inventory management Receivables management, Management of cash and marketable securities financing of working capital. Committees of Working Capital.

SUGGESTED READINGS

- Khan M.Y and Jain P.K.: Financial Management. Pandey I.M: Financial Management.
Prasanna Chandra: Financial Management - Theory and Practice. Agarwal & Mishra: Financial Management.
Bierman, H: Financial Policy Decisions.
Bierman, H. And Smidt, S.: The Capital Budgeting Decisions. Fama, E.F. and Miller, M.H.: The Theory of Finance.
Hunt, P., Williams, C.M. and Donaldson, G.: Basic Business Finance.
Van Horne, J.C.: Financial Management and Policy.
Kuchhal, S.C.: Financial Planning An Analytical Approach. Ramchandran, H.: Financial Planning and Control.
Malodia, G.L.: Financial Management. Ravi M. Cishore: Financial Management. S.N. Maheshwari: Financial Management.

PAPER V
CORPORATE ACCOUNTING

- Unit 1 Share Capital: Issue, Forfeiture and Re-issue of Forfeited shares, Issue of Debentures, Underwriting of Shares and Debentures, Rights Shares, Legal provisions and Accounting Treatment.
- Unit 2 Redemption of Preference Shares, Redemption of Debentures, Acquisition of Business, Profit Prior to Incorporation.
- Unit 3 Preparation of Final Accounts of Companies; Disposal of Profit and Capitalisation of Profits Issue of bonus shares; Liquidation and Winding up of Companies: Statement of Affairs and Deficiency A/c, Preparation of Liquidator's Final Statement of account.
- Unit 4 Amalgamation of Companies AS-14. Reconstruction of Companies External and Internal.
- Unit 5 Final Accounts of: Banking Company, Insurance Company, Electricity Company and Double Accounts System.

SUGGESTED READINGS

- Gupta, R.L. Radhaswamy, M.: Company Accounts
- Maheshwari, S.N.: Corporate Accounting
- Monga, J.R., Ahuja, Girish and Dehgal, Ashok: Financial Accounting.
- Shukla, M.C., Grewal, T.S. and Gupta, S.C.: Advanced Accounts. Moore, C.L. and Jaedicke, R.K.: Managerial Accounting.


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PAPER VI
BUSINESS ECONOMICS AND ENVIRONMENT

- Unit 1 Welfare Economics, Concept of Welfare, Inequalities on income, Economic systems, Capitalism, Socialism and Gandhism, Responsible global capitalism
- Unit 2 Concept and characteristics of underdeveloped and developed Economy factors affecting economic Development, concept and Need and type of economic planning in underdeveloped economics.
- Unit 3 Indian economic environment and economic policies, Economic Planning. Ideologies and strategies since Independence, Allocation of resources between Centre and State Industrial Policy, Economic Reforms in difference sector I & II Generation.
- Unit 4 Economic problems: population, unemployment, foreign trade, industrial relations, multinational corporations.
- Unit 5 Problems and prospects relating to Agriculture, industry, transport, WTO, Employment, International Monetary fund and India-impact.

SUGGESTED READINGS

- Dewett, K.K.: Modern Economic Theory.
- Ghosh and Minocha: Business Economics and Planning. Chopra, O.P.: Managerial Economics.
- Ghosh, A. And Ghosh B.: Managerial Economics. Dean, Joel: Managerial Economics.
- Ghosh, J. And Hill, S.: Fundamentals of Managerial Economics. Maheshawari: Managerial Economics
- Swami HR, Gupta BP and Vaishnaw BL: Economic and Business Environment.


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B.COM HONOURS (FINAL) IN BUSINESS ADMINISTRATION

PAPER I

BUSINESS ENTREPRENEURSHIP

- Unit 1 Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Identification of business opportunities, Entrepreneurship and Innovation
- Unit 2 The entrepreneur: definition, emergence of entrepreneurial class; theories of entrepreneurship; role of social economic environment; characteristics of entrepreneur; leadership; risk taking; decision making and business planning.
- Unit 3 Role of entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries: role in export promotion and import substitution.
- Unit 4 Promotion of a Venture: Opportunities analysis; external environmental analysis economic, social and technological; competitive factors; legal requirements of establishment of a new unit and rising of funds; Venture capital sources and documentation required.
- Unit 5 Entrepreneurial Development Programmes (EDP): EDP, their role, relevance and achievements; role of government in organizing EDP's critical evaluation.

SUGGESTED READINGS

- Vasant, DCSAI; Entrepreneurship.
- Taneja & S.L. Gupta.; Entrepreneurship Development. Pandey, I.M.; Venture Capital The Indian Experience. Tandon B.C: Environment and Entrepreneur.
- Peter F Drucker: Innovation and Entrepreneurship.
- Gupta C.B. and Srinivasan P.N.: Entrepreneurship Development in India.
- Deasi, A.N.: Entrepreneurship and Environment.
- Mario Rutten and Oarol Upadhyaya: Small Business Entrepreneurs in Asia and Europe.


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PAPER II

MANAGERIAL LEADERSHIP

Unit 1 Leader and Leadership; Leaders and Managers; Trait approach, skills approach, style approach and situational approach; Women as Leaders.

Unit 2 Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.

Unit 3 Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.

Unit 4 Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.

Unit 5 Leadership Training Program; Ethical Leadership; Gender and Leadership; Leadership in Different Cultures; Managing Diversity.


SUGGESTED READINGS

Fred Luthans: Organizational Behaviour.

Stephen P. Robbins, Timothy A. Udge, and Seema Sanghi: Organizational Behaviour.

Sampath P. Singh: Leading Lessons from Literature. Peter G. Northhouse: Leadership: Theory and Practice. Fred Luthans and Bruce Avolio: The High Impact Leader.

Paul Hersey and Kenneth H. Blanchard: Management of Organizational Behaviour: Utilizing Human Resource. Yukal, G.A.: Leadership in Organizations.


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PAPER III
PRODUCTION AND OPERATIONS MANAGEMENT

- Unit 1 Nature and Scope of Production Management, Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling- Principals-Equipments, Line Balancing-Problems, Work Environment & Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.
- Unit 2 Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing. Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling.
- Unit 3 Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT. Network Techniques-Simulation.
- Unit 4 Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ., Total Quality of services. Total Quality and safety. Introduction and meaning of six sigma concept.
- Unit 5 ERP and Business process engineering maintenance Management, project management PERT & CPM.

SUGGESTED READINGS

- Buffa, A.E.S.: Modern Production Management
- Chase, R.B., Aquilano 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


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PAPER IV
ORGANIZATIONAL BEHAVIOR

- Unit 1 Meaning- Definition- Scope- Disciplines Contributing to Organizational Behavior -Models and Approaches of Organizational Behaviour, Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure.
- Unit 2 Attitudes and perception: Concept of attitude; attitude, opinions and beliefs; attitudes and behavior; formation of attitude; factors determine formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception.
- Unit 3 Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behavior, Transactional Analysis.
- Unit 4 Organization Culture and conflict Management: Organizational Culture Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation.
- Unit 5 Organizational Change : Introduction, Meaning, Forces for Change, Types of Change, Meaning of Planned Change, Types of Change, Managing Planned Change, Change Process, Change Agents, Action Research, Human Reactions to Change, Causes of Resistance to Change, Overcoming Resistance to Change.

SUGGESTED READINGS

- Prasad, L.M.: Organizational Behaviour. Stephen P., Robbins: Organizational Behaviour. Luthans, Fred: Organizational Behaviour.
- Chabbra, T.N. & Singh, B.P.: Organization Behavior. Khanka, S.S.: Organizational Behaviour.
- Joseph, Weiss: Organization Behaviour and Change.
- Udai Pareek, T.V. Rao & Pestonjee, D.M. : Behavioural Process in Organization.


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PAPER V

TAX LAWS

- Unit 1 Introduction, Definitions, Residential Status, Incidence of Tax, Exempted Incomes, Income from Salaries
- Unit 2 Income from House Property, Profits and gains of Business or profession, Capital Gains, Income from other sources
- Unit 3 Deemed Income and Aggregation of Income, Set off and carry forward of losses.
- Deductions from Gross total income, Assessment of Individual.
- Unit 4 Service Tax: Concept, Provisions and Procedures & Assessment.
- Unit 5 Value Added Tax: Background and justification of VAT: merits and demerits of VAT, input tax credit, Different modes of computation of VAT, Administrative procedures in brief.

SUGGESTED READINGS

- Singhania, V.K.: Student's Guide to Income Tax Prasad, Bhagwati:
- Income Tax Law & Accounts Mehrotra, H.C.: Income Tax Law & Accounts Dinker Pagare: Income Tax Law & Practice
- Girish Ahuja and Ravi Gupta: Systematic Approach to Income Tax Chandra, Mahesh and Shukla, D.C.: Income Tax Law and Practice Singhania, V.K.: Indirect Taxes
- Circulars and Notifications issued by CBDT.


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PAPER VI
INTERNATIONAL TRADE

- Unit 1 Introduction: Basis of International Trade, Terms of Trade, Balance of Payment, Economic Development and Foreign trade, Commercial Policy, Generalised System of Preferences.
- Unit 2 International Economic Environment and System: Regional Economic Grouping, GATT (WTO) and UNCTAD. Bilateralism v/s Multilateralism
Commodity agreements and commodity markets.
- Unit 3 International Economic Co-operation: Foreign Investment, Foreign Aid, Technology Transfer and International Trade, Economic cooperation among developing countries. International Trade in Services, International Migration of skilled and unskilled labour.
- Unit 4 India's Foreign Trade Role, Composition and directions of imports and exports promotion and incentives, Import Trade policy of India, Exchange Control Meaning objective and Methods.
- Unit 5 Government and Foreign Trade: Role of State Trading in India's foreign trade, export oriented units, Export of Projects and Consultancy Services. Free trade zone in India, EXIM Bank of India.

SUGGESTED READINGS

- Balagopal: Export Management Kalupa Das: Export Strategy in India
Walker: Export Practice of Documentations
I.T.C.: Export Financing.
M.L. Verma: Foreign Trade Management.
Shri Ram Khanna: International Trade in Textiles
V.S. Mahajan: India's Foreign Trade
Keegan: Global Marketing
Heller: International Trade Theory and Empirical Evidence
Peter H. Lindert: International Economics Kindelberger: International Economics
Kranra: The Economics of Integration

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SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION ANNUAL SCHEME

M.COM. (PREVIOUS) BUS. ADM., EXAMINATION, 2020-21
M.COM. (FINAL) BUS. ADM., EXAMINATION, 2021-22



JAI NARAIN VYAS UNIVERSITY
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| PROGRAM NAME | Master of Commerce (MCOM) ANNUAL SCHEME | PROGRAM CODE | MCOMBAAS |
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COURSE CODE
COURSE

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| MCOMBAAS101 | Strategic Management |
| MCOMBAAS102 | Principles of Marketing |
| MCOMBAAS103 | Human Resource Management |
| MCOMBAAS104 | Financial Management |
| MCOMBAAS201 | Organisational Behaviour |
| MCOMBAAS202 | Fundamentals of Management Research |
| MCOMBAAS203H | Human Resource Development |
| MCOMBAAS203M | Retailing and distribution Management |
| MCOMBAAS203F | Working Capital Management |
| MCOMBAAS203I | Management of Public Enterprises |
| MCOMBAAS204H | Labour Management Relations |
| MCOMBAAS204M | Marketing Research & Consumer Behaviour |
| MCOMBAAS204F | Financial Analysis and Investment Management |
| MCOMBAAS204I | Principles of Insurance |
| MCOMBAAS205H | Industrial and Labour Legislation |
| MCOMBAAS205M | Marketing of Services |
| MCOMBAAS205F | Advanced Financial Management |
| MCOMBAAS205I | Insurance Practices in India |


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MASTER OF COMMERCE (M.COM.) – ANNUAL SCHEME

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

PROGRAM OUTCOME

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| 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

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| 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 |
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| M.Com. (Previous) | | |
| MCOMBAAS101 | Strategic Management | On completion of this course, the students will be able to: <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 |

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| | | <p>understanding of the concepts, tools & techniques used by executives in developing and executing strategies and appreciate its integrative and interdisciplinary nature.</p> <ul style="list-style-type: none"> • 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. |
| MCOMBAAS102 | Principles of Marketing | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Demonstrate strong conceptual knowledge in the functional area of marketing management. • 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. |
| MCOMBAAS103 | 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 |
| MCOMBAAS104 | Financial Management | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand the |


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| | | <p>fundamental financial concepts and develop an understanding of the theory, principles and practices of financial management.</p> <ul style="list-style-type: none"> • 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. |
| M.Com. (Final) | | |
| MCOMBAAS201 | 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 integrate in understanding the motivation (why) behind behavior of people in the organization. |
| MCOMBAAS202 | <p>Fundamentals of Management Research</p> <p><i>HEAD</i> <i>Department of Business Administration</i> <i>Department of Commerce Management Studies</i> <i>University, JODHPUR</i></p> | <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 |

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| | | <ul style="list-style-type: none"> • CO4: Have basic awareness of data analysis and hypothesis testing procedures |
| MCOMBAAS203H | Human Resource Development | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand human resources development (HRD) and its theories • CO2: Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness; • CO3: Evaluate the HRD role dealing with contemporary challenges |
| MCOMBAAS203M | Retailing and Distribution Management | <p>On completion of this course, the students will be able to:</p> <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 analyze Retail Market & Strategy. • CO3: Gain a holistic understanding of the of distribution function. • CO4: Analyse the various dimensions of channel design and management issues |
| MCOMBAAS203F | Working Capital Management | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility. • CO2: Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation. |
| MCOMBAAS203I | Management of Public Enterprises | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Develop understanding of Ministerial Control and Bureaucratic intervention. • CO2: Learn different functional areas of public enterprises. • CO3: Gain understanding of |


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| | | working of various public undertaking in India. |
| MCOMBAAS204H | 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. |
| MCOMBAAS204M | Marketing Research and Consumer Behaviour | <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 to the choices consumers make. • 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. |
| MCOMBAAS204F | Financial Analysis and Investment 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 published statements and analysis of financial health. • CO2: Learn about security evaluation and investment management. • CO3: Understand application of computers in investment management. |


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| MCOMBAAS204I | Principles of Insurance | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Develop an understanding of insurance and socio-economic progress. • CO2: Learn about various insurance laws and administration |
| MCOMBAAS205H | Industrial and Labour Legislation | <p>On completion of this course, the students will be able to:</p> <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 |
| MCOMBAAS205M | Marketing of Services | <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. |
| MCOMBAAS205F | Advanced Financial Management | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Understand the nitty-gritty of financial management, risk return framework and financial planning and decision making. • CO2: Analyze and evaluate various investment alternatives and options of raisings capital from abroad. • CO3: Understand foreign exchange markets and dealings therein. • CO4: Grasp knowledge about portfolio management, money market operations and financial management in PSU. |
| MCOMBAAS205I | Insurance Practices in India | <p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • CO1: Develop an understanding of principles and practices of miscellaneous insurance. • CO2: Learn about insurance legislation in India. • CO3: Understand working of |


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| | | insurance and related problems. |
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 Sri 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
- 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.

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GENERAL INFORMATION FOR STUDENTS

The Examination for the degree of M.Com. Business Administration will consist of two parts : (1) Previous Examination, and (2) Final Examination.

M.Com. Previous (400 marks): A written examination in four compulsory papers, each paper being of 100 marks.

M.Com. Final (500 marks) : A written examination in Two compulsory papers and remaining three papers will be the Optional Group offered in Final Examination, each paper being of 100 marks.

To pass M.Com. (Previous and Final) Examination a candidate is required to secure at least 25 per cent marks in each paper, and 36 per cent marks in the aggregate of subjects concerned in each of the examination separately.

Successful candidates will be placed in the following divisions on the basis of the marks obtained in Previous and Final examination taken together.

1. First Division 60% and over
2. Second Division 48% and over
3. Third Division 36% and over

No student will be permitted to register himself/herself simultaneously for more than one post-graduate course.


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TEACHING AND EXAMINATION SCHEME

| Subject Per Week | Periods Hours | Exam. Marks | Max. Marks | Min. Marks (%) |
|--|------------------|----------------|---------------|-------------------|
| M.Com. Previous Examination, 2019 | | | | |
| Compulsory Papers : | | | | |
| 1.Strategic Management | 6 | 3 | 100 | 25 |
| 2.Principles of Marketing | 6 | 3 | 100 | 25 |
| 3.Human Resource Management | 6 | 3 | 100 | 25 |
| 4.Financial Management | 6 | 3 | 100 | 25 |
| Aggregate | | | 400 | 36 |

| Subject Per Week | Periods Hours | Exam. Marks | Max. Marks | Min. Marks (%) |
|---|------------------|----------------|---------------|-------------------|
| M.Com. Final Examination, 2020 | | | | |
| Compulsory Papers : | | | | |
| 1. Organisational Behaviour | 6 | 3 | 100 | 25 |
| 2. Fundamentals of Management Research | 6 | 3 | 100 | 25 |
| Optional Papers : | | | | |
| (All the three papers of any One Group : Group A to D) | | | | |
| Paper I | 6 | 3 | 100 | 25 |
| Paper II | 6 | 3 | 100 | 25 |
| Paper III | 6 | 3 | 100 | 25 |
| Aggregate | | | 500 | 36 |


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Optional Groups :

Group A : Human Area

- Paper I : Human Resource Development
Paper II : Labour Management Relations
Paper III : Industrial and Labour Legislation

Group B : Marketing Area

- Paper I : Retailing and distribution Management
Paper II : Marketing Research & Consumer Behaviour
Paper III : Marketing of Services

Group C : Finance Area

- Paper I : Working Capital Management
Paper II : Financial Analysis and Investment Management
Paper III : Advanced Financial Management

Group D : Institutional Area

- Paper I : Management of Public Enterprises
Paper II : Principles of Insurance
Paper III : Insurance Practices in India

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M.Com. Previous Examination, 2021

Compulsory Papers

PAPER I

STRATEGIC MANAGEMENT

- Unit 1: An overview of strategic Management : Defining Strategy, levels at which strategy operates; Approaches to strategic decision making; strategic intent, vision, Mission, Business definition, objectives and goals, Environmental analysis and Diagnosis : concept of environment and its components; Environment scanning and appraisal, Organisation appraisal, Strategic advantage analysis and diagnosis
- Unit 2: Corporate-level strategies : Grand, Stability, Expansion, Retrenchment, combination strategies, Corporate Restructuring. Business-level/strategies: Generic and tactics for business strategies
- Unit 3: Strategic Analysis and choice : Process of strategic choice, corporate and business level strategic analysis, Subjective factors in strategic choice, contingency strategies and strategic plan
- Unit 4: Activating Strategies : Interrelationship between formulation and implementation, Aspects of strategy Implementation, Project and Procedural Implementation. Resource allocation. Structural and Behavioural Implementation.
- Unit 5 : 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.

BOOKS RECOMMENDED

- Azhar Kazmi: Business Policy and strategic Management, Tata McGraw Hill, New Delhi, 2005
- Jain, P.C.: Strategies Management (Hindi), 2005
- Bhattacharry, S.K. And N. Venkataramin :Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi, 2004
- Budhiraja, S.B. And Athreya, M.B.: Cases in Strategies Management, Tata McGraw Hill, New Delhi, 1996
- Coulter, Mary K.: Strategies Management in Action, Pearson Education, Delhi, 2005
- David, Fred R. : Strategies Management, Pearson Education, Delhi, 2005
- Glueck, William F. And Lawrence R. Jauch : Business Policy and Strategic

Management. McGraw-Hill, International Edition, 1988

H. Igor, Ansoff : Implanting Strategic Management, Prentice Hall, New Jersey, 1984

Michal, E. Portor : The Competitive Advantage of Nations, McMillan, New Delhi

Mintzberg, Henry and James, Brian Quinn : The Strategy Process, Pearson Education, Delhi, 2003

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. Macmillan India Delhi, 2001

PAPER II

PRINCIPLES OF MARKETING

Unit 1 : Marketing : Concept, old, new including Meta Marketing and Social Marketing. Functions, Importance, Marketing Mix, Marketing Organisation, Purpose, Basis, Forms, Marketing vs. Sales, Marketing segmentation, marketing in a developing economy

Unit 2 : Marketing Research : Meaning, Importance, Areas Elementary study of methods and Procedure, Product Planning: Definition, Terms, Scope, Branding, Packaging, Development of New Products, Product Life Cycle, Diversification, Simplification. Consumer Behaviour, Concept, Buying Process, Economic, Social and Psychological Determinants of Consumer Behaviour

Unit 3 : Pricing: Meaning, Importance, Affecting Factors, Pricing Policies, Marketing Communication-Meaning, Importance, Marketing Communication through- Product, Price, Place, Promotion

Unit 4 : Advertising : Concepts, Purpose, Planning Advertising Media, Advertising Effectiveness, Public Relations, Concept and Relevance.

Sales Promotion-Meaning Objective and Role, The variety of Promotion Tools and their suitability in given situation-Sales promotion programme: Development; Implementation, controlling and Evaluation.

Personal Selling : Meaning factors affecting personal selling. The selling Process, follow up after sales, Relationship Management.

Unit 5: Marketing Logistics (Physical Distribution) : Components, Function Objectives-
Marketing planning and Control : Concept and Relevance.
Channels of Distribution : Meaning and Importance. Types of channels,
Factor Affecting Choice of Channels, Channels policies, Management of Channel
Members.

BOOKS RECOMMENDED

Still, Condif and Govani : Fundamental of Modern Marketing

Kotler, Philip : Marketing Management-Analysis, Planning and Control

Stanton, W.J. : Fundamentals of Marketing Davar, R.S.: Modern

Marketing Management Johnson, L.K.: Sales and Marketing
Management

Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy Srivastave, P.
Kumar : Marketing in India

Phelps, D.M. and Westing, J.H. : Marketing Management

Ghandi, J.C. : Marketing : A Management Approach Stand, T.A. and Taylor, D.A: A
Management Approach of Marketing Agrawal, R.C. and Kothari, N.S. : Vipnan
Prabandh {Hindi} Kumbhat, J.R.: Vipnan Prabandh (Hindi)

Bhadada, B.M. and Porwal, B.L. : Vipnan Prabandh ke Siddhant evam Vyavahar
(Hindi)

PAPER III

HUMAN RESOURCE MANAGEMENT

Unit 1: Human Aspect of Management, Human Relations, Personnel
Management, Human Resource Management: Concept, Scope, Importance
and Functions, H.R.

Organisation-Line and Staff relationship, Human Resource Management in
India, Concept of Quality Circle, TQM, Empowerment

Unit 2 : Human Resource Planing : Meaning, Objectives and Significance, Process,
Human Resource Forecasting. Job Description and Job specifications, Job
design approaches

Unit 3 : Recruitment: Sources, Method, Selection : Process, tests. Training
and Development : Objectives, Methods and evaluation of training and
development programme. Carrer palnning and development methods.

Unit 4: Compensation Management-Job evaluation: Techniques, wages and salary
administration. Incentive payments. Performance appraisal: concept,
objectives and techniques, job changes transfer promotion and separation.
Human Resource Audit.

Unit 5 : Ethical Issues in HRM : Nature and Need, H.R.Ethical issues. Challengers of HRM. International Human Resource Management, Domestic HRM and IHRM Compared, Managing International H.R. Activities

BOOKS RECOMMENDED

Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey, 1998

D'Cenzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001

Ian, Beardwell and Len Holden : Human Resource Management, Macmillan, Delhi, 1998

Dessler, Garry : Human Resource Management, Prentice Hall of India, 7th Ed., 1998

Saiyadain, Mirza S. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York

Dwivedi, R.S. : Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000

Harzing, A.W. And Joris Van Ruysseveldt : International Human Resource Management : An Integrated Approach, Sage Publication, London, 1999

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, 1999

Sharma and Surana : Sevivargiya Prabhandh evam Audhyogik Sambandh (Hindi)

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University of Delhi

PAPER IV
FINANCIAL MANAGEMENT

- Unit 1 : Financial Management : Meaning, Objectives, Scope and Functions of Finance Manager, Ratio Analysis, The Finance Function : Concept and Approaches
- Unit 2: Capital Budgeting: Conventional and Non-conventional appraisal techniques of Capital Budgeting and their relative merits and demerits; Analysis of selected investment decisions. Concept and measurement of cost of Capital
- Unit 3: Planning Capital Structure : Raising long term funds, Approaches : Net Operating Income (NOI) Approach, Net-Income (NI) Approach and Modigliani and Miller (MM) Hypothesis. Indifference point of Earning before Interest and Tax (EBIT) Earning per share (EPS)
- Unit 4 : Dividend Policy : Meaning, Requisites of a good dividend Policy, Models; Walter Model, Gordon Model, Modigliani and Miller (MM) Hypothesis
- Unit 5 : Working Capital Management : Concept, Operating Cycle, Product Life Cycle, Factors affecting Working Capital : Functions and Components of Working Capital; Ratios relating to Working Capital; Estimation of Working Capital : Cash, Cost and operating Cycle methods, Cash Management: Receivables and Inventory management

BOOKS RECOMMENDED

- 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, Rinehart and Winston
Hunt, P., Williams, C.M. and Donaldson, G.: Basis Business Finance
Richard D. Irwin
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. Sohal 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.

Compulsory Paper-I

ORGANISATIONAL BEHAVIOUR

- Unit 1: Manager and Organizational Behaviour: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behaviour (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological foundation Inherited and Learned Characteristics of Behaviour.
- Unit 2: Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour: Perception and Behaviour; Learning and Behaviour; Theories of Motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.
- Unit 3: 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 4: Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behaviour; Impression management; Defensive Behaviour; Rational versus Political Behaviour; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; P; Preventing and stimulating conflict.
- Unit 5: 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.

BOOKS RECOMMENDED

- 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*.

Sharma J.K.: *Leadership Styles and Effectiveness of Potential managers*. Sheel Write Pvt. Jaipur.

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*.

Compulsory Paper –II

FUNDAMENTALS OF MANAGEMENT RESEARCH

Unit 1: Research: Meaning, Types, Research and the Managerial Process, Management Research and the Social Science, Fundamental/ Applied Approaches: Historical / Experimental / Exploratory Methodology.

Unit 2: Research Problem: Selection and Identification. Hypotheses: Meaning and Formulation. Research Design: Meaning, Types, Essentials.

Unit 3: 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 4: Sampling: Different Types, Determination of Sample Size, Selection of Sample. Case Study: Meaning, assumptions procedure, merits and limitation.

Unit 5: Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.

BOOKS RECOMMENDED

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.

Campbel : *Form and Style in Thesis Writing* (William Gileo).

Trivedi, R.N. and Shukla, D.P. : *Research Methodology (Hindi Edition)* College Book Depot, Jaipur.

Satpal Runela : *Sarvekeshan Anusandhan Aur Sankhiki (Hindi Edition)* Vikas

HEAD

Department of Business Administration
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Publishing, New Delhi.

Sharma C.L.: *Samajik Anushandhan Evam Surveykshan (Hindi Edition)* Rajasthan Hindi Granth Academy, Jaipur.

Nahar and Khanna: *Samajik Anushandhan Evam Surveykshan (Hindi Edition)* Jain Book Depot, Jodhpur.

Mukarjee R.N.: *Samajik Shodh evam Sankhiki (Hindi Edition)* Vivek Prakashan, Delhi.

Optional Paper

GROUP A: HUMAN AREA

PAPER I

HUMAN RESOURCE DEVELOPMENT

- Unit 1: Nature, Concept, Definition, Scope, Objectives, Goals, Importance, Principles, and Functions of HRD; Approaches to HRD. Essentials of a good HRD System; Competencies of HRD Manager; Role and Responsibilities of HRD Manager; Organisation of HRD Function; HRM and HRD. Challenges of HRD. HRD Systems; HRD Strategies; Designing HRD strategy; Future Challenges to HRD Strategy; HRD Model.
- Unit 2: Concept of Training; Definition of Training; Features and objectives of Training, Training Paradigms; Training Category; Training process: Planning, Designing, and Evaluating. Cost of Training; Types and Methods of Training; Responsibility for Training; Essential of Good Training Programme. Concept and Definition of Management Development; Objectives and Principles of Management Development; Identification of Needs for Management Development; Designing Management Development Programmes; General Model of Management Development.
- Unit 3: Concept, Definition and Component of Learning; Learning Cycle; Learning Pyramid; Learning Model; Approaches to and process of learning; Business Priority of learning; Pitfalls of learning. Concept and Definition of Learning Organisation; Organisational Learning Culture; HRD and its role in Learning Organisation; E-Learning, Self-Directed Learning.
- Unit 4: Nature, Concept, Definition, Characteristics, Objectives and importance of Career Planning. Nature, Concept, Definition, Characteristics, Objectives, importance, Principles and Theories of Career Development. Strategies to support career development, Role of HRD function in Career Planning and Development. Career Branding. Nature and Concept of Career Strategy; Career Strategy Process.
- Unit 5: Concept, Definition, Objectives, Elements, Purpose and uses of Performance Appraisal; Performance appraisal model; Designing Performance Appraisal; Performance Appraisal Process; Performance Appraisal Interview; Methods of Performance Appraisal; Performance Appraisal Failures; Essential of Good

Performance Appraisal System; Types and Benefits of Performance Appraisal; Potential Appraisal.

BOOKS RECOMMENDED

Tapomoy Deb, *Human Resource Development: Theory and Practice*. Ane Books Pvt. Ltd., 2010, New Delhi.

Udai Pareek and T.V. Rao : *Designing and Managing Human Resource System*, 1981, Oxford and IBM, New Delhi.

T.V. Rao and D.F. Pereira, (eds.): *Recent Experiences in HRD 1985*, Oxford and IBM, New Delhi.

A.K. Khandelwal : *HRD in Bank*, 1988, Oxford and IBM, New Delhi.

D.M. Silvera : *Human Resources Development, The Indian Experience*. Oxford and IBM, 1988.

Santwana Choudhary : *Quality Circle-Indian Experience*, NIPM, 1992, Calcutta.

Davis Keit : *Human Behaviour at Work*, New York, McGraw Hill.

Geisler : *Manpower Planning : An Emerging Staff Function*, American Management Association, New York.

Marvin Karline : *The Human use of Human Resources*, New York, McGraw Hill.

Sharma, J.K. : *Leadership Styles and Effectiveness of potential Managers*, Sheel Write Pvt. Ltd. Jaipur.

PAPER II

LABOUR-MANAGEMENT RELATIONS

- Unit 1: Industrial Relations : concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action
- Unit 2: Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role
- Unit 3: Collective Bargaining: Concept, Need, Process-Collective Bargaining in India: Progress, Prerequisites for success, Wage Boards
- Unit 4: Worker's Participation in Management Concept, Need, Objectives of Participation- Indian Scene : Forms, Progress, Barriers, Remedial Measures
- Unit 5: International Labour Organization: Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity : Concept, Causes of low Productivity. Measures for improving productivity

BOOKS RECOMMENDED

Myers, C.A. : Industrial Relations in India
Pigors and Myers : Reading in Personnel Administration
Agrwal, R.D. : Dynamics of Labour Relations
Punekar, 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

PAPER III

INDUSTRIAL AND LABOUR LEGISLATION

- Unit 1 : Need for Labour Legislation, Principles of Labour Legislation, Factories Act, 1948
Unit 2 : Concept of Wages; Payment of Wages Act, 1936, Minimum Wages Act, 1948
Unit 3: Industrial Disputes Act, 1947; Machinery for settlement of Industrial Dispute; Provisions regarding Strikes and Lockouts, Retrenchment and Layoff.
Unit 4: Social Security : Workman's Compensation Act, 1923, Employee's State Insurance Act, 1948
Unit 5 : Provident Fund Act, 1952
Payment of Bonus Act, 1965
Payment of Gratuity Act, 1972
Trade Unions Act, 1926

BOOKS RECOMMENDED

Bare Acts
Sanaray : Industrial and Labour Laws of India Bhar, B.K. : A Hand Book of Industrial Law Shukla, S.M. : Audhyogic Sanniyam, Hindi
Saxena, S.C. : Audhyogic saniyam, Hindi
Mathur and Sexena : Vyaparik evam Audhyogic Sanniyam, Hindi
Vaid, K.N. : State and Labour in India
Chawla and Garg : A Text Book of Industrial Law

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GROUP B : MARKETING AREA

PAPER I

RETAILING AND DISTRIBUTION MANAGEMENT

- Unit 1: Introduction, Importance and Functions of Distribution. Role of Marketing Channel: Definition and Importance, Different Forms and Functions of Marketing Channels. Channel Selection Process, Criteria, Compensation, Motivation and Control. Channel Conflicts and Resolution, Channel Effectiveness Evaluation.
- Unit 2: 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 3: 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.
- Unit 4: 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. 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 5: Impact of Information Technology in Retailing, Integrated Systems and Networking, 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.

BOOKS RECOMMENDED

- 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.

PAPER II

MARKETING RESEARCH AND CONSUMER BEHAVIOUR

- Unit 1: Marketing Research : Definition, Nature, Scope, Significance, Types, Organisation, Scientific Method, Basic Marketing Methods : The Survey, Observational and Experimental Methods.
- Unit 2: The Research Design, Types and Sources of Data. Hypothesis Testing, Pre-Testing Pilot Study, Sampling, Questionnaire, Schedules, Place of Marketing Research in India.
- Unit 3: Collection of Data, Interpretation of Data, Presentation of Results & Research Report, Motivational Research, Advertising Research, Product Research.
- Unit 4: Consumer Behaviour : Nature, Decision Process. Application of Consumer Behaviour in Marketing, Organisational Buying Behaviour : Meaning, Factors Influencing Organisational Buying, The Buying Process.
- Unit 5 : Reference Group Influence : Family Buying influences. Family Life- Cycle and buying roles. Social and Sub- Cultural Influences. Models of Consumer Behaviour.

BOOKS RECOMMENDED

- Narsh K. Malhotra: Marketing Research: An Applied Orientation. Pearson Education, Asia
- Thomas C. Kinnear and James R. Taylor : Marketing Research. Aaker, Kumar and Day : Marketing Research, John Wiley and Sons, 1998
- Recharl I. Levin : Statistics For Management : Prentice Hall, New Delhi.
- Henry Assaek : Consumer Behaviour And Marketing Action, Kent Publishing Co. Berkman and Gilson : Consumer Behaviour: Concepts And Strategies, (Kent Publishing Co.)
- Bennet and Kassarian : Consumer Behaviour, (Prentice Hall of India) Shiffman and Kanuck : Consumer Behaviour, Pearson Education Asia, 7th Edition. Hawkins, Best and Coney : Consumer Behaviour. Tata McGraw Hill. Kothari, C.R. Wishwa Prakashan, New Delhi
- Kulkarni, Pradhan & Patil : Modern Marketing Research. Jain, P.C. :
- Vipnan Shodh Prabandh (Hindi)
- Srivastava, P.K. : Vipnan Anusandhan (Hindi) Jakhotiya, G.N. :
- Vipnan Anusandhan (Hindi)

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PAPER- III
MARKETING OF SERVICES

Unit 1: Marketing of Services-Introduction, Growth of Services Sector, The concept of service, characteristic of services, classification of services, Significance of Service Marketing, Designing the services- Blue Printing, Service Marketing environment, Consumer behavior in services, Listening to Customers through Research, Globalisation of Services.

Unit 2: Marketing-Mix in Services Marketing- The Seven P's : Service Product-Product decisions, Service development and Design, Service Standards; The Pricing of services-Framework for Pricing decisions in services; Promotion-Developing the Service Communication Mix; Place-Channel Management issues and distribution, transcending Physical constraints of location; Additional Dimensions of Service Marketing-Mix: People, Physical evidence and process.

Unit 3: Strategic Marketing Management for services: Matching Demand and Supply through capacity Planning, Internal Marketing of Service, Building Customer Relationship, Impact of Technology on service marketing, The service Triangle Management Model, Yield Management System, Target Marketing in services, Positioning of services, Market Segmentation in the marketing of services.

Unit 4: Measuring Service Quality, Dimensions/Components of Service Quality, Service Quality Gaps-Customer Expectation v/s Management Perception, Management Perception v/s Service Quality Specifications, Service Quality Specification v/s Service Delivery, Service Delivery v/s External Communications to Customers, Strategies for closing the Gaps- The Servqual Scale, Bench Marking, Return on Quality (ROQ), Total Quality Management (TQM) in Service Marketing.

Unit 5: Marketing of Services with Special Reference to:

- (A) Financial and Insurance Services.
- (B) Health Services.
- (C) Hospitality Services including Travel, Hotel and Tourism.
- (D) Educational, Software and Other Professional Services.

BOOKS RECOMMENDED

Nargundkar Rajendra, *Services Marketing*, The MC Graw-Hill, New Delhi.
Shajahan S., *Services Marketing*, Himalaya Publishing House, New Delhi.
Bhattacharjee C., *Services Marketing*, Excel Books, New Delhi.
Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner & Ajay Pandit : *Services Marketing*, The MC Graw-Hill, New Delhi.
Mehta and Khinvasara : *Marketing of Services*, Ramesh Book Depot, Jaipur.
Christopher H. Lovelock : *Service Marketing : People, Technology Strategy*, Pearson Education Asia.
Zethaml, Parasuraman and Berry : *Delivery of Quality Services*, The Fress Press, Macmillan.
Audrey Gilmore : *Services Marketing and Management*, Response Books, Sage Publications.
Raghu and Vasnathi Venugopal : *Service Marketing*.

GROUP C : FINANCE AREA

PAPER I

WORKING CAPITAL MANAGEMENT

- Unit 1: Concept of Working Capital: Estimating and analysing working capital requirements, Working Capital Management : Overall consideration.
- Unit 2: Sources of Financing short-term requirements, Financing current assets, Internal financing vs. external financing.
- Unit 3: Receivable Management : Credit Policies and collection system; Goals of Credit Management : Optimum Credit Policy : Costs of Credit; Aspects of Credit Policy; Credit terms, credit standard, collection policy, credit analysis, collection procedure.
- Unit 4 : Inventory Management and Control : Objectives of Inventory Management, Inventory Management Techniques; Economic Order Quantity, Re-order point, computation of Safety stocks, Selective Inventory Control, ABC Analysis; Finance Manager's Role in Inventory Management.
- Unit 5: Cash Management : Facts of Management, Cash Planning and Budgeting Cash Forecasting, Cash flows; Accelerating cash collections, Controlling disbursements, Determining the optimum. Cash Balance/Minimum Bank Balance.

BOOKS RECOMMENDED

Beraneck, W.: *Working Capital Management* (Wordsworth, Belmont)

Pontenfield, J.T.S. : *Investment Decisions and Capital Costs* (Prentice Hall)

Soloman, E. (ed.) : *The Management of Corporate Capital*

Kuchhal, S.C. : *Financial Management-Analytical and Conceptual Approach* (Chaitanya Publishing House)

PAPER II

FINANCIAL ANALYSIS AND INVESTMENT MANAGEMENT

Unit 1: Analysis and interpretation of published statements; Interfirm/Intra-firm comparisons through ratio analysis, fund flow analysis; Trend analysis

Unit 2: Analysis of financial health : Financial Sickness, its symptoms and prediction; Capital gearing; Trading on equity; Over and under-capitalisation and their impact on share market prices

Unit 3: Security Evaluation : Investment Setting, investment criteria : Stock Market in India; Analysis of Economy and industry; Technical Analysis, General Market Analysis, Price Charts and Stock selection techniques

Unit 4: Investment Management: Objectives and Constraints : Traditional Portfolio Management, Modern Portfolio Theory, Investment Timing

Unit 5: Application of computers to Investment Management : Investment Policies of Individuals, Institutions and Investment Companies

BOOKS RECOMMENDED

Foulke, R.A. : *Practical Financial Statement Analysis*, Tata McGraw Hill

Ponterfield, J.T.S. : *Investment Decisions and Capital Costs*, Prentice Hall

Chaudhary, S.B. : *Analysis Financial Statements*, Asia Publishing House

Mayer, N. John : *Financial Statement Analysis*, Prentice Hall

William, E.E. and Findly, M.C. : *Investment Analysis*, Prentice Hall

Lev. B. : *Financial Statement Analysis, A New Approach*, Prentice Hall

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PAPER III

ADVANCED FINANCIAL MANAGEMENT

Unit 1 : Financial Planning and Forecasting System- Mergers and Amalgamations

Unit 2 : Capital Structure Management - Dividend and Bonus policy

Unit3: Quantitative techniques for Current Assets Management; Negotiation for Working Capital Finance

Unit 4 : Inflation and Financial Management; International Financial Management

Unit 5: Financial Management of Public Sector Undertakings: Financial Management of Small firms and sick units

BOOKS RECOMMENDED

Bierman, H. : *Financial Policy Decisions*, Macmillan

Bierman, H. and Smidts : *The Capital Budgeting Decisions*, Macmillan

Fama, E.F. and Millar, M.H. : *The Theory of Finance*, Holt, Rinehart and Winston

Hunt, P., Williams, C.M. and Donaldson G. : *Basic Business Finance*, Richard D. Irwin

Van Horne, J.C.: *Financial Management and Policy*, Prentice Hall

Kuchhal, S.C. : *Financial Management - An Analytical Approach*, Chaitanya Publishing House

Ramachandran, H.: *Financial Planning and Control*, S.Chand and Co.

Lawrence, D. Schall and Charles, W. Haley : *Introduction to Financial Management*, McGraw Hill

HEAD

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GROUP D : INSTITUTIONAL AREA

PAPER I

MANAGEMENT OF PUBLIC ENTERPRISES

Unit 1: Management : Concept, Significance, Present State of Management: Gaps in management; Adhocism in organisation; Role of executives and Policy marks

Unit 2 : Ministerial Control and Bureaucratic intervention: Management at the unit level; Decentralisation; Delegation; Span of control; Line and staff relationship

Unit 3: Management of managerial efficiency : A relative concept; Some tests of efficiency : financial ratios, Profitability Profile, rate of growth and productivity; Reasons of poor efficiency; Suggestions for Improvement

Unit 4 : An exposition to different functional areas of public enterprise: Finance, Personnel, Marketing & Project appraisal management.

Unit 5 : A study of Public Undertaking in India :

1. Steel Authority of India
2. Coal India Limited
3. Indian Oil Corporation of India
4. Fertilizer Corporation of India
5. Rajasthan State Industrial Development and Investment Corporation Ltd.

BOOKS RECOMMENDED

Arora, R.S. : *Administration of Government Industries*, Indian Institute of Public Administration, New Delhi, 1969

Basu, P.K.: *Public Enterprises : Policy, Performance and Professionalisation*, Allied, New Delhi, 1989

Hanson, A.K. : *Public Enterprises and Economic Development*, Routledge and Kegan Paul, London, 1960

Laxmi Narain : *Principles and Practice of Public Enterprises Management*, S. Chand and Co., New Delhi, 1980

Om Prakash : *Theory and Working of State Corporations*, Orient Longman, New Delhi, 1971

Centre for Public Sector Studies : *Profitability, Accountability and Social Responsibility of Public Enterprises*, New Delhi, 1980

Jagdish Prakash and Matabadal Shukla : *Public Enterprises in India*, Hindi

Mathur, B.L. : *Public Enterprises in India*

PAPER II

PRINCIPLES OF INSURANCE

Unit 1: Insurance and Socio-Economic Progress : Business risk and role of insurance as risk control device; Insurance behaviour in a n under-developed economy and life insurance; Criteria of economic progress; Sociology of life insurance; Theory of Insurance: Selection of risk; Sources effecting risk, Sources of information regarding these factors, Classification of risk, Methods of risk classification

Unit 2: Measurement of risk, the inductive method of risk determination. Theory of probability, Simple and compound probability. Law of average, use of theory of probability, and law of average in insurance, Mortality tables : their types, construction and use; Calculation of net Premium in life policies; Net signal premium and net level premium in various types of single life policies and multiple life policies, Calculation of net premium in various types of annuities; Treatment of substandard risk loading; Classification of expenses and their dependence on net premium and policy amount, various methods of loading ; their description and assessment as a scientific method of loading life insurance reserve : meaning and need, method of calculation, factors affecting the amount of reserves types of reserves and their uses

Unit 3: Elements of 'Protections' and 'Investment' in life insurance and 'Net amount and Risk'. 'Investment' of life fund : Canons of Investment and their application to various life insurance investment; Surrender values and its utilisation; Valuation and surplus sources of surplus and its utilisation; Bases of bonus distribution and types of bonus

Unit 4: Basic Insurance Law: Principle of indemnity, Doctrine of subrogation; Insurable interest; Utmost good faith; Doctrine of Causa Proxima: Nomination and assignment; Return of premium

Unit 5 : Insurance Administration : Office administration, Office systems, Organisation, Office Management, Officer and staff, Equipment and mechanisation, Field administration, Branch and agency organisation, Agency department, Appointment, training, supervision and motivation of Agents; Agency contracts, Agency, Costs; Department administration, Administration of Life Insurance Department, Salesmanship; Insurance as a profession; Qualities of a successful agents; Canvassing; Hints for obtaining prospect, Lapsation of policies, Classes of prospects and their requirements; Duties and responsibilities of an insurance agent

BOOKS RECOMMENDED

Wilattee, A.H. : The Economic Theory of Risk and Insurance

Auebner, S.S. : The Economics of Life Insurance

Woods, E.A. : Sociology of Life Insurance

Agarwal, A. N. : Life Insurance of India

Macllon : Life Insurance

Magee, I. H. : Life Insurance

Mehra and Osler : Modern Life Insurance

Huebner, S.S. : Life Insurance

Dingman : Selection of Risks

Haycocks, H. M. And Parks, M. : Mortality and other Investigations

Hurb, H.B. : Law and Practice of Marine Insurance

Victor, Done : A Handbook of Marine Insurance

Rameshwar Dayal : Insurance Law

Disdale : Insurance Law

Melson and Sheriff : Insurance Organisation and Management

Lewis and Handershot : Life Insurance and Organisation

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PAPER III

INSURANCE PRACTICES IN INDIA

- Unit 1: Principles and Practice of Miscellaneous Insurance : Burglary robbery and theft insurance; Liability insurance; Credit and title insurance; Automobile insurance; Cattle insurance, Group insurance, and aviation insurance, Export credit insurance; Deposit insurance
- Unit 2: Insurance Legislation in India : Source and history of Insurance Law in India; Insurance Legislation in India; A study of the Indian Insurances Act, 1938 and the of the Life Insurance Corporation Act, 1956
- Unit 3: Insurance in India : History of Life Insurance before Nationalisation; Growth of Life Insurance in India-Brief historical review- The Life Insurance Market in India : The price and cost factors; efficiency and size; Structure of Life Insurance Enterprise in India; Life Insurance finance in India Improvement in the Financial Administration of Life Insurance
- Unit 4: Life Insurance Nationalisation : Nationalisation of Life Insurance; Working of Life Insurance Corporation in India; Present position in Life Insurance of India
- Unit 5: Advanced Problems of Property Insurance : Prevention of loss; Adjustment of loss; York Antwerp Rules, Contribution and average; Retention and re-insurance

BOOKS RECOMMENDED

Mages, I. H. : General Insurance

Colding : Burglary Insurance

Macken, A.C. : Insurance of Profits

Woodroof : Insurance Against Theft

Welson : Public Liability Insurance

Batton and Dinsdale : Third Party Insurance

Millan, M.C. : Fidelity Guarantee

Shenkman : Insurance Against Credit Risk

Legg, J.C. : Loss of Profit Insurance

Bendall : Insurance of Profits

While, E.H. : Business Insurance

Gilbert, G.W. : Motor Insurance

Batton and Dinsdale : Motor Insurance

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Michelbacher : Multiple Life Insurance
 Ray, P.K. : Principles and Practice of Agricultural Insurance
 Agarwal, A.N. : Life Insurance in India
 Elderton, W.P. and Fippard, R.C. : The Corporation of Sickness Tables
 Knight, C.K. : Advanced Life Insurance
 Menge and Guber : Mathematics of Life Insurance
 Larson, Gaumnitz : Life Insurance of Mathematics
 Harper, Parks : Elementary Mathematics Insurance
 Lockheed, R.K. : Valuation and Surplus
 Huebner and David : Life Insurance as Investment
 Chan, C : Investment of Life Insurance Funds
 Raynes : Insurance Fund and their Investment
 Reed : Adjustment of Property Losses
 Mawbary and Blanchard : Insurance
 Minnion : Average Clauses and Fire Loss Apportionment
 Doner : General Average and the Tork Antwerp Rules, 1950 including their Application to Marine Insurance
 Kutak, I F. : Principles of Claim Adjusting
 Golding : Law and Practice of Re-Insurance
 Patterson, E.W. : Essentials of Insurance
 Hobesman. D : Law of Life Insurance
 Horns, H.M. and Mansfield, D S. : The Life Insurance Contract
 Taylor : Fire Insurance Law
 Reports and Accounts of Life Insurance Corporation of India
 Annual Reports of India Re-Insurance Corporation Limited
 Problems of Corp. Insurance under Indian Conditions, Ministry of Agriculture
 Indian Insurance Year Books
 The Indian Insurance Corporation Act, 1956
 Annual Reports of Export Credit Risk Insurance Corporation

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SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

MASTER OF HUMAN RESOURCE MANAGEMENT
EXAMINATION, 2020-22



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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

| | | | |
|---------------------|-------------------------------------|---------------------|------|
| PROGRAM NAME | Master of Human Resource Management | PROGRAM CODE | MHRM |
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COURSE CODE
COURSE

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|---------|--|
| MHRM101 | Management Process and Principles |
| MHRM102 | Human Resource Management |
| MHRM103 | Business Environment |
| MHRM104 | Industrial Relations |
| MHRM105 | Labour and Industrial Law |
| MHRM106 | Economics for Managers |
| MHRM107 | Seminar on Contemporary Issues |
| MHRM108 | Viva-Voce |
| MHRM201 | Human Resource Development |
| MHRM202 | Organizational Psychology and Employees Counselling |
| MHRM203 | Organizational Behaviour |
| MHRM204 | Labour Welfare and Social Security |
| MHRM205 | Computer Applications in Management |
| MHRM206 | Accounting for Managers |
| MHRM207 | Seminar on Contemporary Issues |
| MHRM208 | Viva-Voce |
| MHRM301 | Global Human Resource Management |
| MHRM302 | Corporate Governance, Ethics and Social Responsibility |
| MHRM303 | Business Communication |
| MHRM304 | Compensation Management: Theory and Practice |
| MHRM305 | Fundamentals of Management Research |
| MHRM306 | Statistics for Management Research |
| MHRM307 | Seminar on Contemporary Issues |
| MHRM308 | Viva-Voce |
| MHRM401 | Strategic Human Resource Management |
| MHRM402 | Managerial Leadership |
| MHRM403 | Performance Management |
| MHRM404 | Labour Economics: Theory and Practice |
| MHRM405 | Organizational Development and Change Management |
| MHRM406 | Cross Cultural and Diversity Management |
| MHRM407 | Training Report |
| MHRM408 | Viva-Voce |


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 Faculty of Commerce Management Studies
 Sai 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
- 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 (MIIRM)
- 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)

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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.


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

General information for students and Examination Scheme

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and these have a tremendous impact on management education worldwide. The objective of this course is therefore to provide a thorough knowledge and impart relevant skills in the broad areas of Human Resource Management.

Eligibility for Admission:

Post graduates or graduates of a recognized University from any discipline having minimum 50% marks in aggregate in either of the degrees are eligible for admission.

Admission Procedure:

Admission will be based strictly on Merit. There will be a Group Discussion (GD) of 25 marks followed by Personal Interview of 25 marks to be conducted by the Head of the Department of Business Administration. Marks obtained in GD and Interview will be added in the per cent marks obtained in post graduate or graduate examination, whichever is advantageous to the candidate, so as to determine the final merit for admission.

Nature of the Program:

The post graduate program of 'Master of Human Resource Management' (MHRM) will be of two years duration comprising of four semesters. It will be a full-time and Regular Self-financing post graduate program of the University. There shall be separate courses of studies for each semester and there shall be separate examinations for each semester. The courses of studies and examination in relation thereto shall comprise of theory papers, seminar, viva-voce and training report, as indicated in the scheme of examination.

Medium of Instruction:

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

Course Fee:

The course fee for the entire post graduate program shall be Rs 40000/- which will have to be paid by demand draft in two installments of Rs. 20,000/- each at the time of admission in Previous and Final year. Besides, faculty and examination fees will have to be deposited separately as per University Rules. No refund of fee is admissible

Intake:

The program will have maximum intake of 60 students. This will include reserved seats as per University rules, provided they qualify the eligibility.

Attendance and other Rules:

In order to be eligible to take examination each candidate shall have to fulfill minimum attendance requirement, rules and regulations prescribed by the University from time to time. Candidates shall not be allowed to seek part-time or full-time employment during the tenure of two years of the program.

Minimum Pass Marks:

The minimum pass marks in respect of each examination shall be 40% in individual paper and 50% marks in the aggregate in respect of all the examinations in a relevant semester. Grace marks will be awarded as per University Rules.

Award of Division:

The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters on the following basis:

| Division: | Percentage of marks: |
|-------------------|-------------------------------|
| First with Honors | 70 and above |
| First | 60 and above but less than 70 |
| Second | 50 and above but less than 60 |

Deficiency:

If a candidate fails in one or two examinations he or she will be permitted to make up the deficiency. Such candidates will be promoted to the next semester and may be permitted to make up the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. Further, a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the department shall have no responsibility of organizing and imparting teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing the deficiency and passed shall be awarded the actual marks obtained. But, in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination. *However, students are advised to be hardworking and sincere so as to avoid any such deficiency.*

Award of the Post graduate Degree:

After the fourth semester examinations are over and the results are declared, the degree of 'Master of Human Resource Management' will be awarded when a candidate passes all the examinations in respect of all the four semesters including those papers for which deficiency, if any, is to be made up.

Structure, Teaching and Examination Scheme:

There shall be six theory papers / courses for written examination plus a seminar/training report and viva-voce of 50 marks each for every semester. Thus, each semester shall be of 400 marks (50 × 8). The written examination for the theory papers shall be of 3 hours duration for each paper. *The Examination Question Papers shall contain eight questions of Ten marks each and the candidates shall be required to answer any Five question of them.* Also, candidates will be required to submit a written training report in the IV Semester (Course No. 407). For the purpose, they will be required to undergo a four- week summer

training to be received in a chosen business organization and the report thereof will be teacher- supervised which will be evaluated by the Head of the Department and the concerned supervisor in each case. Students shall be required to go for such training immediately after the examinations of second Semester are over. Seminar on contemporary issues to be presented by every student in each semester shall be conducted and evaluated by a teacher of the department nominated by Head of the department for the purpose. For conduct of Viva-voce, there shall be two examiners - one internal and one external. Revaluation of Examination Answer books shall be allowed as per University Rules. The details are as follows:

Semester I

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|-----------------------------------|------------------|---------------|
| 101 | Management Process and Principles | 6 | 50 |
| 102 | Human Resource Management | 6 | 50 |
| 103 | Business Environment | 6 | 50 |
| 104 | Industrial Relations | 6 | 50 |
| 105 | Labour and Industrial Law | 6 | 50 |
| 106 | Economics for Managers | 6 | 50 |
| 107 | Seminar on Contemporary Issues | --- | 50 |
| 108 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

Semester II

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|---|------------------|---------------|
| 201 | Human Resource Development | 6 | 50 |
| 202 | Organizational Psychology and Employees Counselling | 6 | 50 |
| 203 | Organizational Behaviour | 6 | 50 |
| 204 | Labour Welfare and Social Security | 6 | 50 |
| 205 | Computer Applications in Management | 6 | 50 |
| 206 | Accounting for Managers | 6 | 50 |
| 207 | Seminar on Contemporary Issues | --- | 50 |
| 208 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

Semester III

| Course No. | Course | Lecture per week | Maximum Marks |
|------------|--|------------------|---------------|
| 301 | Global Human Resource Management | 6 | 50 |
| 302 | Corporate Governance, Ethics and Social Responsibility | 6 | 50 |
| 303 | Business Communication | 6 | 50 |
| 304 | Compensation Management: Theory and Practice | 6 | 50 |
| 305 | Fundamentals of Management Research | 6 | 50 |
| 306 | Statistics for Management Research | 6 | 50 |
| 307 | Seminar on Contemporary Issues | --- | 50 |
| 308 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

Semester IV

| Course No. | Course | Lecture per week | Maximum Marks |
|------------|--|------------------|---------------|
| 401 | Strategic Human Resource Management | 6 | 50 |
| 402 | Managerial Leadership | 6 | 50 |
| 403 | Performance Management | 6 | 50 |
| 404 | Labour Economics: Theory and Practice | 6 | 50 |
| 405 | Organizational Development and Change Management | 6 | 50 |
| 406 | Cross Cultural and Diversity Management | 6 | 50 |
| 407 | Training Report | --- | 50 |
| 408 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

101- MANAGEMENT PROCESS AND PRINCIPLES

Objective:

The objective of this course is to develop an understanding of the processes of management related to the basic functions and management challenges in the emerging perspective.

Contents:

Management: Concept, Nature, Process and Significance of Management. Managerial Roles (Mintzberg). An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D. Development of Management Thought Classical, Neo-classical System and Contingency Approaches.

Planning and Control: Concept, Process and Types. Decision making concept and process. Bounded rationality. Management by objectives. Corporate Planning: Environment analysis and Diagnosis. Strategy Formulations.

Managerial Control: Concept and process, Designing an Effective Control System. Techniques: Traditional and Modern (PERT and CPM) Organising: Concept, nature, process and significance, Authority and Responsibility relationships. Delegation, Decentralisation, Departmentation basis and formats (Project and Matrix) Formal and Informal Organisation. Changing patterns in Organisation Structure in the knowledge economy.

Directing: Motivating and Leading people at work basic concepts. Communication: nature, process, networks and barriers, Effective Communication. International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing and Controlling Recent developments in the field of Management in a global perspective.

SUGGESTED READINGS:

Werhurch, Heing and Koontz, Harold, Management: A Global Prospective, Mac-Graw Hill, New Delhi, 1997.

Stoner, James, A. F., Freeman. A.E. and Gilbert (Jr.) D.A.: Management, Prentice Hall of India P. Ltd., 6th ed., 2000.

Drucker, Peter, F.: The Practice of Management.

Robert Y. Durand: Business Organization: Management and Responsibilities.

Louis, A. Allen: Management and Organization.

Kreitner, Robert.: Management, AITBS Publishers, New Delhi, 7th ed., 1990.

Singh, B.P. and Chhabra, T. N.: Management Concepts and Practices, Dhanpat Rai, New Delhi, 1998.

Dwivedi, R.S.: Management- An integrated approach.


HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jyoti Vastu University, JODHPUR

102- HUMAN RESOURCE MANAGEMENT

Objective:

The objective of this course is to sensitize students to the various facts and facets of managing people to create an understanding of the various policies and practices of human resource management.

Contents:

Human Resource Management : Concept, Scope, Importance and functions. Human Resource Management in changing Environment, Concept of TQM, Quality Circle, Empowerment.

Human Resource Planning : Meaning, objectives, significance and process ; career and succession planning, Job Analysis; Job Description and Specifications; Job Design Approaches, Job characteristic approach to Job Design.

Recruitment, Selection, Training and Development: Factors affecting recruitment, Sources of recruitment- Internal and external, Basic Selection Model, Psychological tests for selection, Requirement of a good test for Selection, Interviewing, Placement and Induction, Training and Development.

Compensation Management and Performance Appraisal: Compensation Management- Concept and meaning of wages; factors affecting wage and salary administration; classification of wages such as bare minimum wages, Need based minimum wages, Statutory minimum wages, fair wages, standard of living wages. Performance Appraisal- concept and objectives, comparing actual Performance with Standards, Methods: Traditional and Modern.

IHRM and Ethical Issues in HRM : Concept, Importance, functions and Models of International Human Resource Management

Ethical issues in HR - Concept, Need, Challenges of HRM.

SUGGESTED READINGS:

Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998

D'Cenzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001

Saiyadain, Mirza S. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.

Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Flippo, Edwin B. : Principles of Personnel Management, McGraw Hill, New York.

Dwivedi, R.S.: Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000.

103- BUSINESS ENVIRONMENT

Objective:

The objective of this course is to develop an insight into the aspects related and relevant to business and understand the framework for business both global and domestic.

Contents:

Theoretical Framework of Business Environment : Concept, significance and nature of business environment, Elements of environment internal and external, Changing dimensions of business environment : Techniques of environmental scanning and monitoring.

Economic Environment of Business : Significance and elements of economic environment, economic systems and business environment, economic planning in India Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy, public sector and economic development, development banks and relevance to Indian business, economic reforms, liberalization and structural adjustment programmes.

Political and Legal Environment of Business : Critical elements of political environment, government and business, changing dimensions of legal environment in India, MRTP Act, FEMA and licensing policy, consumer protection act.

Socio-Cultural Environment : Critical elements of socio-cultural environment, social institutions and systems, social values and attitudes, social groups middle class, dualism in Indian society and problems of uneven income distribution, emerging rural sector in India, Indian business system, Social responsibility of business, consumerism in India.

International and Technological Environment: Multinational Corporations. Foreign collaborations and Indian business, non- resident Indians and corporate sector, International economics institutions -WTO World Bank, IMF and their importance to India, foreign trade policies, impact of rupee devaluation, technological environment in India, policy on research and development, patent laws, technology transfer.

SUGGESTED READINGS:

Aswathappa K. (2005): 'Essentials of Business Environment ', Himalaya Publishing House, Mumbai.

Cherunilam Francis, (2005): 'Business Environment: Text & Cases', Himalaya Publishing House, Mumbai.

Chopra, B.S., (1998): 'Business Environment In India', Pune: Symboisis Institute.

George A., Stenier and John F. Steiner, (2000) : 'Business Government and Society', McGraw - Hill.

Glos, R. and Others, (1980): 'Business its Nature and Environment', Ohio, South Western Publication Co.

104- INDUSTRIAL RELATIONS

Objective:

Organisational Efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of Industrial relations at the macro and micro levels.

Contents:

Industrial Relations perspectives; Industrial Relations and the Emerging socio-economic scenario ; conditions of good Industrial Relations, Actors in Industrial Relations- The workers, Management, Government and their importance in maintaining Industrial Relations.

Trade Union - Definition structure, Features, functions of Trade Union, Labour movement and Trade Union Development in India, Multiplicity of Trade Unions, problems of Trade Unions.

Discipline- Concept and importance, code of Discipline and Code of conduct, Disciplinary procedure Action, Enquiry proceedings, Judicial approach to discipline. Industrial dispute: Meaning, various causes of disputes. Collective Bargaining : Meaning, importance, Issues, features and process.

Employees' Grievance : Meaning, causes, grievance redressal procedures. Workers education Scheme: Objectives, workers education in different countries and approaches. Industrial Democracy and worker's participation in Management.

SUGGESTED READINGS:

C.S. Venkata Ratnam (2001), Industrial Relations : Text and Cases Oxford University Press Delhi.

Singh B.P. and T.N. Chhabra, Personnel Management & Industrial Relations. Dhanpat Rai and Co. Pvt. Ltd. Delhi, 2000.

Dwivedi. R.S., Managing Human Resources : Industrial Relations in Indian Enterprises. Gaigotia Publishing Company, New Delhi 2000. Paul Edwards (Ed) (1997), Labour Adjudication in India. ILO. New Delhi.

E.A. Ramaswamy (1994), The Rayon Spinners - Strategic Management of Industrial Relations, Oxford University Press. Delhi.

Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi.

Verma. Promod, Management of Industrial Relations, New Delhi, Oxford & IBH. 1990

Bagchi. Amiya Kumar (Ed), New Technology and the Workers Response, New Delhi, Sage. 1995.

105-LABOUR AND INDUSTRIAL LAW

Objective:

Understanding of the legal framework is important for the efficient decision making relating to man management and Industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Contents:

Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation. Factories Act 1948 : Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lokouts, Retrenchment and Layoff. Payment of Wages Act, 1936, Minimum Wages Act, 1948.

Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952

Trade Union Act, 1926, Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972

SUGGESTED READINGS:

Misra, S.N., (2005): Labour and Industrial Laws, Central Law Publications, Allahabad.

Malik, P.N. (2004): Industrial Law (Vol. 1 and 2), Eastern Book Depot, New Delhi.

Grag, A (1998): Labour Laws : One should know, New Delhi : NABHI Publications.

Raza, M.A. and Anderson, A.J. (1996): Labour Relations and the Law, Prentice Hall Inc, London.

Grag, A. (1995): Nabhi's Labour Laws: one should know, New Delhi : Nabhi's Publications.

Saini, D.S. (1995): Cases on labour law : minimum conditions of employment, Oxford, New Delhi.

Srivastava, S.C. (1994): Industrial Relations and Labour Laws, New Delhi : Vikas Publishing House.

Monga, M.I. (1983): Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd, Delhi.

106-ECONOMICS FOR MANAGERS

Objective:

The course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Contents:

Nature and Scope of Managerial Economics : Objectives of a firm; Economic theory; Managerial economist's role and responsibility , Fundamental economic concepts, incremental principle, opportunity cost principle, discounting principle, equip-marginal principle .

Demand Analysis :Individual and marketing demand functions; Law of demand determinants of demand; Elasticity of demand, its meaning and importance; price elasticity and cross elasticity , Using elasticity in managerial decision.

Theory of consumer Choice : Cardinal Utility approach, indifference approach, revealed preference and theory of consumer choice under risk, Demand estimation for major consumer, durable and non-durable products.

Production Theory :Production functions-production with one and two variable inputs; Stages of production : Economics of scale; Estimation of production function, cost theory and estimation, Economic value analysis, Short and long run cost functions-their nature, shape and inter-relationship. Law of variable proportions, Law of returns to scale.

Price Determination under Different Market Conditions Characteristics of different market structures; Price determination of firms equilibrium in short-run and long-run under perfect competition, monopolistic, oligopoly and monopoly

Price Practices : Methods of price determination in practice, Pricing discrimination, International price discrimination and dumping, Transfer pricing.

Business Cycles : Nature and phase of business cycle :Theories of business cycle, monetary, innovation Samuelson and Hicks theories.

SUGGESTED READINGS:

Baumol William J. : Economic Theory and Operations Analysis , Prentice Hall, London
Baya, Micheal R. : Managerial Economics and Business Strategy, McGraw Hill Inc, New York

Chopra O.P. : Managerial Economics, Tata McGraw Hill, Delhi Dean, Joel : Managerial Economics, Prentice Hall, Delhi

Dholkia, R.H. and A.L. Oza : Micro Economics for Management Students, Oxford University Press, New Delhi.

Eaton , B. Curtis and Diane Eaton : Micro Economics, Prentice Hall, New Jersey

Cough J. and S. Hills : Fundamentals of Managerial Economics, MacMillan, London

Hayness W.W., V.L. Mote and S. Paul : Managerial Economic analysis and Cases, Prentice Hall India, Delhi.

Dwivedi D.N. : Managerial Economics, Vikas Publishing House, New Delhi.

Adhikary, M. : Business Economics, Excel Books, New Delhi.

201- HUMAN RESOURCE DEVELOPMENT

Objective:

The aim of this course is to impart knowledge for developing human resources in an organization.

Contents:

Introduction: Human Resource Development (HRD) : Concept, An Overview of HRD Trends and Practices.

HRD and Management: Attitude of Top Management towards HRD, Motivational Aspects of HRD, Development Supervision, Career Development, Organisational Climate.

HRD Activities : Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.

HRD Experiences : HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.

Emerging Issues in HRD : Creating awareness and commitment to HRD. Industrial Relations and HRD . Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.

SUGGESTED READINGS:

Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993

Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995

Maheshwari, B.L. & Sinha , Dharmi P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991.

Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992

Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.

Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.

202- ORGANISATIONAL PSYCHOLOGY AND EMPLOYEES COUNSELLING

Objectives

The objective of this course is to expose students with theories and techniques of general counseling and to train them in the specific counseling task that arise in the organizational context.

Contents:

Counseling Defined, Types of Counseling, Theories of counseling, Initiating Counseling Process, Trust and Empathy Building, Communication Techniques for Counseling Work, Crakhoff Model, Neuro-linguistic Programming. Counseling with special groups at work like handicapped, aged and women.

Psychodynamic Theory, Trait and Factor Theory, Holland's Theory of Careers, Social Learning Theory. Life Span and Life Space Approach, Sociological Perspectives on Work, Career Development Theory.

Application: Career Counseling, Career Choice, Career Decision Making, Career Development, Performance Counseling, Monitoring, Issue related Counseling, Boss-Subordinate conflicts and Grievances, Justice and Equity Issues, Alcoholism, Indebtedness, Absenteeism, Stress, Family Counseling.

Organisational Psychology and Learning : History and development in the field of work psychology, major problems of organizational psychology. Learning : Learning process, Learning curve, Principles of learning, Classical and Instrumental Conditioning, Motivational factors in learning, Individual and Situational differences in behaviour.

SUGGESTED READINGS:

Carkhuff. Helping Relations Vol. - I and II Cantor A. (1945), Employee counseling Mc. Graw Hill, New York. Dawna Markova, (1991), The Art of the possible Conari Press. Dickson W.J. Roethlisberger (1961) : Counselling in organization, Graduate School of Business Administration.

Duane Brown, (1990): Linda Brooks it all Career Choice and Development Jossey - Bass Publishers, Oxford.

Joseph O' Connar and John Seymour (1990): Introductory Neuro- linguistic Programming, Mendala.

Williamson E.G. (1940): Trait and Factor Theory and Individual Differences in B.Stefflove and W.H. Grant (Ed.) Theories of Counseling Mc. Graw Hill, New York.

Jucius J. Michael : Personnel Management Richard D Irwin Inc: Hlinots

Ghiselt. Edwin E. and Brown C.W.: Personnel and Instruct Psychology, McGraw Hill Book Co. Inc. New York.

203- ORGANIZATIONAL BEHAVIOUR

Objective:

The objective of this course is to understand the basic framework of organizational behavior and the factors affecting motives, drives and needs in the context of work organization. To develop an appreciation of interpersonal sensitivity affecting the work and to understand individual, group, and organizational processes.

Contents:

Theoretical framework and conceptual aspects of Organizational Behaviour
Individual Processes: Perception, Attribution, Learning & Reinforcement, Motivation, Goal-setting & Reward System.

Group & Interpersonal processes : Group & Team behaviour, Power & Political Behaviour.

Conflict & Negotiation, Leadership, Interpersonal Communication. Organizational Processes : Decision-making in Organization, Job Design alternatives, Quality and Work Life initiatives, Organizational

Transformation and Change process.

SUGGESTED READINGS:

Cooper, Cary L (2002): Fundamentals of Organizational Behaviour, Sage Publication, New Delhi.

Greenberg, J. & Baron, Robert A. (2003): Behaviour in Organizations, Prentice-Hall India, New Delhi.

Hellreigel, D., Slocum Jr, J.W. & Woodman, R.W. (2003): Organizational Behaviour, Thomson Learning Inc. South Western College Publishing.

Pareek, U. (2004): Understanding Organizational Behaviour, Oxford University Press, New Delhi.

Sekaranm U. (1996): Organizational Behaviour : Text and Cases, Tata Mc-Graw-Hill Publishing Company Ltd. New Delhi.

Tyson, S & Jackson, T. (2003): The Essence of Organizational Behaviour, Prentice - Hall, India, New Delhi.

204- LABOUR WELFARE AND SOCIAL SECURITY

Objective:

The objective of this course is to develop an understanding of essential aspects of labour welfare and social security practices across the globe in general and India in particular including occupational health and safety priorities at workplace.

Contents:

Welfare Capitalism - Concept and approaches. Welfare, State and Society. Theoretical framework of Welfare. Decent Work - A Global Challenge.

Contemporary and Comparative Welfare and benefits practices. Functional aspects of Welfare and benefits - Quality of Work life, Canteen, Co-operatives, Creche, Workers' Education and Training, Human Rights. Social Security frame work in India.

The Concept of Occupational health; traditional and emerging concepts.

History of Occupational health practices; Origin and development. Preventive and Curative Approaches in Occupational health management; work-at-the centre and technical economic issues of occupational health.

Occupational Disease: types and diagnosis. Pre-employment medical records and periodic check up. Model Occupational health services. Setting up data bank for Occupational health and hygiene.

Respiratory and non-respiratory testing laboratories for prevention of Occupational health hazards. Notifiable Occupational diseases.

SUGGESTED READINGS:

Anton Thomas J. (1989): "Occupational Safety and Health Management", McGraw-Hill Book company, Singapore.

Bhatnagar, D. (1984): "Labour Welfare and Security legislation in India", Deep and Deep Publications, New Delhi.

Blake, Roland P. (1963): "Industrial Safety", Prentice-Hill, Inc. Englewood Cliffs.

Bulchandani, K.R., (1980): "Labour Welfare", Himalaya Publishing, Bombay.

Chauhan, SS. (1993): "Labour Welfare Administration in India", Deep and Deep Publications, New Delhi.

De Reamer, Rusell, (1985): "Modern Safety Practices" John Wiley and Sons. Inc., New York.

Vaid, K.N., (1970): "Labour Welfare in India", Shri Ram Centre, New Delhi.

205- COMPUTER APPLICATIONS IN MANAGEMENT

Objective:

To familiarize the students with basic computer concepts so that they can take effective decision by utilizing the different computer resources.

Contents:

Data Processing : Elements of Data Processing, Types of Computer, Components of Computer System, Generation of Computers, Types of Computer Files.

Software : Meaning, Types, Programming language hierarchy, Operating System and its functions, concept of Multitasking, Multiprogramming, Virtual Memory and Multiprocessing, Introduction to compilers, Interpreters and Assembler, Brief Survey of P.C. Softwares.

Databse Management System : Introduction, Advantage and problems in DBMS.

Client-Server System : Traditional Model, Characteristic of Client- Server System, Benefit, Security Issues and Risks.

E-Commerce & EDI : E- commerce definition, benefits. General classes of E-Commerce.

EDI Introduction, How it works.

SUGGESTED READINGS:

Rajaraman: Fundamentals of Computer.

Manual of MS Office covering MS Excel and MS Access Database Systems C.J. Data.

Babota: The Complete Idiot's Guide to Microsoft Word PHI. New Delhi.

Burch, John and Grudnitski Gary: Information system : Theory and Practice, 5th Ed., New York, John Wiley, 1989.

Eliason, Al: On line business Computer Applications, 2nd Ed., Chicago, Science Research Associates, 1987.

Summer, M.: Computer concept and uses, 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

301- GLOBAL HUMAN RESORUCE MANAGEMENT

Objective:

Learning about the mega trends in the global business environment that are impacting the HRM practice and also to learn the major approaches MNCs adopt to staffing, training, managing performance, designing compensation strategies etc. of their international staff.

Contents:

Core Concepts in Globally Managing Human Resources; The growth of international business and global corporate evolution; Consequences of global economic integration and its implications for Global Managers generally and HR Managers specifically ; Theories, Models and Strategic issues in Globally Managing HR.

Global Staffing and Staff Flow Practices : Recruitment for overseas assignments; Global staffing practices in the selected countries like Japan, US UK and china; International Transfer; Expatriation and Repatriation issues.

Global Organization Design : Factors affecting organization design of MNCs; Types of Org. structure that can be adopted by MNCs; Strategies for global organization structure.

Training and Development of International Staff : Preparatory training for foreign assignments; Design of training for overseas assignment, Training in cultural diversity; Benchmarking Training and Development Practices.

Performance Management in MNCs : Criteria for Performance Management of expatriates; Performance Management of MNC employees, Global Compensation and Benefits : Key Components and Approaches; compensation for expatriates. International Practices in Industrial Relations: MNCs and Industrial Relations Trends.

SUGGESTED READINGS:

Bartlett, CA, & Ghoshal, S. (1989): *Managing Across Borders; The Transnational Solution*. Boston : Harvard Business School Press. Black.

J.S., Gregersen, H., & Mendenhall, M. (1992): *Global Assignment ; Successfully Expatriating and Repatriating Global Manager*. San Francisco: Jossey-Bass Publishers.

Mendenhall, M.E., & McNett, J. (2004): *The Handbook of Global Management: A guide to Managing Complexity*. Oxford: Blackwell Publishing.

Macharzina, K. & Stasehle, W.H. (Eds.) (1986): *European Approaches to International Management*. Berlin: Walter de Gruyter.

Mendenhall, M. & Oddou, G. (1991): *Reading and Cases in International Human Resource Management*, Boston: PWS-Kent. Ronen, S. (1986): *Comparative and Multinational Management*, New York, Wiley.

302- CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY

Objective:

The course has been designed to introduce to the students the fundamentals of corporate governance and to acquaint them with the basic functioning of corporate boards and also to give exposure regarding the power of corporations, rise of ethics, moralities, and the corporate social responsibility.

Contents:

Concepts and Evolution of Modern Corporation in Society : Concept of Corporate Governance : The basic Model; Principle. Agent Theory: Separation of Ownership and Control.

Dispersion of Capital : Shareholder capitalism, transaction cost economics and structure of Corporate Governance.

Evolving Societal Demands on Corporations : Rise of Ethics, Stakeholder Theory; Beyond maximizing shareholder value; Globalisation and Concentration of Capital.

Business Regulations: Rise of Transnational Corporations (TNCs) and its regulation to Global Codes of Conduct and International Human Rights Perspectives on Corporate Codes. Role of International Institutions and stakeholder's active vision.

Corporate Social Responsibility and Accountability: Market failure; Corporate Grid and Rationale for Regulation. Environment; Labour Standards and Conflicts of Interest.

Business codes and Conduct in a Global Political Economy.

SUGGESTED READINGS:

Blair, M. (1995): Ownership and control. Rethinking corporate governance for the twenty-first century. Washington: The Brookings Institutions, pp. 28-44.

Braithwaite, J. & P. Drahos (2000): Global Business Regulation, Cambridge, Cambridge University Press.

Cadbury, A. (2002): Corporate governance and chairmanship: a personal view, Oxford: Oxford University Press.

Howard Gospel and Andrew Pendleton, (2005): 'Corporate governance and Labour Management', An International Comparison, Oxford University Press.

Joel Bankan, (2004): 'The Corporation', The Pathological Pursuit of Profit and Power, Free Press, New York.

Porter, Michael E., Kramer, Mark R. (Issue 12th Dec.,2002): 'The Competitive Advantage of Corporate Philanthropy', Harvard Business Review, Vol. 80.

303- BUSINESS COMMUNICATION

Objective:

To provide exposure to communication concepts relevant to management situations and to improve skills in written and oral communication so as to ensure organizational excellence.

Contents:

Communication in Organization-Concept, Models for diagnosis, Communication Barriers. Communication within Organization structure. External Communication - Environmental Scanning, Interpretation and Management of External Information. Person-to-Person Communication- Symbols, Media and Information Technology. Non-verbal Communication. Intrapersonal processes and Communication. Interpersonal Behaviour in Organizations. Communication in Groups. Communication for Organizational effectiveness- Managing Conflict Communication, Influence through Communication, Counseling, Listening and Feedback, Interviewing for Organizational effectiveness. Effective Oral presentation.

SUGGESTED READINGS:

Baird, J.W. Stull J.B., (1983): "Business Communication", McGraw-Hill Book, New York.

Bill Scott: "Skills of Communicating", Jaico Publishing House, Mumbai.

Bowman, J.P., Bran chaw, B.P., (1977): "Understanding and Using Communication in Business", Harper & Row, New York.

Chappell, R.T. Read, W.L., (1969): "Text Book of Business Communication", Macdonald & Evans, London.

Fisher, Dalmer, (2003): "Communication in Organizations", Jaico Publishing House, Mumbai.

304- COMPENSATION MANAGEMENT : THEORY AND PRACTICE

Objective:

The main objective of this course is to give exposure to the students about variety of compensation practices by linking these with economics and social psychology and to enable them in designing compensation packages. Also, acquainting students with the various components of award systems including non-monetary benefits.

Contents:

Defining Rewards, Compensation and Pay. Economic Contract and Psychological Contract in the Internal Labour Market.

The Role of Pay : From, Welfare to Strategic Approach. Employment as a Social relation : Motivation; Intrinsic and Extrinsic Motivation, Social comparisons; Distributive and Procedure Justice; Reciprocity and Gift Exchange. Financial & Non-financial Rewards. Job Based to Person Based Pay; Skill Based Pay and Competency Based Rewards Pay and Wage Structures : Grades and Broad- banding.

Pay for Performance : Base Pay; Variable Pay and other Wage Components. Incentives at Work: Agency Theory and its applications at firm level.

SUGGESTED READINGS:

Edward E. Lawler III, (1990): 'Strategic Pay: Aligning Organisational Strategies and Pay Systems', Jossey-Bass Publishers, San Francisco, California

George T. Milkovich Jerry M. Newman, (1999): 'Compensation', Management & Organisation Series, Sixth Edition, Irwin McGraw- Hill.

Joseph J. Martocchio, (2001): 'Strategic compensation : A Human Resource Management Approach', Second Edition Pearson Education, Prentice Hall Business Publishing, New Jersey

Richard I. Henderson, (2000): 'Compensation Management in a Knowledge-based World', Eighth Edition, Prentice Hall, New Jersey.

305- FUNDAMENTALS OF MANAGEMENT RESEARCH

Objective:

The objective of this course is to impart basic and conceptual skills to conducting management research especially in the organizational context.

Contents:

The meaning of Research, Research Process, Research and the managerial Process, Management Research and the Social Science, Approaches to Research.

Dealing on the appropriate form of Research, The Research Programme, Determining research needs, Planning research, Levels of research, Criteria for choice, Basic approaches to research methods, Methods of data collection

The financial component of research, The Managerial component of research. A framework of research utilization, Barriers to using research, Factors in which research can be used, Disseminating research finding, The competent researcher, Identifying the components of research and research training needs, Approaches to developing researches, Writing the research report, Careers in research.

SUGGESTED READINGS:

Rogert Bennet : 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
Bailey, K.D. : Methods of Social Research, Free Press, New York.
Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.

Campbell : Form and Style in Thesis Writing (William Gileo)

306- STATISTICS FOR MANAGEMENT RESEARCH

Objective:

The objective of this course is to introduce students about the basic tools of statistics necessary for practicing managers for making crucial organizational decisions.

Contents:

Introduction : Introduction to Statistics. Frequency Distribution. Measures of Central Tendency, Dispersion and Skewness. Sampling Design : Sampling and Non-Sampling Errors. Introduction to Simple Random Sampling, Systematic Sampling, Sampling with Probability, Proportion of Size stratified Sampling, Cluster Sampling and Multi stage Sampling.

Probability : Probability-Classical, Objective and Subjective, Addition and Multiplication Theorems. Generalisation and Extensions. Baye's Theorem. Probability Distributions. Discrete and Continuous. Random Variable Empirical. Binomial and Normal Distribution. Estimation - Point estimators of Population Mean and Proportion and their Properties Interval Estimation for Population Means and Proportions.

Tests of Significance : Tests of Significance : Type I and Type II Errors. Power of the Tests. Tests using Normal t, Chi-square and Distributions.

Techniques of Analysing Data : Simple Correlation and Regression, Rank Correlation: Introduction to Multi and Partial Correlation, Index Number.

SUGGESTED READINGS:

Levin Richard I.: Statistics for Management, Prentice Hall of India, New Delhi, 7th Ed. 2001.

Hooda R.P.: Statistics for Business and Economics, Macmillan India Ltd., New Delhi 2001.

Lapin, Lawrence: Statistics for Modern Business Decisions. Hart Court Brace Jorantovich.

William Emory C.: Business Research Methods. Richard D. Irwin INC.

Kerlinger Fred N.: Foundations of Behavioural Sciences (Holt Rinchart and Winston INC), 1989.

Sekaram, Uma: Research Methods for Business, John Wiley and sons New Delhi, 2000.

Levine, D.M., Et al.: Business Statistics Addison Wesley, 2000. Aczel, A.D.: Complete Business Statistics, McGraw Hill, 1999.

401- STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective:

The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.

Contents:

Understanding Strategic HRM : Traditional Vs. strategic HR, Typology of HR activities, "best fit" approach Vs. "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.

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 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.

HR Strategy in work force 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.

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 score card perspective, benchmarking, 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: Ptman 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.

402- MANAGERIAL LEADERSHIP

Objective:

Modern organizations seek Leader-Managers who can produce useful change and therefore leadership role of HR Manager has to be effective for the purpose. This course has been designed to prepare the students to become Leader-Managers in the practice of Human Resource Management.

Contents:

Leaders and Leadership; Leaders and Managers; Trait approach, skills approach, style approach and situational approach; Women as leaders.

Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.

Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.

Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.

SUGGESTED READINGS:

Fred Luthans: Organizational Behaviour, Eleventh Edition (2008). Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi: Organizational Behaviour, Thirteen Edition (2009), Person Prentice Hall.

Sampat P. Singh: Leading Lessons from Literature, Response Books, First Edition (2003).

Peter G. Northhouse: Leadership: Theory and Practice, Response Books, Third Edition (2003)

Fred Luthans and Bruce Avolio: The High Impact Leader, Mc Graw- Hill, 2006.

Paul Hersey and Kenneth H. Blanchard: Management of Organizational Behaviour: Utilizing Human Resource, Ninth Edition, Pearson Prentice Hall

Yukal, G.A.: Leadership in Organizations, Second Edition (1989), Pearson Prentice Hall.

403- PERFORMANCE MANAGEMENT

Objective:

To outline the underlying concepts of performance management and to examine the role of performance management in achievement of sustainable improvement in an organization's overall performance and also understanding in detail the aspects of managing performance, measuring performance and consequences of performance management.

Contents:

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

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

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)

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.

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, Mc Graw Hill Inc. Chadha, P (2003): Performance Management, Macmillan India Ltd. Daniel A.C. (2003): Performance Management: Changing behavior 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.

Jossey Bass/Pfeiffer, A. Wiley Company, Zigon, J, (1999): Performance Management Series, Zigon Performance Group.

404- LABOUR ECONOMICS : THEORY AND PRACTICE

Objective:

To apprise the students of basic concepts related to labour, work and the labour market and to equip them with the fundamental economic theories underlying the demand and supply of labour and also to familiarize the students with the intricacies of labour market formations, wage determination and institutional influences and acquainting them with the impact of globalization on labour processes.

Contents:

The Labour Market : Labour as a factor of production; Unique features of the labour market; Labour Market Process; Labour Market outcomes.

The Theory of Labour and Leisure Choice; Concept and Application of Backward Bending Supply Curve;

Labour Force Participation Demand for Labour : The pattern of Employment; The Marginal Productivity Theory; The Elasticity of Demand for Labour; Capital Labour Substitution; Technology and its impact on Labour Market.

Productivity and Demand for Labour Wage Determination : Wages in Competitive Markets; The Segmented Labour Market; Internal Labour Market.

The Theory of Human Capital : Concept of Human Capital and its measurement; Human Capital Earning Functions; Role of Human Capital in Huge Differences.

Labour Market Institutions : Role of Unions; Rigidity and Flexibility in Labour Market; Role of Labour Legislation. Globalisation and Labour : International Division of Labour;

Outsourcing Model and its impact on Labour Market; International Labour Standards.

Organised and Unorganised Labour Markets : Introduction to various features of different segments of Labour Markets in India including Agriculture Labour Market.

SUGGESTED READINGS:

Abraham, K.G. and R.B. Mckersie (eds) (1990): New Developments in Lazbour Market : Toward a New Institutional Paradigm. MIT Press, Cambridge, Massachusetts.

Bagchi, A.K., (ed) (1995): New Technology and the Workers' Response. Sage Publications, New Delhi.

Card David and Alan Krueger (1995): Myth and Measurement : The New Economics of the Minimum Wage. Princeton N.J. Princeton University Press.

Debdas Banerjee (2005): 'Globalisation, Industrial Restructuring and Labour Standards : Where India Meets the Global Sage Publications, New Delhi.

Roy. J.Admas (eds) (1991): Comparative Industrial Relations, Harper Collins Academic, London.

405- ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Objective:

Demonstrating a basic understanding of the concepts, principles, practices and language of organizational development and change. Also, developing an understanding of tools and techniques of diagnosing organisational situations and models, methods, processes, strategies and complexities in the practice of organisational development and change activities in organisations.

Contents:

The concept, scope and historical perspectives, values underlying of OD. External environment and OD.

Theoretical developments in the context of action research, survey feedback and socio-technical systems, Technological uncertainty and interdependence and OD.

Approaches to planned change, Organisational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, technostructural, 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.

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 set up 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. (1992): Organisation Development, Universal Book stall : New Delhi.

Huse, E.F. and Cummings, T.G. (1985): Organization Development and Change, West Publishing Co. : Minnesota.

Cummings, T.G. and Worley, C.G. (2001): Organization Development and Change, USA : South Western College Publishing Beer, M. and Nitin, N. (2000): Breaking the Code of Change, USA : Harvard Business School Press.

Pettigrew, A. and Whipp, R. (2001): Change Management for Competitive Success, New Delhi : Infinity Books.

Schein, E. H. and Beckard, R (1999): Addison Wesley series on Organization development, USA : Addison Wesley Publishing Co.

406- CROSS CULTURAL AND DIVERSITY MANAGEMENT

Objective:

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations. Identify helpful tools and strategies to obtain, retain, strengthen and fully utilize a diverse and high quality workforce.

Contents:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study : Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation.

Core Concepts in Workforce Diversity : External environmental factors contributing to a diverse workforce; Definition, Dimensions and Models of Diversity Management; Strategic approaches to understand diversity management; Characteristics and limitations of Diversity Management.

The Global Context for Diversity Management : Diversity legislation in a global perspective; Equality and Fairness in Employment; The International Bill of Human Rights and Employment Rights; Diversity Related Employment Legislations.

Strategies for Boosting Workforce Diversity : Benefits of diversity; achieving diversity through moving from a non-diverse to a diverse workforce.

Strategies for Managing Diversity : Principles implied in "managing diversity" Approaches to manage diversity; Different phases in the overall process of managing diversity; Barriers to managing diversity; Managing diversity at different levels such as at the individual, interpersonal and Institutional levels.

SUGGESTED READINGS:

Adler, N.J.: International Dimensions of Organizational Behaviour, Boston, Kent Publishing, 1991.

Barlett, C. and Ghoshal, S. : Translational Management : Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.

Dowling, P.J. etc.: International Dimensions of Human Resource Management, 2nd ed., California, Wadsworth, 1994.

Mead, R. : International Management : Cross Cultural Dimensions. Blackwell, Camb, Mass, 1994.

Carol Harvey (2004): Understanding and Managing Diversity, Prentice Hall. Elsie Y. Cross: Managing Diversity, Sage publications.

Gill Kirton, Anne-Marie Greene (2000): The Dynamics of Managing Diversity: A Critical Approach, Sage Publications.

Norms Carr-Ruffino: Diversity Success Strategies, Sage publications. Wilson, T. (1997): Diversity at Work, John Wiley & Sons, Etobicoke.

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SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

MASTER OF MARKETING MANAGEMENT
EXAMINATION, 2020-22



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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HEAD

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

| | | | |
|--------------|--------------------------------|--------------|-----|
| PROGRAM NAME | Master of Marketing Management | PROGRAM CODE | MMM |
|--------------|--------------------------------|--------------|-----|

COURSE CODE

COURSE

| | |
|--------|---|
| MMM101 | Management Concepts and Organisational Behavior |
| MMM102 | Managerial Economics |
| MMM103 | Business Environment |
| MMM104 | Principles of Marketing |
| MMM105 | Strategic Management |
| MMM106 | Accounting for Managerial Decisions |
| MMM107 | Seminar on Contemporary Issues |
| MMM108 | Viva-Voce |
| MMM201 | Consumer Behavior |
| MMM202 | Computer Applications in Business |
| MMM203 | Marketing Research |
| MMM204 | Sales Management |
| MMM205 | Advertising Management |
| MMM206 | Legal Aspects of Business |
| MMM207 | Seminar on Contemporary Issues |
| MMM208 | Viva-Voce |
| MMM301 | Retail Marketing |
| MMM302 | Agricultural and Rural Marketing |
| MMM303 | Marketing of Services |
| MMM304 | Customer Relationship Management |
| MMM305 | Product and Brand Management |
| MMM306 | Logistics Management |
| MMM307 | Seminar on Contemporary Issues |
| MMM308 | Viva-Voce |
| MMM401 | Cross-Cultural Business Management |
| MMM402 | International Marketing |
| MMM403 | Direct Marketing |
| MMM404 | Cyber Marketing |
| MMM405 | E-Commerce |
| MMM406 | Industrial Marketing |
| MMM407 | Training Report |
| MMM408 | Viva-Voce |

HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jain 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
- 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.

General information for students and Examination Scheme

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and these have a tremendous impact on management education worldwide. The objective of this course is therefore to provide a thorough knowledge and impart relevant skills in the broad areas of Marketing Management.

Eligibility for Admission:

Post graduates or graduates of a recognized University from any discipline having minimum 50% marks in aggregate in either of the degrees are eligible for admission.

Admission Procedure:

Admission will be based strictly on Merit. There will be a Group Discussion (GD) of 25 marks followed by Personal Interview of 25 marks to be conducted by the Head of the Department of Business Administration. Marks obtained in GD and Interview will be added in the per cent marks obtained in post graduate or graduate examination, whichever is advantageous to the candidate, so as to determine the final merit for admission.

Nature of the Program:

The post graduate program of 'Master of Marketing Management' (MMM) will be of two years duration comprising of four semesters. It will be a full-time and Regular Self-financing post graduate program of the University. There shall be separate courses of studies for each semester and there shall be separate examinations for each semester. The courses of studies and examination in relation thereto shall comprise of theory papers, seminar, viva-voce and training report, as indicated in the scheme of examination.

Medium of Instruction:

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

Course Fee:

The course fee for the entire post graduate program shall be Rs 40000/- which will have to be paid by demand draft in two installments of Rs. 20,000/- each at the time of admission in Previous and Final year. Besides, faculty and examination fees will have to be deposited separately as per University Rules. No refund of fee is admissible.

Intake:

The program will have maximum intake of 60 students. This will include reserved seats as per University rules, provided they qualify the eligibility.

Attendance and other Rules:

In order to be eligible to take examination each candidate shall have to fulfill minimum attendance requirement, rules and regulations prescribed by the University from time to time. Candidates shall not be allowed to seek part-time or full-time employment during the tenure of two years of the program.

HEAD

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

Minimum Pass Marks:

The minimum pass marks in respect of each examination shall be 40% in individual paper and 50% marks in the aggregate in respect of all the examinations in a relevant semester. Grace marks will be awarded as per University Rules.

Award of Division:

The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters on the following basis:

| Division: | Percentage of marks: |
|-------------------|-------------------------------|
| First with Honors | 70 and above |
| First | 60 and above but less than 70 |
| Second | 50 and above but less than 60 |

Deficiency:

If a candidate fails in one or two examinations he or she will be permitted to make up the deficiency. Such candidates will be promoted to the next semester and may be permitted to make up the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. Further, a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the department shall have no responsibility of organizing and imparting teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing the deficiency and passed shall be awarded the actual marks obtained. But, in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination. *However, students are advised to be hardworking and sincere so as to avoid any such deficiency.*

Award of the Post graduate Degree:

After the fourth semester examinations are over and the results are declared, the degree of 'Master of Marketing Management' will be awarded when a candidate passes all the examinations in respect of all the four semesters including those papers for which deficiency, if any, is to be made up.

Structure, Teaching and Examination Scheme:

There shall be six theory papers / courses for written examination plus a seminar/training report and viva-voce of 50 marks each for every semester. Thus, each semester shall be of 400 marks (50×8). The written examination for the theory papers shall be of 3 hours duration for each paper. *The Examination Question Papers shall contain eight questions of Ten marks each and the candidates shall be required to answer any Five question of them.* Also, candidates will be required to submit a written training report in the IV Semester (Course No. 407). For the purpose, they will be required to undergo a four- week summer

training to be received in a chosen business organization and the report thereof will be teacher- supervised which will be evaluated by the Head of the Department and the concerned supervisor in each case..Students shall be required to go for such training immediately after the examinations of second Semester are over. Seminar on contemporary issues to be presented by every student in each semester shall be conducted and evaluated by a teacher of the department nominated by Head of the department for the purpose. For conduct of Viva-voce, there shall be two examiners - one internal and one external. Revaluation of Examination Answer books shall be allowed as per University Rules. The details are as follows:

Semester I

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|---|------------------|---------------|
| 101 | Management Concepts and Organisational Behavior | 6 | 50 |
| 102 | Managerial Economics | 6 | 50 |
| 103 | Business Environment | 6 | 50 |
| 104 | Principles of Marketing | 6 | 50 |
| 105 | Strategic Management | 6 | 50 |
| 106 | Accounting for Managerial Decisions | 6 | 50 |
| 107 | Seminar on Contemporary Issues | --- | 50 |
| 108 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

Semester II

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|-----------------------------------|------------------|---------------|
| 201 | Consumer Behavior | 6 | 50 |
| 202 | Computer Applications in Business | 6 | 50 |
| 203 | Marketing Research | 6 | 50 |
| 204 | Sales Management | 6 | 50 |
| 205 | Advertising Management | 6 | 50 |
| 206 | Legal Aspects of Business | 6 | 50 |
| 207 | Seminar on Contemporary Issues | --- | 50 |
| 208 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

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Semester III

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|----------------------------------|------------------------|------------------|
| 301 | Retail Marketing | 6 | 50 |
| 302 | Agricultural and Rural Marketing | 6 | 50 |
| 303 | Marketing of Services | 6 | 50 |
| 304 | Customer Relationship Management | 6 | 50 |
| 305 | Product and Brand Management | 6 | 50 |
| 306 | Logistics Management | 6 | 50 |
| 307 | Seminar on Contemporary Issues | --- | 50 |
| 308 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

Semester IV

| Course No. | Course | Lecture per week | Maximum Marks |
|--------------|------------------------------------|------------------------|------------------|
| 401 | Cross-Cultural Business Management | 6 | 50 |
| 402 | International Marketing | 6 | 50 |
| 403 | Direct Marketing | 6 | 50 |
| 404 | Cyber Marketing | 6 | 50 |
| 405 | E- Commerce | 6 | 50 |
| 406 | Industrial Marketing | 6 | 50 |
| 407 | Training Report | --- | 50 |
| 408 | Viva-Voce | --- | 50 |
| Total | | 36 | 400 |

101- MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Objective:

The main purpose of this course is to make student aware about the basic concepts of management and organizational behavior.

Course Contents:

Schools of Management Thought: Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

Managerial Functions: Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

Organizational Behaviour: Organizational behavior -concept and significance; Relationship between management and organizational behavior; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Group Dynamics and Team Development: Group dynamics -definition and importance, types of groups, group formation, group development, group composition, group performance factors.

Leadership: Concept; Leadership styles; Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

Suggested Readings:

Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.

Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.

Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

Robbins, Stephen P: Organizational Behavior, Prentice New Delhi.

Sukla, Madhukar: Understanding Organizations: Organization Theory and Practice in India, Prentice Hall, New Delhi.

102- MANAGERIAL ECONOMICS

Objective:

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints

Course Contents:

Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts -incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly. Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

Business Cycles: Nature and phases of a business cycle; Theories of business cycles psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost - push factors; Effects of inflation.

Suggested Readings:

Chopra, G.P: Managerial Economics, Tata McGraw Hill, Delhi.

Dean, Joel: Managerial Economics, Prentice Hall, Delhi.

Dholakia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.

Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.

Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.

Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.

Adhikary M. Business Economics, Excel Books, New Delhi.

103- BUSINESS ENVIRONMENT

Objective:

This Course acquaints students with the basic aspects of legal and environmental issues in the organization.

Course Contents:

Business and its Environment - Nature, Scope, Characteristics, Objectives. Internal and External and socio cultural Environment of business. Globalization meaning, rationale and challenges. Strategies for going global

Economic Environment and System - Characteristics, Factors affecting economic environment. Economic Environment in India. Economic System and its elements. Evaluation of Latest Economic policies in India.

Social Responsibilities of Business - Rationale, Significance and Concept of Corporate social Responsibility. Corporate Governance

Business Ethics - Meaning, significance, factors influencing ethics, relevance with management.

Government policies regarding Small Sector Enterprises. FEMA, FERA, FDI, EXIM Policy.

Suggested Readings:

Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House, Mumbai.
Aswathappa, International Business, Tata McGraw Hill publications, New Delhi
Gosh, Biswanath: Economic Environment of Business, South Asia Book, New Delhi.
Keith-Davis & William Frederick: Business and Society. Tata McGraw-Hill, Tokyo.
Mathur, B.L., Dayal, P, P., and Shrivastav, M. Business Environment. Ramesh Book Depot, Jaipur.

104- PRINCIPLES OF MARKETING

Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

Course Contents:

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview. 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.

Product and Pricing Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product Lifecycle -strategic implications; New product development and consumer adoption process. Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

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.

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organization and Control: Organizing and controlling marketing operations Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

Suggested Readings:

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.

Objective:

The objective of this course is to familiarize the conceptual framework of strategic management and its functions.

Course Contents:

Concept of strategy, defining strategy, level at which strategy operates, Approaches to strategic decision making. Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

Environmental Analysis and Diagnosis, Concept of environment and its components, Environment scanning and appraisal. Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

Strategy formation and choice of alternatives, Strategies - modernization, diversification migrations, Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice - industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies - cost leadership, differentiation, focus, value chain analysis, bench marking.

Functional Strategies, Marketing, production/operation and R&D plans and policies- personnel and financial plans

Strategy implementation, relationship between formulation and implementation, issues in strategy implementation- Resources allocation - Strategy and Structure: structural considerations, structures for strategies; Organizational design and change - Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

Suggested Readings:

Budhiraja, S.B. and M.B Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill International Edition.

Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.

Objective:

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions

Course Contents:

Introduction to Accounting: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting;

Budgeting: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses. Relevance of variance analysis to budgeting and standard costing.

Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis;

Contemporary Issues in Management Accounting: Value chain analysis, Cash flow analysis; Activity based costing; Quality costing; Target and life cycle costing.

Suggested Readings:

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.

Garrison, Ray H. and Eric W. Noreen: Management Accounting, Richard D. Irwin, Chicago.

Horngran, CT, Gary L. Sundem and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.

Lall, B.M., and I.C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi

Pandey, I.M: Management Accounting, Vani Publication, Delhi.

Ronald W. Hilton and Paul N. Gordon: Budgeting, Profit Planning and Control, Prentice Hall, Delhi.

201- CONSUMER BEHAVIOUR

Objective:

This course acquaints students to understand the behavior of customer.

Course Contents:

Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision making processes and purchase behavior and marketing implications -Consumer Behaviour Models

Environmental influences on consumer behavior, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

The individual consumer and buying behavior and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles.

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behavior - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

The Borderless Consumer Market and buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

Suggested Readings:

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

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

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

Schiffman and Kanuck: Consumer Behavior, Pearson Education Asia, Th. Edition,

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

202- COMPUTER APPLICATIONS IN BUSINESS

Objective:

This course acquaints students with the basic aspects of computers in business.

Course Contents:

Computer Hardware: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications. Concepts of LAN, WAN, E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems: Software needs, operating systems, application software, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX. Introduction to Office Tools: Word, Excel, Power point etc.

Introduction to Lotus Smart Suite for Data Sheet Analysis: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Software)

Introduction to Statistical Packages: Usage of statistical packages for analyses in research SPSS

Suggested Readings:

- Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
Mansfield, Ron: The Compact Guide to Microsoft office; BPB Publication, Delhi.
Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
Ullman, J.O: Principles of Database Systems, Galgotia Publications, New Delhi.

203- MARKETING RESEARCH

Objective:

The purpose of this course is to enable students learn the process, tools and techniques, of marketing research

Course Contents:

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.

Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.

Aptitude measurement and scaling techniques -elementary introduction to measurement scales.

Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

Data Collection: Organization of field work and survey errors - sampling and nonsampling errors.

Data Analysis: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

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.

Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi

Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston

Davis, J.J: Advertising Research, Prentice Hall, New Delhi.

Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi

Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi

Luck, D.J: Marketing Research, Prentice Hall, New Delhi



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204- SALES MANAGEMENT

Objective:

The basic objective of this course is to acquaint students with the fundamentals of personal selling and expose them to other issues relating to management of sales force

Course Contents:

Selling: Concept, objectives and functions of sales management; Buyer-seller dyads; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.

Sales Planning: Importance and types of sales planning; Sales planning process; Sales forecasting; Territory allocation; Sales quotas; Sales budget.

Sales Organization: Setting up a sales organization; planning process; Principles of determining sales organization

Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower - recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.

Control Process: Analysis of sales volume, costs, and profitability; managing expenses of sales personnel; evaluating sales force performance.

Ethical issues and relational selling: Basic Fundamentals and Concepts.

Suggested Readings:

Allen, R.Y: Selling Dynamics, Tata McGraw Hill, New Delhi.

Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore.

Churchill, Walker: Management of sales force, McGraw Hill, Singapore

Gupta, Vaswar Das: Sales Management -the Indian Perspective, Prentice Hall, Delhi

Krik C.A.: Salesmanship, Tarapore wala, Bombay .

Lancaster G: Selling and Sales Management, Macmillan, New Delhi.

Stanton, W.J and R Spiro: Management of Sales Force, McGraw Hill, Singapore.

Still, Richard R., Edward W. Cundiff, and Norman AP. Govoni: Sales Management, Prentice Hall, New Delhi.

205 - ADVERTISING MANAGEMENT

Objective:

This course acquaints students with the theory and practice of advertising.

Course Content:

Introduction to Advertising: Advertising - its nature and importance; Communication process and model; Advertising and communication; Types of advertising; Advertising management process - an overview.

Advertising Objectives and Budget: Determining advertising objectives; Methods of determining advertising budget.

Copy Development and Testing: Determining advertising message and copy - Headlines, body copy, logo, illustration; Creative styles and advertising appeals; Copy testing

Media Planning: Print media, broadcasting media; Non-media advertising; Media Planning-media selection and scheduling; Media testing.

Organisation and Control of Advertising Effort: Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness- pre and post tests.

Suggested Readings:

- Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.
Batra, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, New Delhi.
Davis, J.J.: Advertising Research, Prentice Hall, New Delhi
Gunter, Barrie: Media Research Methods, Sage publications, London.
Norris, James S.: Advertising, Prentice Hall, New Delhi.
Sandage C.H. and Fry Burger: Advertising Theory and Practice, Richard D Irwin, Illinois.
Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
Sissors, Jack, z and Lincoln Bimba: Advertising Media Planning, NTC Business Books, Illinois, USA.

206- LEGAL ASPECTS OF BUSINESS

Objective:

The objective of this course is to provide a brief idea about the legal framework of Indian Business Laws.

Course Contents:

Law of Contract (1872): Nature of Contract; Classification; offer and acceptance; capacity of parties to contract; free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

Sales of Goods Act (1930): Formation of contracts of sale; Goods and their classification; price; conditions and warranties; Transfer of property in goods; performance of the contract of sales; Unpaid seller and his rights; sale by auction; Hire purchase agreement.

Negotiable Instrument Act (1881): Definition of negotiable instruments; features; promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque; types of crossing; Negotiation; Dishonor and discharge of negotiable instruments.

The Consumer protection Act (1986): Salient features; Definition of consumer; Grievance redressal machinery.

The Indian Partnership Act (1932): Relation of partner to one another, Registrations of firms, dissolution of firms.
E-Business and Cyber laws.

Suggested Readings:

Desai T.R: Indian Contract Act, Sale of Goods Act and Partnership Act; S.C. Sarkar & Sons Pvt. Ltd., Kolkata
Khergamwala J.S.: The Negotiable Instruments Act; N.M. Tripathi Pvt. Ltd., Mumbai
Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.
Kunchal M.C.: Business Law; Vikas Publishing House, New Delhi.
Kapoor N.D.: Business Law; Sultan Chand & Sons, New Delhi.
Chandha P.R.: Business Law; Galgotia, New Delhi.

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301- RETAIL MARKETING

Objective:

The basic motive of this course is to understand the retailing concept prevailing in this competitive world

Course Contents:

An overview of retailing - Types of stores - Product retailing vs. Service retailing - Non store retailing Retail strategy - Achieving competitive advantage and positioning Retailing environment - legal, social, economic, technological, issues - Trends in the Indian Retailing Industry.

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion Publicity - Retail selling process - Retail database.

Globalisation and changing retail formats - Virtual store - E-relating International Retailing Opportunities - Market entry formulas - new customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades').

Suggested Readings:

Ron Hasty and James Reardon: RETAIL MANAGEMENT
Rona Ostrow and Sweetman R. Smith: DICTIONARY OF RETAILING.
Lucas, Robert Bush & Larry Gresham: RETAILING (Hononghton Miffin, AIPD, India)

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302- AGRICULTURAL AND RURAL MARKETING

Objective:

This course appraises students with the issues in rural and agricultural marketing

Course Contents:

Rural Marketing: Nature, characteristics and the potential of rural markets in India; Socio-cultural, economic and other environmental factors affecting rural marketing; Attitudes and behaviour of rural consumers and farmers.

Marketing of Consumer Durable and Non-Durable Goods and Services in Rural Markets: Product planning, pricing, promotion and management of distribution channels for marketing durable and non-durable goods in rural areas; Media planning; Planning and organising personal selling in rural markets.

Agricultural Marketing: Classification of agricultural products with particular reference to seasonality and perishability; Market structure for agricultural product and its performance; Processing facilities for different agricultural products; Role and types of warehousing. Marketing of Agricultural Inputs: Marketing of fertilizers, pesticides, seeds, tractors and other agricultural implements in rural areas.

Agriculture Price Determination and Commodity Trading: Role of Agricultural Prices Commission; Role of Central and State Governments institutions and organizations in agricultural marketing; Unique features of commodity markets in India.

Problems of Agricultural Marketing in India and Challenges. Co-operative Marketing: Nature, scope and role of co-operative marketing in India.

Suggested Readings:

Annual Reports and Survey Reports: Ministry of Agriculture, Government of India.
Gopalaswamy, T P: Rural Marketing, Wheeler Publishers, New Delhi.
Mamoria, C. B.: Agriculture Marketing, Himalya Publishing House, Delhi.
Nayyar, Hand P Ramaswamy: Globalisation and Agricultural Marketing, Rawat Publications, Jaipur.
Rajagopal: Organising Rural Business, Sage Publishers, New Delhi.

303- MARKETING OF SERVICES

Objective:

This course acquaints students with the basic issues in services marketing and customer relationship management

Course Contents:

Marketing of Services - Introduction, Growth of the Service Sector -The Concept of Service Characteristics of Services-Classification of Services - Designing the Service Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service External versus Internal Orientation of Service Strategy.

Marketing Mix in Service Marketing- THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services Additional Dimensions in Services Marketing - People, Physical Evidence and Process

Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality

Marketing of Services with Special Reference to:

- (a) Financial Services.
- (b) Health Services.
- (c) Hospitality Services including Travel, Hotels and Tourism.
- (d) Professional Services.
- (e) Public Utility Services.
- (f) Communication Services.
- (g) Educational Services.

Suggested Readings:

Valerie Zeithaml & Mary Jo Bitner: Service Marketing, McGraw Hill.
Christopher H. Lovelock: Service Marketing: People, Technology, Strategy, Pearson Education Asia
Zeithaml, Parasuraman & Berry: Delivering Quality Service: The Free Press, Macmillan.
Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.

304- CUSTOMER RELATIONSHIP MANAGEMENT

Objective:

This course acquaints students to understand the behavior of customer.

Course Contents:

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.

CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Suggested Readings:

Stanley A. Brown: Customer Relationship Management, John Wiley & sons, Canada, Ltd.
Paul Greenberg: CRM at the speed of Light: Capturing and keeping customer in Internet real time.
Jill Dyche: THE CRM HANDBOOK: A Business Guide to Customer Relationship Management, Addison Wesley Information technology Series.
Patricia 13. Ramaswamy, et al: Harvard Business Review on Customer Relationship Management.



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305-PRODUCT AND BRAND MANAGEMENT

Objective:

This course aims at acquainting students with the product and brand management strategies.

Course Contents:

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.

New Product Development: Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.

Branding Strategies: Importance of branding; Branding terminology; Basic branding concepts - brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product versus corporate branding.

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.

Brand Positioning and Re-Launch: Brand building and communication.

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding. Branding for international marketing.

Suggested Readings:

- Aaker, David A.: Managing Brand Equity, Free Press, New York.
Chaturvedi, M.: New Product Development, Wheeler Publications, New Delhi. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New York.
Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
Moise, S.: Successful Product Management, Kogan Page, New York.
Moore, W.I.: Product Planning Management, McGraw Hill, Boston.
Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. Quelch, J.A.: Cases in Product Management, Irwin, London.
Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.
Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

306- LOGISTICS MANAGEMENT

Objective:

The objective of this course is to enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.

Course Contents:

Introduction to Distribution Logistics: Nature, importance and scope of logistic decisions; Systems approach to logistics; Integrated logistics; Total cost concept; Supply chain management - nature, importance and interface with logistics; Concept of customer service.

Transportation and Physical Distribution: Importance and modes of transportation; Selection of transportation modes; Multi-modal transportation; Documentation and carrier liabilities. Inter-state good movement and problems; Transportation management

Inventory Control: Economic order quantity under conditions of certainty and uncertainty; Inventory requirements as function of number of stock locations; Techniques of inventory control

Warehousing: Role and modern concept of warehousing; Private vs. public warehousing; Planning warehousing operations; Site selection, warehouse layout, material handling; Management of receipts and issues; Computers and warehouse management.

Order Processing: Importance to customer service; Model of performance measurement; Packaging and utilization.

Strategic Logistic Plan: Concept, importance, and planning process.

Suggested Readings:

Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi
Dobler, DW: Purchasing and Supply Management, Tata McGraw Hill, New Delhi
Glaskowsky NA Business Logistics, Dryden Press, Ohio
Khanna, K.K: Physical Distribution Management, Himalya Publishing House, New Delhi
Lambert D, et al: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management
Stern, Louis W., Adell.EL-Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi

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

401- CROSS-CULTURAL BUSINESS MANAGEMENT

Objective:

This course gives glimpses to the different culture pertaining in the business society.

Course Contents:

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] - An Analytical frame work.

Culture and Global Management: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

Cross Culture - Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base - Over view with two illustrations from multi cultural contexts [India - Europe/ India - US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Global Human Resources Management- Staffing and Training for Global Operations .. Developing a Global Management Cadre .. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included].

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India, ISBN: 81-203-2227-4

The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India, ISBN: 81-203-1713-0

402-INTERNATIONAL MARKETING

Objective:

The objective of this course is to expose students to the conceptual framework of international marketing management

Course Contents:

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

International Marketing Environment: Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Foreign Market Selection: Global market segmentation; Selection of foreign markets; International positioning.

Product, Pricing & Promotion Decisions: Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services. Environmental influences on pricing decisions; International pricing policies and strategies. Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them.

International Marketing Planning, Organising and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; International marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO.

Suggested Readings:

- Czinkota, M.R: International Marketing, Dryden Press, Boston.
Fayerweather John: International Marketing, Prentice Hall, New Delhi.
Jain, S.C: International Marketing, CBS Publications, New Delhi
Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi
Paliwoda, S.J (ED): International Marketing, Reader, Routledge, London
Paliwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.

Objective:

This course acquaints students with the need, significance, and operations of direct marketing.

Course Contents:

Direct Marketing: Definition, scope and importance of direct marketing; Changing face of direct marketing; Public response to direct marketing; Consumer attitude and response to direct advertising.

Elements of Direct Marketing: Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing - likely pitfalls, rules for success, etc. Marketing Mix for Direct Marketing: Product, price, place and promotion strategies.

Institutional Direct Marketing: Industrial Direct Marketing; Retail direct marketing; Dealer- identified direct marketing.

Direct Marketing Operations: Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfillment and customer service -receiving and processing orders, inventory and warehousing decisions, and customer service.

Tools and Techniques & Applications of Direct Marketing: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing. Financial services marketing; Fund raising; Catalog marketing; Customer loyalty programmes.

Suggested Readings:

Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
Gupta, Das: Marketing Mantra: The Real Story of Direct Marketing, Prentice Hall, New Delhi.
Roberts, M.L and P.D Berger: Direct Marketing Management, Prentice Hall, New Jersey.
Stone, Merlin, Derek Davies and Alison Bond: Direct Hit, Macmillan, New Delhi.
Reader RR, Brierty EG, Reeder BH: Industrial Marketing: Analysis, Planning and Control; Prentice Hall, New Jersey.

404- CYBER MARKETING

Objective:

This course enables students learn the importance and application of electronic media for marketing of goods and services.

Course Contents:

Concept of Cyber Space and Internet: Advantages and challenges in using Internet, types of cyber net; Cyber space community; Concept of world wide web; Future of Internet; Importance of cyber marketing; Marketing planning for cyber marketing.

Design and Layout on the Web: Universal guidelines; Home page, fact page, narratives, forms, pictures links and thumbnail galleries; Budget considerations; Taking orders on the web; Accepting payments.

Media and Marketing Strategies for Internet: Building dialogues and learning relationship with individual customer; Customer focussed strategies and tactics - hits, views, clicks and visits.

Advertising on Internet: Copy writing for interactive media, public relations and promotion on the Internet; Interactive kiosks in the retail environment; Measuring effectiveness of interactive media.

Suggested Readings:

Brady, Regina, Edward Forrest and Richard Mizerski: Cyber Marketing
Janal, D.S: Online Marketing Handbook, Van Nostrand Reinhold, New York.
Reedy, J., S Schullo and K Zimmerman: Electronic Marketing, Dryden Press Orlando.

Objective:

The objective of this course is to enable students gain knowledge about e-commerce and its various components

Course Contents:

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.

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.

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 e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards.

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, e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T Act 2000.

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.

406- INDUSTRIAL MARKETING

Objective:

This course familiarizes students with the applications of marketing principles and tools to marketing of industrial products

Course Contents:

Introduction: Concept of industrial marketing and its importance; Comparison of industrial marketing with consumer marketing; Definition of industrial product/service; Characteristics of industrial marketing.

Industrial Goods: Characteristics and classification; Capital and other goods; Firm market, institutional market, and government market.

Demand: Demand and product characteristics; User and their classification (standard industrial classification systems); regional concentration; Vertical and horizontal markets.

Buying power of industrial users; Buying motives of industrial buyers; Industrial market segmentation; Vendor analysis and selection; Buying stages; Buying patterns and length of negotiations; Frequency of purchase and size of order; Direct purchases; Reciprocity arrangements; Leasing vs. buying; Service and quality considerations.

Industrial Marketing Mix Strategy: Product planning and development; Pricing decisions; Promoting of industrial products; Role of personal selling; Channels of distribution for industrial products; Channel strategy and logistics.

Industrial Marketing Research: Need for industrial marketing research; Process; Problems in industrial marketing.

Suggested Readings:

Reader, Robert R., Edward G. Brierty and Betty H. Reeder: Industrial Marketing: Analysis, Planning and Control, Prentice Hall, New Delhi
Richard, M. Hill: Industrial Marketing, Tarapore wala, Bombay
Hill, R.M., R.S. Alexander and J.S. Cross: Industrial Marketing, AITBS, New Delhi.
Dodge Robert H: Industrial Marketing, McGraw Hill, New York
Corey, Raymond: Industrial Marketing, McGraw Hill, New York

2020-21
1-1, 3-1
(8), (8)

2020-21
1-3-2 & 1-3-3
(6)

SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

POST GRADUATE DIPLOMA IN
HUMAN RESOURCE MANAGEMENT
EXAMINATION, 2021



JAI NARAIN VYAS UNIVERSITY
JODHPUR

22

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

| | | | |
|---------------------|---|---------------------|--------|
| PROGRAM NAME | Post Graduate Diploma in Human Resource Management | PROGRAM CODE | PGDHRM |
|---------------------|---|---------------------|--------|

| | |
|--------------------|--|
| COURSE CODE | COURSE |
| PGDHRM101 | Management Concept and Organization Behaviour |
| PGDHRM102 | Human Resource Management |
| PGDHRM103 | Organization Development and Change Management |
| PGDHRM104 | Labour and Industrial Laws |
| PGDHRM105 | Dissertation |
| PGDHRM106 | Seminar on Contemporary Issues in HRM |
| PGDHRM107 | Comprehensive Viva-Voce |


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

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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
- 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.

Teaching and Examination Scheme

The Scheme of Examination shall be as follows :

(A) Written Examination of three hours duration in each of the following papers :

| | |
|--|-----------|
| Paper I : Management Concept and Organization Behaviour | 100 Marks |
| Paper II : Human Resource Management | 100 Marks |
| Paper III : Organization Development and Change Management | 100 Marks |
| Paper IV: Labour and Industrial Laws | 100 Marks |

(B) **DISSERTATION, SEMINAR, VIVA-VOCE**

| | |
|--|----------|
| B (i) Dissertation | 30 Marks |
| B (ii) Seminar on Contemporary Issues in HRM | 20 Marks |
| B (iii) Comprehensive Viva-Voce | 50 Marks |

Total 100Marks

Grand Total 500Marks


HEAD
Department of Business Administration
Faculty of Commerce Management Studies
at Nazim Veda University, JODHPUR

POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
EXAMINATION, 2021

(A) COMPULSORY THEORY PAPERS

PAPER - I

MANAGEMENT CONCEPT AND ORGANIZATION BEHAVIOUR
(100 MARKS)

Objective:

The objective of this course is to help students understand the conceptual framework of management and organization behaviour.

Management: Meaning, Nature, Importance, Principles; Management as a profession; Functions and Levels; Managerial Roles and Skills; Contribution of Taylor and Fayol.

Planning: Meaning, Features, Importance, Process, Limitations. Decision Making: Meaning, Types and Process of Decision Making.

Organisation: Meaning, Principles; Organisation Charts, Departmentation, Span of Management; Delegation of Authority; Centralisation and Decentralisation.

Communication: Meaning, Importance, Process and Channels; Formal and Informal Communication; Barriers to Communication; Effective Communication.

Motivation: Meaning and determinants; Non-financial incentives; Theories: Maslow, Herzberg, McGregor

Leadership: Meaning and Importance; Styles, Theories: Fielder and Paul Hersey.

Coordination: Meaning, Significance, Principles and Techniques.

Control: Meaning, Features, Importance, Process, Effective control system; techniques.

Organizational Behaviour: Concepts and significance; Relationship between management and organizational behaviour; Emergence and ethical perspective; Attitudes; Perception;

Learning; Personality; Transactional analysis.

SUGGESTED READINGS

- Drucker, Peter F.: Management Challenges for the 21st Century, Butterworth Heinemann, Oxford.
- Weihrich, A. and Koontz, et al.: Essentials of Management, Tata McGraw Hill, New Delhi.
- Fred Luthans: Organisational Behaviour, McGraw Hill, New York.
- Louis A. Allen: Management and Organisation, McGraw Hill, Tokyo.
- Ansoff, H.I.: Corporate Strategy, McGraw Hill, New York.
- Hampton, David R.: Modern Management, McGraw Hill, New York.
- Stoner and Freeman: Management, Prentice Hall, New Delhi.
- Maslow, Abraham: Motivation and Personality, Harper & Row, New York
- Harsey, Paul and Blanchard Kenneth: Management of Organisational Behaviour - Utilizing the Human Resources, Prentice Hall of India, New Delhi
- Ibancevish, M. and Matleson, M.T.: Organisational Behaviour & Management, Irwin Homewood, Illinois.

PAPER - II

HUMAN RESOURCE MANAGEMENT (100 MARKS)

Objective:

The objective of this course is to develop ability to understand various facts and facets of managing people to create an understanding of the various policies and practices of human resource management.

Introduction: Human Aspect of Management, Human Relations, Personnel Management
Human Resource Management: Concept, Scope, Importance and Functions. HR Organisation – Line and Staff Relationship, Human Resource Management in India, Concept of Quality Circle, TQM, Empowerment.

Human Resource Planning: Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job Specifications, Job Design Approaches.

Recruitment: Sources, Method. Selection: Process, Tests. Training and Development: Objectives, Methods and Evaluation of training and development programme. Career Planning and Development Methods.

Compensation Management: Job Evaluation: Techniques, wages and salary administration. Incentive payments. Performance Appraisal: Concept, Objectives and techniques. Job Changes, transfer, promotion and separation. Human Resource Audit.

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.
- D'Cenzo, 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)

PAPER - III

**ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT
(100 MARKS)**

Objective:

The purpose of this course is to demonstrate the basic understanding of the concepts, principles, practices and language of organizational development and change. The course is designed to expose the students to develop as potential change agents and OD Professionals.

The concept, scope and historical perspectives, values underlying of OD. External environment and OD.

Theoretical development in the context of action research, survey feedback and socio-technical systems, Technological uncertainty and interdependence and OD.

Approaches to planned change, Organisational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, technostuctural, 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.

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.

PAPER - IV

**LABOUR AND INDUSTRIAL LAWS
(100 MARKS)**

Objective:

The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Emergence and objectives of labour laws and their socio-economic environment.
Evaluation of labour legislations in India. Need and principles of labour legislation.
Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts,

Retrenchment and Layoff. Payment of Wages Act, 1936, Minimum Wages Act, 1948.
Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.
Trade Union Act, 1926, 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.J.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

(B) DISSERTATION, SEMINAR, VIVA-VOCE

| | |
|--|------------------|
| B (i) Dissertation | 30 Marks |
| B (ii) Seminar on Contemporary Issues in HRM | 20 Marks |
| B (iii) Comprehensive Viva-Voce | 50 Marks |
| Total | <u>100 Marks</u> |

The Diploma will have Total Weightage of 500 Marks.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences.

To declare pass, a candidate must secure a minimum of 36% marks in each theory paper and 40% marks in the aggregate. The division will be awarded as follows:

- I Division: 60% and above of the aggregate marks
II Division: 48% and above but less than 60% of the aggregate marks, &
III Division: 40% and above but less than 48% in the aggregate marks.

No make-up supplementary examination will be held in this course of study.

The candidates who fail at the examination but obtain minimum 40% marks in Dissertation, Seminar and Viva-voce will not be required to again submit Dissertation and re-appear at the Seminar and Viva-voce while subsequently re-appearing for theory examinations.

The subject of seminar to be given by the candidate shall be approved by the Head, Department of Business Administration. Seminar will be evaluated internally by the teacher concerned and Head, Department of Business Administration or his nominee for the department.


HEAD
Department of Business Administration
Faculty of Commerce Management Studies
Jodhpur University, JODHPUR

2020-21
1.1, 3.1
(3), (3)
2020-21
1.3.2, 2.1.3.3
(7)

SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

POST GRADUATE DIPLOMA IN
MARKETING MANAGEMENT
EXAMINATION, 2021



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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HEAD

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

| | | | |
|--------------|--|--------------|--------|
| PROGRAM NAME | Post Graduate Diploma in Marketing Management | PROGRAM CODE | PGDMM. |
|--------------|--|--------------|--------|

COURSE CODE

COURSE

| | |
|----------|---|
| PGDMM101 | Management Concept and Organization Behaviour |
| PGDMM102 | Marketing Management |
| PGDMM103 | Consumer Behaviour and Marketing Research |
| PGDMM104 | Services Marketing and Customer Relationship Management |
| PGDMM105 | Dissertation |
| PGDMM106 | Seminar on Contemporary Issues in HRM |
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 Department of Business Administration
 Faculty of Commerce Management Studies
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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.
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M.Com., M.Phil., Ph.D.
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(B) DISSERTATION, SEMINAR, VIVA-VOCE

| | |
|--|----------|
| B (i) Dissertation | 30 Marks |
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Total 100Marks

Grand Total 500Marks



HEAD

2020-21 -Department of Business Administration (PCDM)

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

Page 4 of 9

POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT
EXAMINATION, 2020

(A) COMPULSORY THEORY PAPERS

PAPER - I

MANAGEMENT CONCEPT AND ORGANIZATION BEHAVIOUR
(100 MARKS)

Objective:

The objective of this course is to help students understand the conceptual framework of management and organization behaviour.

Management: Meaning, Nature, Importance, Principles; Management as a profession; Functions and Levels; Managerial Roles and Skills; Contribution of Taylor and Fayol.

Planning: Meaning, Features, Importance, Process, Limitations. Decision Making: Meaning, Types and Process of Decision Making.

Organisation: Meaning, Principles; Organisation Charts, Departmentation, Span of Management; Delegation of Authority; Centralisation and Decentralisation.

Communication: Meaning, Importance, Process and Channels; Formal and Informal Communication; Barriers to Communication; Effective Communication.

Motivation: Meaning and determinants; Non-financial incentives; Theories: Maslow, Herzberg, McGregor

Leadership: Meaning and Importance; Styles, Theories: Fielder and Paul Hersey.

Coordination: Meaning, Significance, Principles and Techniques.

Control: Meaning, Features, Importance, Process, Effective control system; techniques.

Organizational Behaviour: Concepts and significance; Relationship between management and organizational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

SUGGESTED READINGS

- Drucker, Peter F.: Management Challenges for the 21st Century, Butterworth Heinemann, Oxford.
- Weihrich, A. and Koontz, et al.: Essentials of Management, Tata McGraw Hill, New Delhi.
- Fred Luthans: Organisational Behaviour, McGraw Hill, New York.
- Louis A. Allen: Management and Organisation, McGraw Hill, Tokyo.
- Ansoff, H.I.: Corporate Strategy, McGraw Hill, New York.
- Hampton, David R.: Modern Management, McGraw Hill, New York.
- Stoner and Freeman: Management, Prentice Hall, New Delhi.
- Maslow, Abraham: Motivation and Personality, Harper & Row, New York
- Harsey, Paul and Blanchard Kenneth: Management of Organisational Behaviour – Utilizing the Human Resources, Prentice Hall of India, New Delhi
- Ibancevish, .M. and Matleson, M.T.: Organisational Behaviour & Management, Irwin Homewood, Illinois.

PAPER - II
MARKETING MANAGEMENT
(100 MARKS)

Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing & sales and its applications in decision making under various environmental constraints

Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its evolution; Marketing mix; Strategic Marketing Planning – An Overview.

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

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; 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.

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

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.

Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing; Marketing of Services; International Marketing; Green Marketing; Cyber Marketing; Relationship Marketing and other development in marketing.

SUGGESTED READINGS

- 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.

PAPER - III

**CONSUMER BEHAVIOUR AND MARKETING RESEARCH
(100 MARKS)**

Objective:

The purpose of the course is to acquaint students to understand the behaviour of consumer and to enable them to learn the process, tools and techniques of marketing research.

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.

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

Cross Cultural Consume and Industrial Buying Behaviour: Globalisation of Consumer Markets and Marketing Implications; Impact of Information Technology on Consumer Behaviour.

Marketing Research: Definition, Nature, Scope, Significance, Types, Organisation, 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.

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.

PAPER - IV

SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT (100 MARKS)

Objective:

This course acquaints students with the basic issues in services marketing and customer relationship management.

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.

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.

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

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

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

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.

(B) DISSERTATION, SEMINAR, VIVA-VOCE

| | |
|--|------------------|
| B (i) Dissertation | 30 Marks |
| B (ii) Seminar on Contemporary Issues in Marketing | 20 Marks |
| B (iii) Comprehensive Viva-Voce | 50 Marks |
| Total | <u>100 Marks</u> |

The Diploma will have Total Weightage of 500 Marks.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences.

To declare pass, a candidate must secure a minimum of 36% marks in each theory paper and 40% marks in the aggregate. The division will be awarded as follows:

- I Division: 60% and above of the aggregate marks
 II Division: 48% and above but less than 60% of the aggregate marks, &
 III Division: 40% and above but less than 48% in the aggregate marks.

No make-up supplementary examination will be held in this course of study.

The candidates who fail at the examination but obtain minimum 40% marks in Dissertation, Seminar and Viva-voce will not be required to again submit Dissertation and re-appear at the Seminar and Viva-voce while subsequently re-appearing for theory examinations.

The subject of seminar to be given by the candidate shall be approved by the Head, Department of Business Administration. Seminar will be evaluated internally by the teacher concerned and Head, Department of Business Administration or his nominee for the department.

2020-21

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(10), (12)

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| PROGRAM NAME | Bachelor of Commerce (B.Com) | PROGRAM CODE | BCOM |
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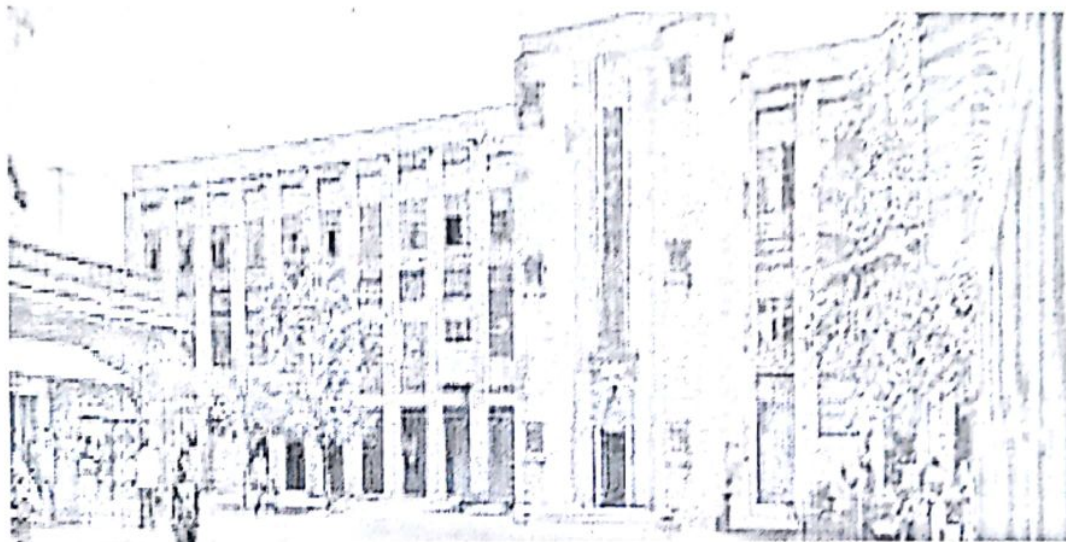
| COURSE CODE | COURSE |
|-------------|---|
| BCOMFC1 | English / Hindi / Mathematics |
| BGOM101 | Financial Accounting |
| BCOM102 | Cost Accounting |
| BCOM103 | Business Economics |
| BCOM104 | Economic Environment |
| BCOM105 | Principles of Business Management ✓ |
| BCOM106 | Business Regulatory Framework ✓ |
| BCOMFC2 | Environmental Studies |
| BCOM201 | Corporate Accounting |
| BCOM202 | Business Statistics |
| BCOM203 | Money and Banking System |
| BCOM204 | International Trade and Finance |
| BCOM205 | Company Law and Secretarial Practice ✓ |
| BCOM206 | Business Communication and Management ✓ |
| BCOM301 | Management Accounting and GST |
| BCOM302 | Income Tax |
| BCOM303 | Auditing |
| BCOM304 | Financial Market Operations |
| BCOM305 | Financial Management |
| BCOM306 | International Marketing ✓ |

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

SYLLABUS

BACHELOR OF COMMECE (B.Com.)

| | | |
|----------------|---|-------------------|
| B.Com. Part I | : | Examination, 2021 |
| B.Com. Part II | : | Examination, 2022 |
| B.Com. Final | : | Examination, 2023 |



JAI NARAIN VYAS UNIVERSITY JODHPUR



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B.COM. PART-I (Examination 2021)
Group III PAPER I
PRINCIPLES OF BUSINESS MANAGEMENT

- Unit 1:** Introduction: Concept, nature, process and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management, Development of Management Thoughts - Classical, Neo-classical and Contingency approaches.
- Unit 2:** Environment analysis and diagnosis. Planning: Concept, process, types, levels, advantages, disadvantages and principles of planning. Decision making- concept and process; Bounded rationality; Management by objective (MBO).
- Unit 3:** Organisation: Concept, nature, process and significance, Authority and responsibility relationships. Centralization and Decentralization. Span of Management. Departmentation. Organisation Structure-forms and contingency factors.
- Unit 4:** Direction: Meaning & Principles. Motivation and Leading people at work: Motivation- concept, importance, Theories of - Maslow, Herzberg, McGregor and McClelland: Financial and Non-Financial incentives.
Leadership- concept and leadership styles; leadership theories-Greatman theory, Trait Theory, Managerial Grid, Likert's System of Management.
Communication - Nature, process, networks and barriers; effective communication.
- Unit 5:** Managerial control: concept and process; Effective control system; Techniques of control.
Coordination: Meaning, Importance, Principles and Techniques.


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B.COM. PART- I (Examination 2021)

Group III PAPER I

व्यावसायिक प्रबन्ध के सिद्धान्त

- इकाई 1: परिचय: अवधारणा, प्रकृति, प्रक्रिया एवं प्रबन्ध की उपादेयता, प्रबन्धकीय भूमिका (मिन्टजबर्ग), प्रबन्ध के क्रियात्मक क्षेत्रों का एक परिदृश्य, प्रबन्ध विचारधारा का विकास— परम्परागत/प्रतिष्ठित, नव-परम्परागत/नव प्रतिष्ठित पद्धतियां, आकस्मिकता उपागम।
- इकाई 2: वातावरण विश्लेषण एवं नैदानिकी नियोजन: अवधारणा, प्रक्रिया एवं प्रकार। स्तर, लाभ, हानियां, नियोजन के सिद्धान्त, निर्णयन-अवधारणा एवं प्रक्रिया, आवद्ध विवकेशीलता, उद्देश्यों द्वारा प्रबन्ध।
- इकाई 3: संगठन: अवधारणा, प्रकृति, प्रक्रिया एवं उपादेयता, अधिकार एवं उत्तरदायित्व में संबंध, केन्द्रीयकरण एवं विकेन्द्रीयकरण, प्रबन्ध का विस्तार, विभागीयकरण, संगठनात्मक संरचना— प्रारूप एवं आकस्मिकता तत्व।
- इकाई 4: निर्देशन : अर्थ एवं सिद्धान्त, अभिप्रेरण एवं कार्य पर लोगो को नेतृत्व देना: अभिप्रेरण-अवधारणा, सिद्धान्त-मास्लो, हर्जबर्ग, मैकग्रेंगर एवं मैक्लेलेड: वित्तीय एवं अवित्तीय प्रेरणाएं। नेतृत्व-अवधारणा एवं नेतृत्व शैलियां, नेतृत्व सिद्धान्त, महान व्यक्ति का सिद्धान्त, गुणमूलक सिद्धान्त, प्रबन्धकीय ग्रिड, प्रबन्ध की लिफ्ट पद्धति। संदेशवाहन-प्रकृति, प्रक्रिया, तंत्र एवं बाधाएं: प्रभावी संदेशवाहन।
- इकाई 5: प्रबन्धकीय नियंत्रण: अवधारणा एवं प्रक्रिया, प्रभावी नियंत्रण पद्धति, नियंत्रण की तकनीकें। समन्वय: अर्थ, महत्व, सिद्धान्त एवं तकनीकें।

SUGGESTED READINGS

Harold Knootz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi

Louis A. Allen : *Management and Organisation*, McGraw Hill, Tokyo

Ansoff, H.I. : *Corporate Strategy*, McGraw Hill, New York

Hampton David R. : *Modern Management*, McGraw Hill, New York

James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.:

Management, Prentice Hall, New Delhi.

Harsey, Paul and Blanchard Kenneth H: *Management of Organizational Behaviour-Utilizing the Human Resources*, Prentice Hall of India, New Delhi

John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson,: *Management Principles and Functions*. AITBS Publishers and Distributors, New Delhi.

George R. Terry, Stephgen G. Franklin: *Principles of Management*, AITBS Publishers and Distributors, New Delhi.

R.D. Agarwal: *Organization and Management*, Tata McGraw Hill, New Delhi.

B.COM. PART- I (Examination 2021)
Group III PAPER II
BUSINESS REGULATORY FRAMEWORK

- Unit 1 : The Indian Contract Act, 1872, Section 1 to 36
- Unit 2 : The Indian Contract Act, 1872, Section 37 to 75
- Unit 3 : Special Contracts; Indemnity; Guarantee; Bailment and pledge, Agency
- Unit 4 : Indian Sale of Goods Act, 1930
- Unit 5 : The Arbitration and Conciliation Act, 1996

व्यावसायिक नियमन व्यवस्था

- इकाई 1 : अनुबंध का कानून (1872) : धारा 1 से 36
- इकाई 2 : अनुबंध का कानून (1872) : धारा 37 से 75
- इकाई 3 : विशिष्ट अनुबंध : हानिरक्षा, गारंटी, निक्षेप एवं गिरवी, एजेंसी
- इकाई 4 : भारतीय वस्तु (माल) विक्रय अधिनियम 1930
- इकाई 5 : माध्यस्थता और सुलह अधिनियम, 1996

SUGGESTED READINGS

Desai, T.R. : Contract Act, Sale of Goods Act and Partnership
Accounts, S.C. Sarkar & Sons Pvt. Ltd., Kolkata

Singh, Avtar : The Principles of Mercantile Law, Eastern Book Company, Lucknow

Kuchal, M.C. : Business Law , Vikas Publishing House, New Delhi

Kapoor, N.D. : Business Law , Sultan Chand & Sons, New Delhi

Chandra, P.R. : Business Law, Galgotia, New Delhi

The Indian Contract Act, 1872- Bare Act.

The Sale of Goods Act, 1930- Bare Act.

The Arbitration and Conciliation Act, 1996- Bare Act.

Vanijyik Vidhi Ke Sidhant- Avtar Singh.

वाणिज्यिक विधि के सिद्धान्त-अवतार सिंह

SYLLABUS

BACHELOR OF COMMECE (B.Com.)

| | | |
|----------------|---|-------------------|
| B.Com. Part I | : | Examination, 2020 |
| B.Com. Part II | : | Examination, 2021 |
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B.COM. PART- II (Examination 2021)

Group III, PAPER I
COMPANY LAW AND SECRETARIAL PRACTICE

- Unit 1 :** Background and Salient Features of the Companies Act, 2013. Overview of the Changes introduced by the Act of 2013. Company and its Characteristics. Types of Companies. Distinction between a company and a partnership. Lifting of Corporate Veil.
Formation and Incorporation of company- Promoters and their legal position, pre-incorporation contract and provisional contract, Online registration of a company, Certificate of Incorporation.
Memorandum of Association, Articles of Association - Doctrine of Constructive Notice and Indoor Management.
- Unit 2 :** Prospectus: Meaning and Definition – Contents, Statutory requirements in relation to prospectus. Deemed prospectus, Shelf and Red herring prospectus, Statement in lieu of prospectus, Mis-statement in Prospectus: Civil and Criminal Liability.
Various Modes for Raising of Capital. Global Depository Receipts (GDR), Book Building, Issue of Securities - Private Placement, Public Issue, Rights Issue, Bonus Shares; Employee Stock Option Scheme (ESOS), Sweat Equity Shares. Buy-back of shares, Allotment of Shares, Forfeiture of shares, and Transfer and Transmission of Securities.
- Unit 3 :** Directors: Classification of Director- Women Director, Independent Director, Shareholder Director, Director Identification Number (DIN), Appointment of Director, Qualification and Dis-Qualifications. Legal Position, Powers and Duties, Removal of Director, Remedies for breach of duties, Loans to Director and Remuneration to Director. Various Committee of the Board of Directors.
Key Managerial Personnel – Managing Director, Whole time Directors, Manager, the Company Secretary, Chief Executive Officer, Resident Director.
Prevention and Oppression of Mis-Management.
- Unit 4 :** Meetings: Statutory Meeting, Annual General Meeting (AGM), Extra- Ordinary Meeting, Class Meeting, Virtual Meeting, Meeting of Stakeholders. Requisite of a Valid Meeting.
Winding-up: Meaning of winding-up, Dissolution of company, Conceptual understanding of winding-up by the Tribunal, Compulsory winding-up, Members' voluntary winding-up, Creditors' voluntary winding-up. Insider Trading; meaning & legal provisions.
- Unit 5 :** Company Secretary - Meaning, Types, Qualification, Appointment, Position, Rights, Duties, Liabilities & Removal or dismissal. Secretarial Practice and Law relating to formation Issue, Allotment, Forfeiture and Transfer of shares, Payment of dividend, Resolutions, Notices, Agenda, Quorum and Minutes. Miscellaneous Provisions – Corporate Social Responsibility (CSR), Books of accounts, registers; Online filing of documents; Dividend Provisions; Director's Report; Auditor's Report; Secretarial Audit; Special Courts. SEBI Act 1992: Establishment, Legal Status, Functions and Powers.

Group III, PAPER I

कम्पनी कानून एवं सांघिकीय पद्धति

- इकाई 1 : भारतीय कम्पनी अधिनियम 2013 की पृष्ठभूमि एवं मुख्य विशेषताएं, 2013 के अधिनियम के परिवर्तन का अवलोकन, कम्पनी की परिभाषा एवं मुख्य विशेषताएं, कम्पनी के प्रकार, कम्पनी एवं साझेदारी में अन्तर, कम्पनी का पर्दा उठाना।
कम्पनी का निर्माण एवं निगमन:- प्रवर्तक और उनकी कानूनी स्थिति, पूर्व समामेलन अनुबन्ध और अनंतिम अनुबन्ध। कम्पनी का ऑनलाईन पंजीकरण, समामेलन प्रमाणपत्र।
पार्षद सीमानियम, पार्षद अन्तर्नियम, रचनात्मक सूचना एवं आन्तरिक प्रबन्ध का सिद्धान्त।
- इकाई 2 : प्रविवरण: अर्थ और परिभाषा:- विषय सामग्री, प्रविवरण के सम्बन्ध में वैधानिक व्यवस्थाएं:- डीम्ड, शेल्फ और रेड हेरिंग प्रविवरण, स्थानापन्न प्रविवरण, प्रविवरण में मिथ्या कथन: सिविल व आपराधिक दायित्व।
पूँजी जुटाने के विभिन्न तरीके:- वैश्वीक निक्षेपागार रसीद (GDR), बुक बिल्डिंग।
प्रतिभूतियों का निर्गमन:- प्राईवेट प्लेसमेन्ट; सार्वजनिक निर्गमन, अधिकार अंशों का निर्गमन, बोनस अंशों का निर्गमन, इम्प्लोई स्टॉक ऑप्शन स्कीम (ESOS), स्वेद साधारण शेयर, अंशों का पुनः क्रय, प्रतिभूतियों का आवंटन, प्रतिभूतियों का हरण, प्रतिभूतियों का अंतरण और पारेषण।
- इकाई 3 : निर्देशक: निदेशक का वर्गीकरण, महिला निदेशक, स्वतन्त्र निर्देशक, अंशधारक निर्देशक, निर्देशक पहचान संख्याक (DIN), निर्देशक की नियुक्ति, अर्हता और निरर्हता। कानून स्थिति, शक्तियां एवं कर्तव्य, निदेशक को हटाया जाना, कर्तव्य उल्लंघन के उपचार, निदेशकों को ऋण और निर्देशकों को पारिश्रमिक। बोर्ड निर्देशकों की विभिन्न समितियां।
प्रमुख प्रबन्धकीय कार्मिक-प्रबन्धकीय संचालक, पूर्णकालिक निदेशक, प्रबन्धक, कम्पनी सचिव, मुख्य कार्यपालक अधिकारी, निवासी निदेशक।
अन्यायपूर्ण आचरण और कुप्रबंध को रोकना।
- इकाई 4 : सभाएं: संवैधानिक सभा, वार्षिक साधारण सभा, असाधारण सामान्य सभा, कक्षीय बैठक, आभासी बैठक, हितधारकों की सभा। वैद्य सभा के आवश्यक लक्षण।
समापन: समापन का अर्थ, कम्पनी का विघटन, ट्रिब्यूनल द्वारा समापन की संकल्पनात्मक समझ, अनिवार्य समापन, सदस्यों द्वारा ऐच्छिक समापन, ऋणदाताओं द्वारा ऐच्छिक समापन। भेदिया व्यापार/भेदिया लेनदेन: अर्थ और वैधानिक व्यवस्था।

Group III, PAPER I
कम्पनी कानून एवं सचिवीय पद्धति

इकाई 5 :कम्पनी सचिव— अर्थ, प्रकार, योग्यता, नियुक्ति, स्थिति, अधिकार, कर्तव्य, दायित्व, हटाना या बर्खास्तगी।
सचिवीय पद्धति एवं निर्माण से सम्बन्धित कानून, निर्गमन, आवंटन, हरण एवं अंशों का हस्तान्तरण, लाभांश का भुगतान, प्रस्ताव, सूचना, एजेन्डा, न्यूनतम कार्यवाहक संख्या और संचालको का प्रतिवेदन।
विविध प्रावधान— निगमीय सामाजिक उत्तरदायित्व (CSR), लेखा पुस्तकें, रजिस्ट्रर्स, दस्तावेजों का ऑनलाईन दाखिलीकरण, लाभांश के प्रावधान, संचालको का प्रतिवेदन, आंकेशक का प्रतिवेदन, सचिवीय अंकेक्षक, विशेष अदालतें।
सेबी अधिनियम, 1992: स्थापना, कानूनी स्थिति, कार्य एवं शक्तियां।

SUGGESTED READINGS

Avtar Singh : Indian Company Law
Bahal J.C. : Secretarial Practice of India
Shukla S.M. : Company Adhinyam evam Sachiviya padhati
Shukla M.C. : Company Law
Kuchhal M.C. : Secretarial Practice
Kuchhal M.C. : Modern Indian Company Law
Sharlekar, S.A. : Secretarial Practice
Taxman : Companies Act, Special Student Edition
Mittal and Agarwal : Company Adhinyam Evam Sachiviya Vidhi
Avtar Singh : Company Adhinyam
Mathur and Sahal : Mercantile Law
Relevant Bare Acts


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

B.COM. PART- II (Examination 2021)

Group III, PAPER II

BUSINESS COMMUNICATION AND MANAGEMENT

- Unit 1 : Business Communication; Introduction, Basic forms of Communicating, communication Models and processes, Theories of communication, Corporate Communication, Improving communication Practices in business communication, Group discussions, Mock Interviews, Seminar, Effective Listening Exercises, Individual and Group presentation and Report writing.
- Unit 2 : Purchasing: Concept and scope of Purchasing Management, Principles and objectives of Purchasing, Purchasing procedure; Requisitioning, Selecting Source of supply, ordering, Delivery, Scientific Purchasing.
- Unit 3 : Production : Meaning and Scope, Production, Planning and Control-Objectives, Techniques, Importance, and Advantages of Production Planning and Control, Quality Control and Inspection : Concept and Importance, Plant layout, Plant Location : Meaning, Determinants and Basis of Optimum Plant Location.
- Unit 4 : Marketing : Concept, Functions and importance, Marketing Research : Meaning, Scope, Contributions and limitations of Marketing Research procedure, Types and Techniques.
- Product : Meaning, role, planning, process and Life cycle, pricing, Meaning, role procedure and Management, Channels of Distribution : Meaning, role, Classification and Factors governing choice of channels of distribution.
- Unit 5 : Personnel : Meaning, Scope, Functions of personnel Management. Introduction to Recruitment, Selection, Evaluation, Methods of job Analysis and Evaluation, Scheme and limitations of Job Evaluation, Merit Rating, Meaning, objectives and techniques. Training and Development.

व्यावसायिक संदेशवाहन एवं प्रबन्ध

- इकाई 1 : व्यावसायिक संदेशवाहन: परिचय, संवहन के आधारभूत प्रारूप, संदेशवाहन के प्रतिरूप एवं प्रक्रिया, संदेशवाहन विचारधारा, निगमीय संदेशवाहन, व्यावसायिक संदेशवाहन में संदेशवाहन व्यवहार में सुधार, समूह परिचर्चा, बनावटी (मॉक) साक्षात्कार, सेमिनार, प्रभावी श्रवण अभ्यास, व्यक्तिगत एवं समूह प्रदर्शन एवं प्रतिवेदन लेखन।
- इकाई 2 : क्रयण : अवधारणा एवं क्रयण प्रबन्ध का क्षेत्र, क्रयण के सिद्धान्त एवं उद्देश्य, क्रयण प्रक्रिया : अनुग्रहण, आपूर्ति के स्रोत का चयन, आदेश देना, सुर्पुदगी, वैज्ञानिक क्रयण।

HEAD

Group III, PAPER II

व्यावसायिक संदेशवाहन एवं प्रबन्ध

इकाई 3 : उत्पादन : अर्थ एवं क्षेत्र, उत्पादन, नियोजन एवं नियंत्रण – उद्देश्य, तकनीके, महत्व, उत्पादन नियोजन एवं नियंत्रण के लाभ, किस्म नियंत्रण एवं निरीक्षण: अवधारणा एवं महत्व, संयंत्र अभिविन्यास, संयंत्र स्थान निर्धारण : अर्थ, अनुकूल स्थान निर्धारण के निर्धारक एवं आधार ।

इकाई 4 : विपणन : अवधारणा, कार्य एवं महत्व, विपणन शोध : अर्थ, क्षेत्र, विपणन शोध का योगदान एवं सीमाएं, प्रक्रिया, प्रकार एवं तकनीके। उत्पाद : अर्थ, भूमिका, नियोजन, प्रक्रिया, उत्पाद जीवन चक्र। मूल्य: अर्थ, भूमिका, प्रक्रिया एवं प्रबन्ध, वितरण के माध्यम: अर्थ, भूमिका वर्गीकरण एवं वितरण के माध्यमके चयन को प्रभावित करने वाले तत्व

इकाई 5 : सेविवर्गीय : अर्थ, क्षेत्र, सेविवर्गीय प्रबन्ध के कार्य। भर्ती- परिचय, चयन, मूल्यांकन, कार्य विश्लेषण एवं मूल्यांकन की विधियां, कार्य मूल्यांकन की पद्धतियां एवं सीमाएं, योग्यता अंकन: अर्थ, उद्देश्य एवं तकनीके। प्रशिक्षण एवं विकास।

SUGGESTED READINGS

- Bovee and Thill : Business Communication Today, Tata McGraw Hill, New Delhi
Randall, E. Magors : Business Communication, Harper and Row, New York
Kaul : Business Communication, Prentice Hall, New Delhi
Kaul : Effective Business Communication, Prentice Hall, New Delhi
Robinson, Netrakanti and Snintre : Communicative Competence in Business English, Orient Longman, Hyderabad
Agarwal, R.D. : Organisation and Management
Philip Kotler : Marketing Management
Saxena, S.C. : Business Administration and Management
Gandhi, J.C. : Marketing : A Managerial Introduction
Gupta, M.S. : Kriyatmak Prabandh, Modern Publications, Jodhpur
Upadhyay & Kumbhat : Utpadan Prabandh

HEAD

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

SYLLABUS

BACHELOR OF COMMERCE

B.Com. Part I Examination, 2019
B.Com. Part II Examination, 2020
✓ B.Com. Final Examination, 2021



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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HEAD

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

इकाई 5 : लाभोंश नीति: अर्थ, लाभोंश के प्रकार, सुदृढ लाभोंश नीति, लाभोंश नीति को प्रभावित करने वाले घटक, प्रकार, लाभोंश निर्णय, वास्टर मॉडल, गोरदोन मॉडल।

SUGGESTED READINGS

Van Horne, J.C. : *Financial Management and Policy*, Prentice Hall of India, New Delhi

Van Horne, J.C. : *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi

Khan, M.Y. and Jain, P.K. : *Financial Management*, Text and problems, Tata McGraw Hill, New Delhi

Prasanna Chandra : *Financial Management Theory and practice*, Tata McGraw Hill, New Delhi

Pandey, I.M. : *Financial Management*, Vikas Publishing House, New Delhi

Brigham, E.F., Gapenski L.C. and Ehrhardt, M.C. : *Financial Management-Theory and practice*, Harcourt College Publishers, Singapore

Bhalla, V.K. : *Modern Working Capital Management*, Anmol pub, Delhi

Agarwal, Agarwal, Kothari : *Financial Management*

Kothari & Dave: *Financial Management*

Agarwal & Mishra: *Financial Management*

Group III PAPER I

INTERNATIONAL MARKETING

Unit I : Introduction to International Marketing : Nature and significance. Complexities in international marketing : Transition from domestic to transnational marketing : International market orientation - EPRG framework ; International market entry strategies.

International Marketing Environment : Internal environment; External environment geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Unit 2 : Foreign Market Selection : Global Market segmentation; Selection of foreign markets; International positioning. Product Decisions : Product planning for global markets; Standardisation Vs. Product adaptation ; New product development; Management of international brands ;

Packaging and labeling: Provision of sales related services.

Unit 3 : Pricing Decisions : Environmental influences on pricing decision; International pricing policies and strategies.

Promotion Decisions : Complexities and issues: International advertising, personal selling, sales promotion and public relation.

Unit 4 : Distribution Channels and Logistics : Functions and types of Channels : Channel selection decisions : Selection of Foreign distributors/agents and managing relations with them; International logistics decisions.

International Marketing Planning, Organizing and Control : Issues in International marketing planning : International Marketing, Information System : Organizing and controlling : International marketing operations.

Unit 5 : Emerging issues and developments in international marketing : Ethical and Social issues : International Marketing of services : Information technology and International marketing Impact of globalization : WTO

समूह - III

प्रश्न पत्र - I

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इकाई 1 : अन्तर्राष्ट्रीय विपणन का परिचय: प्रकृति एवं उत्पादेयता। अन्तर्राष्ट्रीय विपणन की जटिलताएँ: घरेलू से अन्तर्राष्ट्रीय विपणन में अन्तरण: अन्तर्राष्ट्रीय बाजार आसूखीकरण, ईपीआरजी ढाँचा: अन्तर्राष्ट्रीय बाजार प्रवेश रणनीतियाँ। अन्तर्राष्ट्रीय विपणन वातावरण: आन्तरिक वातावरण, बाह्य वातावरण: भौगोलिक, जनसंख्या संबंधी, आर्थिक, सामाजिक-सांस्कृतिक, राजनैतिक एवं कानूनी वातावरण, अन्तर्राष्ट्रीय विपणन निर्णयों पर वातावरण का प्रभाव।

इकाई 2 : विदेशी बाजार चयन: भूमण्डल बाजार विभक्तिकरण, विदेशी बाजारों का चयन, अन्तर्राष्ट्रीय स्थितिकरण। उत्पाद निर्णय: भूमण्डल बाजार हेतु उत्पाद नियोजन, प्रमापीकरण बनाम उत्पाद स्वीकारिकरण, नये उत्पाद का विकास, अन्तर्राष्ट्रीय ब्राण्ड का प्रबन्ध, पैकजिंग एवं लेबलिंग, विक्रय संबंधी सेवाओं की व्यवस्था।

इकाई 3 : मूल्य निर्णय: मूल्य संबंधी निर्णय पर वातावरण का प्रभाव,

अन्तर्राष्ट्रीय मूल्य नीतियां एवं रणनीतियां, संबर्द्धन निर्णयः
जटिलताएं एवं मुद्दे, अन्तर्राष्ट्रीय विज्ञापन, व्यक्तिगत
विक्रय, संबर्द्धन एवं जन-सम्पर्क।

इकाई 4 : वितरण के माध्यम एवं भौतिक वितरण : वितरण के माध्यम के
कार्य एवं प्रकार, माध्यम के चयन निर्णय,
विदेशी वितरकों/एजेंटों का चयन एवं उनके साथ
सम्बन्धों का प्रबन्ध, अन्तर्राष्ट्रीय भौतिक वितरण निर्णय।

अन्तर्राष्ट्रीय विपणन नियोजन, संगठन एवं नियंत्रण, अन्तर्राष्ट्रीय
विपणन नियोजन के मुद्दे, अन्तर्राष्ट्रीय विपणन सूचना
प्रणाली: संगठन एवं नियंत्रण : अन्तर्राष्ट्रीय विपणन परिचालन।

इकाई 5 : अन्तर्राष्ट्रीय विपणन में उभरते मुद्दे एवं विकास, नैतिक एवं
सामाजिक मुद्दे, सेवाओं का अन्तर्राष्ट्रीय विपणन: सूचना
औद्योगिकी एवं अन्तर्राष्ट्रीय विपणन, भूमण्डलीकरण का प्रभाव:
विश्व व्यापार संगठन।

SUGGESTED READING :

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

Jain, S.C. : International Marketing : CBS Publications, New Delhi,
Keegan, Warren Global Marketing Management, Prentice Hall,
New Delhi.

Onkvisit, Sak and John J. Shaw : International Marketing : Analysis
and Strategy, Prentice Hall, New Delhi.

Paliwoda, S.J. (ED) International Marketing, Reader,
Routledge, London

Pallwode, Stanley J : The Essence of International Marketing,
Prentice Hall New Delhi.

Sarathyu, R and V Terpstra : International Marketing, Dryden Press,
Boston

Vsudeva P.K. : International Marketing Excel Books, New Delh

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Department of Business Administration
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2020-21
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|--------------|---|--------------|-----|
| PROGRAM NAME | Bachelor of Business Administration (BBA) | PROGRAM CODE | BBA |
|--------------|---|--------------|-----|

COURSE CODE

COURSE

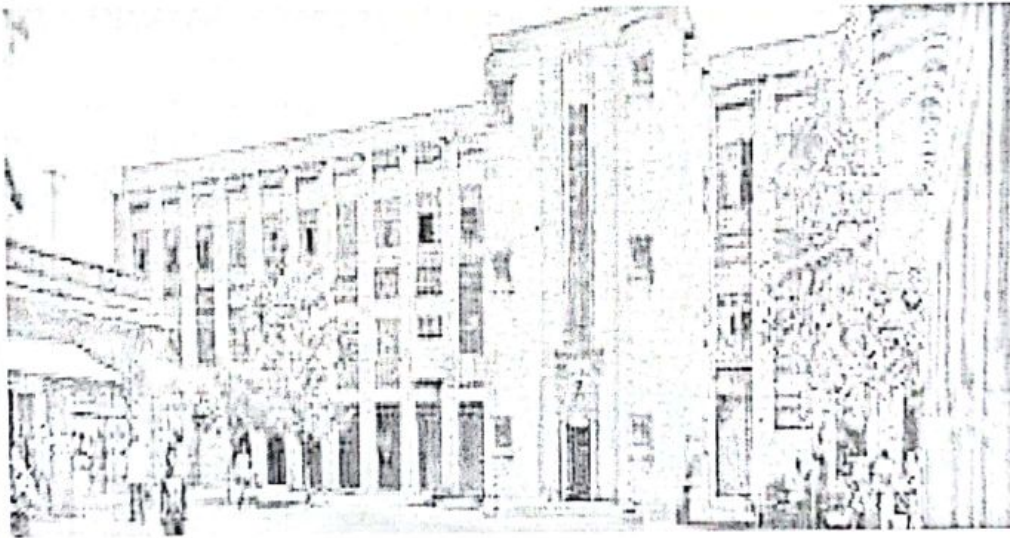
| | |
|--------|---|
| BBAFC1 | Business Communication Skills ✓ |
| BBA101 | Organization and Management ✓ |
| BBA102 | Economic Environment |
| BBA103 | Business Laws ✓ |
| BBA104 | Fundamentals of Accounting |
| BBA105 | Business Statistics |
| BBA106 | Managerial Economics |
| BBAPC1 | Two Term Papers |
| BBAFC2 | Computer Applications for Business |
| BBA201 | Organization Theory & Behaviour ✓ |
| BBA202 | Company Law and Secretarial Practice ✓ |
| BBA203 | Production and Materials Management ✓ |
| BBA204 | Operation Research |
| BBA205 | Cost and Management Accounting |
| BBA206 | Marketing Management ✓ |
| BBAPC2 | Group Assignment and Seminar on Contemporary Issues |
| BBAFC3 | Environmental Studies |
| BBA301 | Entrepreneurship and Small Business Management ✓ |
| BBA302 | Financial Management |
| BBA303 | Business Taxation |
| BBA304 | International Trade |
| BBA305 | Human Resource Management ✓ |
| BBA306 | E-Commerce |
| BBAPC3 | Project Work |

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SYLLABUS

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

| | |
|------------------|-------------------|
| ✓ B.B.A.. Part I | Examination, 2021 |
| B.B.A. Part II | Examination, 2022 |
| B.B.A. Final | Examination, 2023 |



**JAI NARAIN VYAS UNIVERSITY
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B.B.A. PART I (Examination 2021) FOUNDATION COURSE

BUSINESS COMMUNICATION SKILLS

- Unit-1:** Principles of Communication: Types of communication, personal space, Gesture and posture, Facial expression, language affecting behaviour, personal qualities. Nonverbal communication. Listening skills, Requisites of an effective Letter. Use of words, phrases, clauses and balanced sentences Business Letters : Formal and style; the heading, the date line Inside address, attention line, the opening, salutation, the body, the subject line, the message, the complementary closing signature, reference, initials, enclosure, notation, post script, spacing, continuation, page-punctuation style.
- Unit-2:** Kinds of Business letters, planning the letter characteristics. Brevity, Completeness, tact and courtesy, routine request, requesting appointments, letters, responses to letters with sales potentials, refusal letters, claim letters, collection letters, mild and strong appeals
- Unit-3:** Sales letters, public relations, memos and other form of messages, informal and analytical reports, agenda and minutes of meetings, preparing classified advertisement, direct mail advertising, press release.
- Unit-4:** Spoken communication: Telephone Techniques, interview applying for employment, grievances, handling complaints from customers, answering enquiries, preparation for giving talk, information technology and the future uses of word processor, telex and FAX.
- Unit-5:** Letters for handling complex business situations e.g. transported goods held up at a check-post, conflicting views about taxability of the goods, asking extension of time for repayment of loan installment, asking an increase in the OD, limit sanctioned by the bank, replying to industrial customer who received goods not ordered for etc. (Assignments to be given on case situations), Management Communication, Time Management.

Suggested Readings:

- Rao, Nageshwar: Business Communication.
- Dr. S.C. Sharma: Business Communication.
- Dr. V.S. Vyas: Business Communication.
- Pal Rajendra and Korlahali J.S.: Essentials of Business Communication


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**Department of Business Administration
Faculty of Commerce Management Studies
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B.B.A. PART I (Examination 2021) CORE COURSE

PAPER-1

ORGANISATION AND MANAGEMENT

- Unit-1:** Introduction: Concept, nature, process and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management, Development of Management Thoughts - Classical, Neo-classical and Contingency approaches.
- Unit-2:** Environment analysis and diagnosis. Planning: Concept, process, types, Levels, advantages, disadvantages and principles. Decision making- concept and process; Bounded rationality; Management by objective (MBO).
- Unit-3:** Organizing: Concept, nature, process and significance. Authority and responsibility relationships. Centralization and Decentralization; Span of Management. Departmentation; Organisation Structure-forms and contingency factors.
- Unit-4:** Direction: Meaning & Principles. Motivation and Leading people at work: Motivation- concept; importance, Theories of - Maslow, Herzberg, McGregor and McClelland: Financial and Non-Financial incentives.
Leadership- concept and leadership styles; leadership theories, Greatman theory, Trait theory. Managerial Grid, Likert's System of Management.
Communication - Nature, process, networks and barriers; effective communication.
- Unit-5:** Managerial control: concept and process; Effective control system; Techniques of control. Coordination: Meaning, Importance, Principles and Techniques

Suggested Books

- Harold Knootz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi
- Louis A. Allen : *Management and Organisation*, McGraw Hill, Tokyo
- Ansoff, H.I. : *Corporate Strategy*, McGraw Hill, New York
- Hampton David R. : *Modern Management*, McGraw Hill, New York
- James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.: *Management*, Prentice Hall, New Delhi.
- Harsey, Paul and Blanchard Kenneth H: *Management of Organizational Behaviour-Utilizing the Human Resources*, Prentice Hall of India, New Delhi
- John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson,: *Management Principles and Functions*. AITBS Publishers and Distributors, New Delhi.
- George R. Terry, Stephgen G. Franklin: *Principles of Management*, AITBS Publishers and Distributors, New Delhi.
- R.D. Agarwal: *Organization and Management*, Tata McGraw Hill, New Delhi

B.B.A. PART I (Examination 2021) CORE COURSE

PAPER- 3

BUSINESS LAWS

Unit-1: The India Contract Act 1872, Section 1 to 36

Unit-2: The Indian Contract Act, 1872, Section 37 to 75

Unit-3: Special Contracts: Indemnity and Guarantee, Bailment, Agency, Pledge.

Unit-4: The Sale of Goods Act, 1930.

Unit-5: Arbitration and Reconciliation Act, 1996

Suggested Book

- M.C. Kuchhal: Mercantile Law.
- N.D. Kapoor: Elements of Mercantile Law
- S.R. Davar: Elements of Mercantile Laws.
- Pandia, R.H.: Mercantile Law
- Avtar Singh: Mercantile Law.
- Relevant Bare Acts.


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

SYLLABUS

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

B.B.A.. Part I

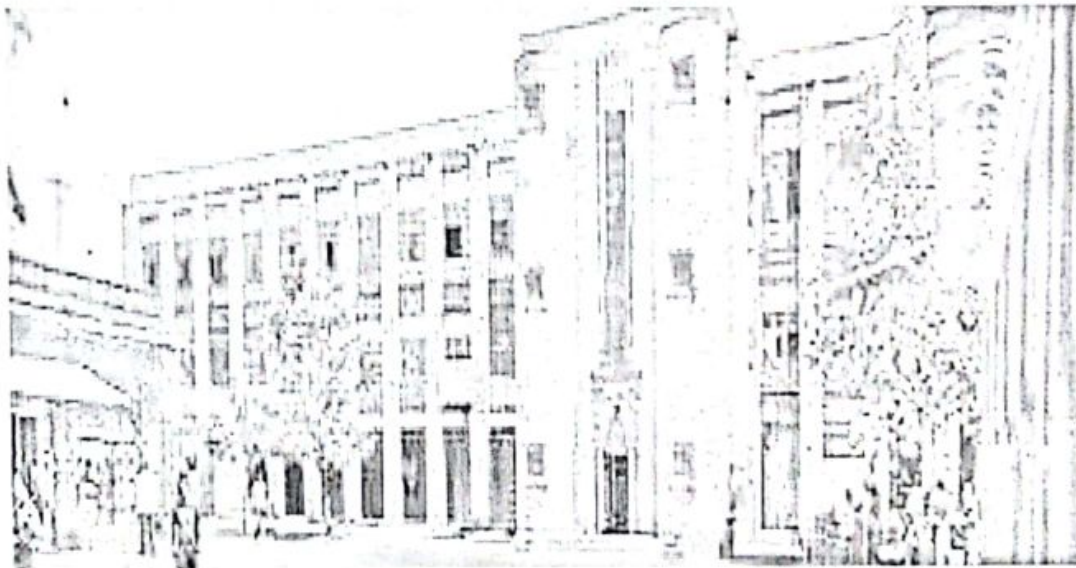
Examination, 2020

✓ B.B.A. Part II

Examination, 2021

B.B.A. Final

Examination, 2022



**JAI NARAIN VYAS UNIVERSITY
JODHPUR**



HEAD

B.B.A. PART II (Examination 2021) CORE COURSE

PAPER-1

ORGANIZATION THEORY AND BEHAVIOUR

- Unit-1:** The concept of organization, meaning of organization theory and behaviour, classical, Neo-classical and modern theories of organization. Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure, different types and importance of organizational structure, environment and structure, designing and organising structure, planning for the structure.
- Unit-2:** Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, group thinking, group dynamics and informal organization, Group dynamics and informal communication, management's role in informal groups, transactional analysis.
- Unit-3:** Attitudes and perception: Concept of attitude; attitude, opinions and beliefs; attitudes and behaviour; theories of attitude; formation of attitude; factors determining formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception; factors influencing perceptual selection and organization; perceptual distortion factors influencing perceptual distortion.
- Unit-4:** Personality Development : Definition and meaning of personality. Factors contributing personality development : theories of personality development Conflict and Change : Meaning and process of conflict; causes, sources, consequences of conflict; conflict resolution strategies. Kinds of change; Identification of the problem and implementation of change: resistance to change; overcoming resistance to change.
- Unit-5:** Organizational Effectiveness : The concept of organizational effectiveness; efficiency, effectiveness and productivity; approaches of organizational effectiveness ; contributing factors of organizational effectiveness

Suggested Book

- Fred Luthans :Organizational Behaviour Keith Davis : Human Behaviour at Work
- Stephen Robbins : Organizational Behaviour
- V.S.P. Rao & P.S. Narayan : Organization Theory and Behaviour
- L.M. Prasad: Organization Theory and Behaviour
- R.A. Sharma : Organization Theory and Behaviour
- Paul Hersey & Keith : Management of organizational Behaviour
- Blanchard Edgar H. Schien : Organizational Psychology
- Udai Pareek, T.V. Rao & Pestonjee, D.M. : Behavioural processes in Organizations
- R.S. Dwivedi : Dynamics of Human Behaviour and work

B.B.A. PART II (Examination 2021) CORE COURSE

PAPER-2

COMPANY LAW AND SECRETARIAL PRACTICE

- Unit-1:** Background and Salient Features of the Companies Act, 2013. Overview of the Changes introduced by the Act of 2013. Company and its Characteristics. Types of Companies. Distinction between a company and a partnership. Lifting of Corporate Veil.
Formation and Incorporation of company- Promoters and their legal position, pre-incorporation contract and provisional contract, Online registration of a company, Certificate of Incorporation.
Memorandum of Association, Articles of Association - Doctrine of Constructive Notice and Indoor Management.
- Unit-2:** Prospectus: Meaning and Definition – Contents, Statutory requirements in relation to prospectus. Deemed prospectus, Shelf and Red herring prospectus, Statement in lieu of prospectus, Mis-statement in Prospectus: Civil and Criminal Liability.
Various Modes for Raising of Capital. Global Depository Receipts (GDR), Book Building, Issue of Securities-Private
Placement, Public Issue, Rights Issue, Bonus Shares; Employee Stock Option Scheme (ESOS), Sweat Equity Shares. Buy-back of shares, Allotment of Shares, Forfeiture of shares, and Transfer and Transmission of Securities.
- Unit-3:** Directors: Classification of Director- Women Director, Independent Director, Shareholder Director, Director Identification Number (DIN), Appointment of Director, Qualification and Dis- Qualifications, Legal Position, Powers and Duties, Removal of Director, Remedies for breach of duties, Loans to Director and Remuneration to Director. Various Committee of the Board of Directors.
Key Managerial Personnel – Managing Director, Whole time Directors, Manager, the Company Secretary, Chief Executive Officer, Resident Director.
Prevention and Oppression of Mis-Management.
- Unit-4:** Meetings: Statutory Meeting, Annual General Meeting (AGM), Extra- Ordinary Meeting, Class Meeting, Virtual Meeting, Meeting of Stakeholders. Requisite of a Valid Meeting.
Winding-up: Meaning of winding-up, Dissolution of company, Conceptual understanding of winding-up by the Tribunal, Compulsory winding-up, Members' voluntary winding-up, Creditors' voluntary winding-up. Insider Trading; meaning & legal provisions.
- Unit-5:** Company Secretary - Meaning, Types, Qualification, Appointment, Position, Rights, Duties, Liabilities & Removal or dismissal.
Secretarial Practice and Law relating to formation Issue, Allotment, Forfeiture and Transfer of shares, Payment of dividend, Resolutions, Notices, Agenda, Quorum and Minutes.
Miscellaneous Provisions – Corporate Social Responsibility (CSR), Books of accounts, registers; Online filing of documents; Dividend Provisions; Director's Report; Auditor's Report; Secretarial Audit; Special Courts.
SEBI Act 1992: Establishment, Legal Status, Functions and Powers.

Suggested Readings

- Avatar Singh : *Indian Company Law*
- Bahal J.C. : *Secretarial Practice of India*
- Shukla S.M. : *Company Adhinyam evam Sachiviya padhati*
- Shukla M.C. : *Company Law*
- Kuchhal M.C. : *Secretarial Practice*
- Kuchhal M.C. : *Modern Indian Company Law*
- Sharlekar, S.A. : *Secretarial Practice*
- Taxman : *Companies Act, Special Student Edition*
- Mittal and Agarwal : *Company Adhinyam Evam Sachiviya Vidhi*
- Avatar Singh : *Company Adhinyam*
- Mathur and Sahal : *Mercantile Law*
- Relevant Bare Acts.

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

B.B.A. PART II (Examination 2021) CORE COURSE

PAPER-3

PRODUCTION AND MATERIALS MANAGEMENT

- Unit-1:** Meaning, nature, scope, functions, problems of production management. Production and Productivity Organising for production.
- Unit-2:** Types of manufacturing systems, Production Planning, objectives, factors affecting production planning, forecasting. Qualitative and quantitative forecasting methods.
- Unit-3:** Project Planning Methods : PERT and CPM Production control and quality control, Role and importance of materials management Scope, functions, and organization of materials management Make-or-buy decisions.
- Unit-4:** Purchase procedure, factors affecting purchases, Purchases Organization, centralized versus decentralized purchasing, legal aspects of purchasing. Value analysis : meaning, objects, application and problems
- Unit-5:** Stores Management and Organization. Receiving and Storekeeping. Stock verification, stores layout and location. Vendor analysis and vendor selection

Suggested Book

- Buffa, A.E.S. : Modern Production Management
- Chase, R.B. , Aquilano 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

B.B.A. PART II (Examination 2021) CORE COURSE

PAPER-6

MARKETING MANAGEMENT

- Unit-1:** Introduction : Nature and scope of marketing; Importance of marketing as a business function, and in the economy, marketing concept - traditional and modern : Selling vs. marketing, marketing mix; Marketing environment.
- Unit-2:** Consumer Behaviour : Nature, Scope and Significance of consumer behaviour. Marketing Research : Meaning, Nature, Scope, Type. Organisation, Place of Marketing Research in India.
- Unit-3:** Product : Concept of product, consumer and industrial goods; Product planning and development, Packing-role and functions; Brand name and trade mark; after sales service; Product life cycle concept.
- Unit-4:** Price : Importance of price in the marketing Mix; Factors affecting price of a product/service; Discounts and rebates Promotion : Methods of promotion; Optimum promotion mix; Advertising media their relative merits and limitations; Characteristics of an effective advertising-media, Personal selling; Selling as a career; Functions of Salesman.
- Unit-5:** Distribution channels and physical Distribution : Distribution channels concept and role; Types of distribution channel; Retailer and wholesaler, Physical distribution of goods; Transportation; Warehousing

Suggested Readings :

- 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
- Mc Carthy, E. Jenome and William D. Perrault. Jr. Basic Marketing Management Approach.
- Richard D. Irwin, Homewood, Illinois. 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.
- Still, Richard R, Edward W. Clundiff and Norman A.P. Govoni : Sales Management : Decisions, Strategies and Cases, Prentice Hall, New Delhi.


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SYLLABUS

BACHELOR OF BUSINESS
ADMINISTRATION

B.B.A. Part I Examination, 2018

B.B.A. Part II Examination, 2019

B.B.A. Final Examination, 2020



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- b. Desert ecosystem
c. Aquatic ecosystem (Ponds, streams, lakes, rivers, oceans, estuaries).

Unit 4 Environmental Pollution

Definition :

Causes, effects and control measures of:

- a. Air Pollution; b. Water Pollution; c. Soil Pollution;
d. Noise Pollution; e. Thermal Pollution; f. Nuclear hazards of urban and industrial wastes.

Role of an individual in prevention of pollution. Role of NGOs.

Unit 5 Human Population and the Environment.

Population growth, variation among nations.

Population explosion-family welfare programme

Environment and human health

Human Rights

Value Education.

Women and Child Welfare

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B.B.A. Final
Dr. Rajin Vyas University, JODHPUR,
CORE COURSE

PAPER I

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Unit 1 : Entrepreneurship - Concept, Nature, Historical evolution, Role of Socio-Economic environment, Theories of entrepreneurship. Entrepreneurship and Innovation.

Unit 2 : Entrepreneur - Qualities of a successful entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Entrepreneur and Business Planning & Decision making, Social responsibilities of entrepreneur.

Unit 3 : Promotion of Venture : Opportunities analysis, External environmental analysis, Preparation of project and feasibility

report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture. Capital and Capital Structure decision.

Unit 4 : Entrepreneurial Development Programmes (EDP) : their role, relevance, Critical evaluation, Role of Government in organizing EDP's

Role of entrepreneur in economic growth, Export promotion and import substitution.

Unit 5 : The concept of self employment, Definition of small scale industries and difference with cottage industry, Legal framework, Source of information, Forms of organisation, Registration, Institutional Assistance, Financial Incentives, Tax benefits, Selection of site, Market assessment.

Suggested Readings :

Vinayshree Gautam : Enterprise and Society Concept Publishing House, New Delhi

Tandon, B.C. : Environment and Entrepreneur Chug Publications, Allahabad

Vasant Desai : Organization and Management of Small Scale Industry. Himalaya Publishing House, Bombay

Peter F Drucker : Innovation and Entrepreneurship Heinemann London
Rabindra N. Kanungo : Entrepreneurship and Innovation, Response Books Sage, Delhi

Mathew J. Manimala : Entrepreneurial Policies and Strategies, Response Books, Sage, Delhi

Mario Ritten and Oarol Upadhyaya : Small Business Entrepreneurs in Asia and Europe Response Books, Sage, New Delhi
Srivastaa, S.B. : A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons, New Delhi

Pandey, I.M. : Venture Capital - The Indian Experience, Prentice Hall, New Delhi

Shashikala : Management of SSI, Deep and Deep Publication, New Delhi
Desai, A.N. : Entrepreneurship and Environment, Ashish Publishing House, New Delhi

Gupta, C.B. and Srinivasan, P.N. : Entrepreneurship Development in

B.B.A. Final

CORE COURSE

PAPER IV

INTERNATIONAL TRADE

Unit 1: Introduction : Basis of International Trade, Terms of Trade, Balance of payment, Economic Development and Foreign trade, Commercial policy Generalised System of Preferences.

Unit 2: International Economic Environment and System : Regional Economic grouping. GATT (WTO) and UNCATAD, Bilateralism v/s Multilateralism Commodity agreements and commodity markets.

Unit 3: International Economic Co-operation : Foreign Investment, Foreign Aid, Technology Transfer and International Trade, Economic cooperation among developing countries. International Trade in Services, International Migration of skilled and unskilled labour.

Unit 4: India's Foreign Trade Role, Composition and directions of imports and exports promotion and incentives, Import Trade policy of India, Exchange Control - Meaning objective and Methods.

Unit 5: Government and Foreign Trade : Role of State Trading in India's foreign trade, export oriented units, Export of Projects and Consultancy Services. Free trade zone in India, EXIM Bank of India

Books Suggested

Balagopal: Export Management

Kalupa Das: Export Strategy in India

Walker: Export Practice of Documentation

I.T.C.: Export Financing

M.L. Verma: Foreign Trade Management, Delhi Vikas Publication

Shri Ram Khanna: International Trade in Textiles, New Delhi, Sage

Publication

V.S. Mahajan: India's Foreign Trade, Kitab Mahal, Allahabad

Keegan: Global Marketing

Heller : International Trade Theory and Empirical Evidence parvez Pervez Asgharian and Bahman Ebrahimi : International Business, London Harper Collins Publishers

Peter H. Lindert : International Economics, Illinois, Richard D B. Soder Sten : International Economics

Kindelberger : International Economics Grubec : International Economics Bhagwati : Trade, Tariff & Growth

Kranra (ed.): The Economics of Integration, Gatt Annual

B.B.A. Final

CORE COURSE

PAPER V

HUMAN RESOURCE MANAGEMENT

Units 1: Introduction : Concept, function Scope of HRM, Personnel administration, powers and Responsibilities of personnel Manager, System Approach to Human resource Management.

Unit 2: Procurement : Job and Position descriptions, Sources of Recruitment, Steps in Selection Process Selection of Managerial, Technical and bluecollared personnel, Placement and Induction, Orientation and Socialisation.

Unit 3: Training and Development : Concept and Importance, Training programmes, Management Development Programmes, Managing Changes, Performance Appraisal : Purposes and Uses of Appraisal, Appraisal criteria, Formal and Informal Appraisal.

Unit 4: Compensation : Job Evaluation, Base and Supplementary Compensation, Linkages of compensation with Procurement and low turnover of employees, promotion, Transfer, Demotions and Separations : Concept and Strategies.

Unit 5: Organisational Culture : Promoting an appropriate organization culture, making staff work, Effective Managing Conflict.

Suggested Books Readings

Dale Yoder : Personnel Management and Industrial Relations Edwin B.

Flippo : Personnel Management and Industrial Relations The Dattel : Personnel administration Handbook

M. J. Jucius : Personnel Management

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

2020-21
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SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

M.Phil. BUSINESS ADMINISTRATION
EXAMINATION, 2020-21



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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

| | | | |
|--------------|--------------------------------|--------------|-------|
| PROGRAM NAME | M.Phil Business Administration | PROGRAM CODE | MPHIL |
|--------------|--------------------------------|--------------|-------|

COURSE CODE

COURSE

| | |
|-----------|---|
| MPHIL101 | Research Methodology |
| MPHIL102 | Philosophical Foundations of Management |
| MPHIL103A | Marketing Management |
| MPHIL103B | Industrial Relations and Personnel Management |
| MPHIL103C | Management of Public Enterprises |
| MPHIL104 | Audit Course Participative Management |
| MPHIL105 | Seminar |
| MPHIL106 | Dissertation |
| MPHIL107 | Comprehensive Viva-Voce |


HEAD
 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
- 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.

MASTER OF PHILOSOPHY
General Information for Students

1. The Degree of Master of Philosophy (abbreviated as M. Phil.) Aims at advancing higher study and research in the University in the domain of Business Administration subject to the conditions and regulations hereinafter contained. This is a separate programme and not a pre requisite for Ph. D. Degree.
2. The minimum qualification for admission to M. Phil. Course shall be Second Division in Master's Degree or equivalent degree recognised by the University.
3. Application for admission to M. Phil. Course shall be submitted by the candidates in the proforma prescribed by the University to the Head of the Department concerned. The M. Phil. Committee which shall comprise the Head of the Department (Convener) and approved Ph. D. Research Supervisors of the Department, shall finalise the admissions after scrutinising the admission applications and testing/interviewing the candidates.
4. The application for enrolment shall be sent to the University on the prescribed form alongwith the prescribed fee and certified photo copy of the Master's or equivalent degree and the migration certificate of the University from which he/she took the degree.
Note : A candidate already enrolled in the University shall not be required to be enrolled again.
5. M. Phil is a whole-time programme and the candidate shall be required to attend classes, library, laboratory, seminars and field work assignment on all working days. However, 30 days leave during one year can be availed of by the candidate for meeting any exigencies. The record of attendance of M. Phil. Students shall be maintained in the department concerned. On the recommendations of the Supervisor, the Head of the Department concerned may recommend to the Registrar for cancellation of the registration of irregular candidates.
6. The prescribed registration fee will be paid at the time of submission of the application for registration. Registration fee shall not be refundable.
7. The candidates admitted for the degree of M. Phil. Shall do research work under the guidance/direction of an approved Ph. D. Supervisor who shall be a teacher of the University and shall be appointed by the M. Phil Committee (as specified in 3 above.)
8. The candidate admitted will be required to pursue a set of courses including :
9. (1) Two Core Courses carrying 100 marks each.
(2) One Elective course carrying 100 marks and an Audit Course (non-credit course), and
(3) Dissertation on the subject of research as may be prescribed. M. Phil. Dissertation shall contain the results of research work carried out by the

candidate.

- (4) The M. Phil. Candidate shall also be required to give at least one seminar on the topic of the dissertation and shall be required to attend seminars held in the department.

The duration of M. Phil. Degree course will be one year. The maximum period in which the candidate must fulfill the total requirements would be two years from the date of admission.

It is expected that the courses may be designed by the teachers concerned and approved by the M. Phil. Committee (as specified in 3 above) in manner that it not only enhances the capacity of the candidate to take up further research work but also deepens his understanding of subject as a whole.

10. Ordinarily there shall not be more than two M. Phil. Students under a Supervisor in addition to the candidates registered with him for supplicating the degree of Ph. D.
11. In no case, the department will enroll more than 15 students in M. Phil. class during one academic session.
12. The Supervisor once appointed shall not be changed unless circumstances so warrant. Such change shall be made by the Vice- Chancellor on the recommendation of Head of the Department and the Dean concerned.
13. Every candidate shall be duly enrolled as a student of the University on payment of prescribed fee before he is registered for the award of M. Phil. Degree.
14. On completion of the courses, the candidates will be examined by means of written examinations on three courses (two core and one elective) each of 100 marks. The minimum pass marks shall be 50% in each paper. The examiners for these papers will be appointed by the Vice-Chancellor on the advice if the Examination Committee consisting of the Vice-Chancellor himself, the Dean of the Faculty concerned and the Convener of the Committee o Courses and Studies concerned.
15. The M. Phil. Evaluation Committee of the department comprising the Head of the Department (Convener), the Supervisor and two senior members of the department nominated by the Head of the Department in consultation with the Supervisor, shall evaluate the performance of the candidate in the seminar given by the candidate in terms of pass or fail. In case the candidate fails. He will be required to give another seminar to pass it.
16. The candidate shall submit to the University four printed or typed copies of his dissertation together with four copies of short abstract in which the objectives and the extent to which these have been achieved alongwith the main findings will be given.
17. The dissertation shall carry 100 marks. It shall be evaluated by the candidate's

Supervisor and the Head of the Department or, at his suggestion by another approved Ph. D. Supervisor of the University appointed by the Vice-Chancellor. The evaluation will be done independently by each one of the examiners and the average of the marks will be struck. The minimum pass marks for dissertation will be 50%.

18. There will be a comprehensive viva-voce examination of each candidate conducted by a Board of Examiners consisting of the Head of the Department and the Supervisor of the candidate. The viva-voce shall cover the entire courses including dissertation. It shall carry 100 marks and its minimum pass marks will be 50%.
19. In case any candidate fails to secure the minimum pass marks in any course or dissertation shall be required to repeat the course and re-submit the dissertation within six months.
20. The candidate who secures atleast 50% marks in each course (core, elective, dissertation and viva-voce) and also clears the seminar will be awarded a Certificate that he has obtained the degree of M. Phil. The certificate will not indicate any division or marks obtained by him.
21. The candidates enrolled for M. Phil. Degree shall pay the same fees including examination fees as prescribed by the University for Ph.D. Candidates. The fee shall be payable annually at the time to admission irrespective of the period for which he has worked in a year. If he continues to work beyond one year, he shall be required to pay fees for two years.
22. The teachers of the University and its affiliated colleges enrolled for M. Phil. Shall be exempted from paying the tuition fees but they shall be required to pay the examination and other fees.
23. Any matter which is not covered under the provision of the above Ordinances shall be referred to the Vice-Chancellor and his decision shall be final.



EXAMINATION AND TEACHING SCHEME

| Subject | Periods | Exam. | Max. | Min. Pass |
|--------------|---------|-------|-------|-----------|
| | Per | Hours | Marks | Marks |
| Core Course | 4 | 3 | 100 | 50 |
| Core Course | 4 | 3 | 100 | 50 |
| Elective | 4 | 3 | 100 | 50 |
| Audit Course | 4 | - | - | - |
| Seminar | - | - | - | - |
| Dissertation | 2 | - | 100 | 50 |
| Comprehens | | | | |
| Viva-voce | - | - | 100 | 50 |
| Total | 18 | - | 500 | 250 |

1. In audit course (non-credit course) there will be no examination, but the candidate will have to fulfil the requirement of attendance.
2. In Seminar the only grade is pass or fail. In case the candidate fails he will be required to give another seminar to pass it.

CORE COURSE – I RESEARCH METHODOLOGY

Research : Meaning types, fundamental, applied Approaches : historical, discipline, experimental, exploratory-Methodology

Scientific Study : Meaning, types, natural, social methods : induction, deduction, Analysis and Synthesis, observation, abstraction

Research Design : Identification of problem-setting of objectives,

Sampling : Different types, Determination of Sample size, Selection of sample Data collection and processing. Primary and Secondary-observation method, Questionnaires and interviews

Analysis Techniques : Chi-square test and tests of Significance, analysis of variance

Presentation of Results of Enquiry : Report writing, conclusions, use of graphs, charts and other techniques

BOOKS RECOMMENDED

- Moser & Kalton : Survey Methods in Social Investigation (ELBS) Kothari, C.R. : Research Methodology, Methods and Techniques, Wiley, Eastern Ltd., New Delhi
- Sharma, B.A.V. et al. : Research Methods in Social Sciences, Sterling, New Delhi
- Wilkinson & Bhandarkar : Methodology and Technique of Social Science, Himalaya, Bombay
- Sidhu, K.S. : Methodology of Research in Education, Sterling, New Delhi
- Frankin and Osborne : Research Methods : Issues and Insights, California, 1971

Campbell, W.G. : Form and Style in Thesis Writing, Houghton Co., Boston
Bedekar, V.H. : How to Write Assignments, Research Papers, Dissertations and Thesis, Kanak Publications, New Delhi, 1982

Core Course II

PHILOSOPHICAL FOUNDATIONS OF MANAGEMENT

Management and manager ; Management: a practice, not a science; The roots and history of management; Management thought and Management theories; Why theories; The Classical School: Scientific Management approach and Administrative Management approach. The Behavioural School: Early Contributors; The Hawthorne Experiments. The Management Science School. Modern Approaches: Systems Approach, and Contingency approach. The Neo-human relations approach. Comparative Management. Contributions of select thinkers : Harold J. Leavitt; Eric Berne; Herbert A Simon; Warren G. Bennis; Peter F. Drucker; Chris Argyris; Henry Mintzberg; Tom Peters; Gary Hamel and C.K. Prahalad; Indian Ethos and Modern Management.

SUGGESTED READINGS

Peter F. D rucker. M anagement : Tasks, Responsibilities and P ractice Harper and Row, New York
C.S. George : The History of Management thought, Prentice Hall, New Delhi
R.N. Singh : Management Thought and Thinkers, Sultan Chand and Sons, New Delhi.
James Stoner and R.E. Freeman : Management, Prentice Hall New Delhi.

Elective Course 'A' MARKETING MANAGEMENT

Different Approaches to Marketing and the Concept of Marketing
Strategic Planning and Marketing Management Process
The Marketing Environment Consumer Behaviour
Marketing Information System
Market Segmentation Targeting and Positioning
Marketing Strategies in different stages of the Product Life Cycle Service Marketing
by the Indian Public Sector and Quality of Life Consumer Protection in India
(Excluding laws)
Marketing Control

BOOKS RECOMMENDED

Accderson, W. & R. Gox : Theory in Marketing
Ramaswamy, Nama Kumari : Marketing Management in Indian Environment
Mayer, R. : Macro Marketing : A Social Perspective
Brit, S.H. : Consumer Behaviour and the Behaviour Science Alexander, R.S. & T.A. :
Dynamic Management in Marketing Williams, Kaitric : Behaviour Aspects of Marketing
First, George : Marketing Systems
Schiwartz G. : Science in Marketing
Kotler Phillip : Marketing Management Analysis, Planning and Control
Stanton, W.J. : Fundamentals of Marketing
Johnson, L.K. : Sales and Marketing Management
Neelamegham, S. (ed.) : Marketing Management and the Indian
Economy
Phelps, D.M. & Westin, J.H. : Marketing Management
Ghandi, J.C. : Marketing : A Management Approach
Staud, T.A. & Taylor, D.A. : A Managerial Approach of Marketing

Elective Course 'B'

INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT

Industrial Relations : Concept, Scope, Evaluation of Industrial Relations Changing Patterns of Industrial Relations

Anatomy of Industrial Conflicts, why Industrial peace, Methods of achieving industrial peace

The State and Industrial Relations Policy-Collective Bargaining and Practices in Indian Organisations

Industrial Democracy : Concept, Scope, Forms of Industrial Democracy, Experience of U.K., Yugoslavia, West Germany and Japan in the realm of Industrial democracy.

Trade Unionism : Theories, Trade Unionism in a developing economy : concept. Structure and leadership, Multi-Unionism Personnel Management : Conceptual framework Management of Human Resources

Personnel Policies and Practices in Indian Organisations

Personnel Audit and Personnel Research

BOOKS RECOMMENDED

Agrwal, R.D. : Dynamics of Labour Relations in India

Agnithotry, V., : Industrial Relations in India

Beasy, M. : Industrial Relations in a Changing World

Blumburg Paul : Industrial Democracy : The Sociology of Participation

Gadgil, D.R. : Industrial Relations in India

Ghosh, P. & Nath Santosh : Labour Relations in India

Johri C.K. : Issues in Indian Labour Policy

Kumar, C.B. : Development of Industrial Relations in India

Michael, V. P. : Industrial Relations in India and Workers, Involvement in Management

National Commission on Labour Report

Seth, N.R. & C.P. Thakur : Industrial Democracy : Some Issues and Experience

Verma, P. : Management of Industrial Relations

Yoder Dale and Heneman : About Economics and Industrial and Industrial Relations.

Fillip Edwin, B. : Principal of Personal Management

Yoder Date : Personnel Management and Industrial Relations

Pigours and Mayers : Personnel Administration

Pigours, Mayers and Malm : Management of Human Resources

Kapoor, T. N. : Personnel Management in India

Chatterjee, N. R. : Management of Personnel in India

Elective Course 'C' MANAGEMENT OF PUBLIC ENTERPRISES

Evolution of the Concept of Public Enterprises Economic and Social rationable of public enterprises The concept of joint sector, Industrial partnership

Basic Objectives- accelerated economic growth, social objectives

Specific Objectives-Resuscitate private enterprises

Controlling the commanding, Heights of the Economy, augmenting revenues to the State, exploitation of national resources.

An organisational profile of public enterprises in India. Role of Public enterprise in India's economic development Managerial decision making in public enterprise Public undertakings in India-A case study.

1. Indian Airlines Corporation
2. Hindustan Machine Tools.
3. Sate Trading Corporation.
4. National Thermal Power Corporation.
5. Tourism Development Corporation of India.

BOOKS RECOMMENDED

Arora, R.S.: Administration of Government Industrial, Indian Institute of Public Administration, New Delhi, 1969

Basu, P.K. : Public Enterprise : Public Performance and Professionalis- ation, Allied, New Delhi, 1982.

Hanson, A.H. : Public Enterprise and Economic Development, Routledge and Kegan Paul, London. 1960.

Laxmi Narain : Principle and Practice of Public Enterprises Management, S. Chand, New Delhi, 1980.

On Prakash : Theory and Working of State Corporations, Orient Longman, New Delhi, 1971.

Centre for Public Sector Studies : Profitability, Accountability and Social Responsibility of Public Enterprise, New Delhi, 1980

AUDIT COURSE PARTICIPATIVE MANAGEMENT

Concept, Scope, Forms of Participation, Levels of Participation, Experience of U. K., Yugoslavia, West Germany. Japan and Great Britain Participative Management in India - Philosophy, Growth and Development-A detailed study

BOOKS RECOMMENDED

Johri, C.K. : Issues in Indian Labour Policy
Seth, N. R. & Thakur, P.C. : Industrial Democracy-Some Issues and Experiences
Michael, V. P. : Industrial Relations and Worker's Involvement in Management
Report of National Commission on Labour
Blumberg Paul : Industrial Democracy-The Sociology of Participation
Zivam Tanic : Workers' Participation in Management
Journal of Industrial Relations
Bhagoliwal, T. N. : Personnel Management and Industrial Relations
Sharma, D. C. : Personnel Management

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Department of Business Administration

Jai Narain Vyas University, Jodhpur

Jai Narain Vyas University-M.Phil. and Ph.D. Entrance Test (JNVU-MPET)

SYLLABUS FOR

MPET BUSINESS ADMINISTRATION, 2020-21

Unit-I Business Management & Strategic Management

Principles of Management. Planning: Objectives, Strategies, Process. Decision-making. Organizing: Organisational Structure, Formal and Informal organizations, Organisational culture. Staffing and Controlling. Corporate Governance and Business Ethics. Meaning and Nature of Strategic Management. Vision, Mission, Objectives and Goals. Environmental analysis and Diagnosis. Strategic levels in Organizations. SWOT analysis, TOWS Matrix, Portfolio analysis: BCG matrix. Strategic planning: Meaning, Stages, alternatives; Strategy formulation. Strategy implementation, evaluation and Control.

Books Recommended for this Unit:

1. Azhar Kazmi: *Business Policy and Strategic Management*, Tata McGraw Hill.
2. Stoner & Freeman: *Management*, Prentice Hall.

Unit-II Organisational Behaviour

The concept and significance of organizational behavior. Skills and roles in an organization. Classical, Neo-classical and modern theories of organizational structure. Organisational design. Understanding and Managing individual behavior: Personality, Perception, Values, Attitudes, Learning, Motivation. Understanding and managing group behavior Processes: Inter-personal and group dynamics, Communication, Leadership, Managing change, Managing conflicts.

Books Recommended for this Unit:

1. Stephen P. Robbins: *Organizational Behavior*.
2. Luthans Fred: *Organizational Behavior*.
3. Jit S. Chandan: *Organizational Behavior*.

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Faculty of Commerce Management Studies
Jai Narain Vyas University, JODHPUR

Unit-III Financial Management

Nature and Scope of Financial management. Capital Structure, Financial and operating leverage, Cost of Capital, Capital budgeting, working capital management, Dividend Policy, Cash management: Receivables and Inventory management.

Books Recommended for this Unit:

1. Khan and Jain: *Financial Management*, Tata McGraw Hill.
2. S N Maheshwari: *Financial Management*, Sultan Chand & Co.

Unit-IV Marketing Management

Marketing Tasks, Concepts and Tools, Marketing Environment. Consumer Behaviour and Market Segmentation. Product decisions, Pricing decisions, Distribution decisions, Promotion decisions, Marketing Research, On-line Marketing, Direct Marketing: Social, Ethical and legal aspects of marketing in India.

Books Recommended for this Unit:

1. Kotler Philip: *Marketing Management*.
2. *Marketing Management*: C N Sonatakki, Kalyani Publishers.

Unit-V Human Resource Management

Concept, Role and Functions of Human Resource Management. Human Resource Planning. Job analysis, Job description and specifications, Use of Job analysis information, Recruitment and Selection. Training and Development, Succession Planning. Compensation: Wage and Salary administration, Incentives and Fringe benefits, Morale and Productivity, Performance Appraisal. Industrial relations in India, Health, Safety, Welfare and Social Security. Workers participation in Management.

Books Recommended for this Unit:

1. Flippo Edwin B: *Principles of Personal Management*, McGraw Hill.
2. VSP Rao: *Human Resource Management*.
3. Dessler Garry: *Human Resource Management*, Prentice Hall of India.