### S.S.JAIN SUBODH P.G. (AUTONOMOUS) COLLEGE, JAIPUR

**M.COM (Business Administration)**

Scheme of Examination and Syllabus w.e.f Session 2013-14

(Semester -I)

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Nomenclature of the Paper</th>
<th>No. of Hours per week</th>
<th>Theory</th>
<th>Internal</th>
<th>Total Time (end sem. exam)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Theory and Practice of Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Marketing Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Human Resource Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>Management Accountancy</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
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(Semester -II)

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Nomenclature of the Paper</th>
<th>No. of Hours per week</th>
<th>Theory</th>
<th>Internal</th>
<th>Total Time (end sem. exam)</th>
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<tbody>
<tr>
<td>1</td>
<td>Management Thinkers</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
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<tr>
<td>2</td>
<td>Business Environment</td>
<td>04</td>
<td>70</td>
<td>30</td>
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<tr>
<td>3</td>
<td>Marketing Research</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>Managerial Economics</td>
<td>04</td>
<td>70</td>
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(Semester -III)

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Nomenclature of the Paper</th>
<th>No. of Hours per week</th>
<th>Theory</th>
<th>Internal</th>
<th>Total Time (end sem. exam)</th>
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<tbody>
<tr>
<td>1</td>
<td>Organizational Behaviour</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
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<tr>
<td>2</td>
<td>Financial Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Business Research Methods</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
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<tr>
<td>4</td>
<td>Advertising Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
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(Semester -IV)

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Nomenclature of the Paper</th>
<th>No. of Hours per week</th>
<th>Theory</th>
<th>Internal</th>
<th>Total</th>
<th>Time (end sem. exam)</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>International Marketing</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3 Hrs.</td>
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<tr>
<td>2.</td>
<td>Human Resource Development</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3 Hrs.</td>
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<tr>
<td>3.</td>
<td>Strategic Management</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>4.</td>
<td>Tourism Marketing/ Dissertations</td>
<td>04</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3 Hrs.</td>
</tr>
</tbody>
</table>

Examination Question Paper Pattern for all semester Exams

Attempt any five questions. Attempt one question from each unit. Each question carries equal marks

<table>
<thead>
<tr>
<th>Total of End Sem. Exam</th>
<th>70</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Assessment</td>
<td>30</td>
</tr>
<tr>
<td>Maximum Marks</td>
<td>100</td>
</tr>
<tr>
<td>Minimum Marks</td>
<td>40</td>
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</table>

Note
- Dissertation may be offered in lieu of one paper provided that a candidate secures at least 55% marks in the aggregate of all the papers prescribed for the previous examination.
- The candidate shall be permitted to use battery operated pocket calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.
Master of Commerce
Business Administration
Semester I

Paper I Theory and Practice of Management

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30
Total: 100

Unit-I

Unit-II
Leadership Styles, Power and Distribution of Authority, Contemporary Views of Motivation, Group Behaviour and Team Building, Effective Communication System, Designing Control Systems, MIS.

Unit-III

Suggested Readings:
2. Gupta, C.B; Management- Theory & Practice, Sultan Chand & Sons
5. Ivancevich & Deuming, Business & Management, Biztantra
6. नौलखा, आर.एल., प्रबंध के सिद्धांत, रमेश बुक डिपा, जयपुर
7. सुधा, जी.एस, सामान्य प्रबंध, रमेश बुक डिपा, जयपुर
Master of Commerce
Business Administration
Semester I

Paper II Marketing Management

Time: 3 Hours

| Theory Marks: | 70 |
| Internal Marks: | 30 |

**Unit-I**

**Unit-II**
Pricing-Factors to be considered in Pricing, Pricing Objectives and Strategy. Breakeven Analysis, Price Maintenance, Discount Policy, Special Selling Terms, Credit Terms. Channels of Distribution, Types of Channels, Objectives and Constraints, Evaluating the major Channel Alternative, Changing Channels of Distribution in India, Customer Relationship Management.

**Unit-III**

**Suggested Reading:-**
7. नौलखा, आर.एल., विपणन के सिद्धान्त, समेत बुक डिपो, जयपुर
8. मेहला,कोठारी,शर्मा, विपणन प्रबन्ध, समेत बुक डिपो, जयपुर
Master of Commerce
Business Administration
Semester I

Paper III Human Resource Management

Time: 3 Hours  Theory Marks: 70
Internal Marks: 30
100

Unit-I

Unit-II

Unit-III
Human and Organizational Conflicts, Grievance Procedure, Disciplinary Policy, Scope of Industrial Psychology Functions and Activities of Industrial Psychology, Limitations of Industrial Psychology.

Suggested Reading:-
1. Flippo, Edwin B, Personnel Management, McGraw Hill, Tokyo
5. Michael Salamon, Industrial Relations Theory & Practice, PHI, New Delhi
6. Memoria & Memoria, Dynamics of Industrial Relations; Himalaya Publishing House, New Delhi
9. श्री. श्री. सुरासन, मानव संसाधन प्रबन्ध, रमेश बुक डिपो , जयपुर
10.सुधा, जी.एस., मानव संसाधन प्रबन्ध, रमेश बुक डिपो जयपुर
Master of Commerce
Business Administration
Semester I

Paper IV Management Accountancy

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30
100

Unit-I


Unit-II


Unit-III

Responsibility Accounting, Break Even Analysis, Trend Analysis, Business Forecasting.

Suggested Readings:-
1. Agarwal and Agarwal: Management Accounting, RBD, Jaipur
2. Agarwal M.R.: Management Accounting, Garima Publication
3. Agarwal M.R.: Management Accountancy, Garima Publication
4. Khan M.Y.: Management Accounting, Tata Mcgraw Hill, New Delhi
5. Arora M.N.: Management Accounting, Himalaya Publishing House, New Delhi
7. Khan, Jain, Management Accountancy, Mc Graw Hills, New Delhi
9. अग्रवाल, अग्रवाल, सैनी: प्रबन्ध लेखांकन, रमेश बुक डिपो, जयपुर
10. अग्रवाल,एम आर : प्रबन्ध लेखांकन, गारिमा पब्लिकेशन, जयपुर
Master of Commerce
Business Administration
Semester II

Paper I Management Thinkers

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30

100

Unit-I


Unit-II


Unit-III


Suggested Readings:-

1. Singh R. N., Management Thought and Thinkers, Sultan & Sons, New Delhi
2. Batra Pramod : Management Thought and Think, INC ,New Delhi
4. सुधा, जी. एस., प्रबन्धन विचार का इतिहास, रमेश बुक हिपो, जयपुर
5. शाम एवं रायणा, प्रबन्धन विचार का इतिहास, रमेश बुक हिपो, जयपुर
Master of Commerce
Business Administration
Semester II

Paper II Business Environment

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30

Unit-I
Environment of Business, Socio-Cultural Environment, Impact of Socio-Cultural Values, Business Ethics and Morality.

Unit-II
Social Responsibility of Businessmen and Indian Constitution, Control over Business through Corporate Law, Control over Capital Issues, Industrial Policies, Forms of State Intervention in Business.

Unit-III

Suggested Reading:
3. Ghosh & Kapoor., Business Policy and Environment S. Chand and Sons, N. Delhi
5. Singh & Shekhar., Environmental Policy in India IIPA, New Delhi
10. Agarwal, Raj, Business Environment, Excel Books, New Delhi
Master of Commerce
Business Administration
Semester II
Paper III Marketing Research

Time: 3 Hours

Unit-I


Unit-II

Basic Methods: Survey, Observation, Experiment, Primary and Secondary Data Collection, Sampling, Processing.

Unit-III

Tabulation and Analysis of Data, Interpretation, Report Writing, Ethical Issues in Marketing Research.

Suggested Reading:

2. Boyd, H.W., Ralph Westfall & S.F. Starsh, Marketing Research, Text and Cases, Richard D. Irwin, Boston
3. Chisnall, Peter M, The Essence of Marketing Research, Prentice Hall, New Delhi
5. Davis, J.J, Advertising Research, Prentice Hall, New Delhi
8. जैन, पी सी, विपणन शोध प्रबंध, रमेश बुक हिंदो जयपुर
9. पाण्डेय,गणेश, शोध प्रविधि, राधा पुस्तकेशन, नई दिल्ली
Master of Commerce
Business Administration
Semester II

Paper IV Managerial Economics

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30
100

Unit-I
Nature and Scope of Managerial Economics, Role of Managerial Economics, Demand Elasticity, Demand Forecasting.

Unit-II
Cost Concepts, Classification of Cost, Cost and Output Relationship, Price Decision under Perfect Competition, Pure Competition and Monopolistic Competition, Discriminating Monopoly, Oligopoly.

Unit-III

Suggested Reading:
1. Salvatore, D., Managerial Economics in a Global Economy, Thomson South Western, Singapore
2. Gupta, G.S., Managerial Economics, Tata McGraw Hill, N. Delhi
3. Varshney, R.L. & Maheswari, K.L., Managerial Economics S. Chand and Sons, N. Delhi
9. अग्रवाल: प्रबन्धकीय अर्थशास्त्र, कैलाश बुक डिपो, जयपुर
10. ओझा, प्रबन्धकीय अर्थशास्त्र, आदर्श प्रकाशन, जयपुर
Master of Commerce
Business Administration
Semester III

Paper I Organizational Behaviour

Time: 3 Hours

Unit-I
Meaning and Importance of Organizational Behaviour, Values, Attitudes and Job Satisfaction, Personality and Emotions, Bureaucratic and Democratic Organizations, Authority and Power Structure.

Unit-II
Delegation of Authority and Responsibility, Developing Decentralized Structure, Leadership-Contingency Theories, Contemporary Issues in Leadership, Contemporary Theories of Motivation.

Unit-III
Foundations of Group Behaviour, Understanding Team Work, Power and Politics, Group Conflicts and Negotiation, Organizational Culture and Effectiveness, Stress Management.

Suggested Reading:
1. Robbins, Stephen P., Organisational Behaviour, Prentice Hall of India, N. Delhi
2. Luthans, Fred., Organisational Behaviour, McGraw Hill
6. Ashwasthapa., Organisational Behaviour Himalaya Publishing House
7. Pareek, Udai, Understanding Organisational Behaviour Oxford University Press, N Delhi
9. पी सी जैन: संगठनात्मक व्यवहार, राजस्थान हिन्दी ग्रंथ अकादमी, जयपुर
10.डी. गोरखामी: संगठन और प्रबंध, पिपुल्स पब्लिकेशन, नई दिल्ली
Master of Commerce
Business Administration
Semester III

Paper II Financial Management

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30
Total: 100

Unit-I

Unit-II
Decisions based on Break Even Analysis: Key Factors, Make or Buy, Export Decision, Product Mix, Capital Structure, Capital Theories, Types of Issue, Selection of Security Mix, Income and Control, Sources of Finance.

Unit-III
Profit Planning and Control, Dividend Policy, Risk and Insurance Management, Financial Institutions: IDBI, IFCI, ICICI, IRBI, EXIM Bank, RFC.

Suggested Reading:
1. Vanhorne, James C., Financial Management & Policy, Prentice Hall of India, New Delhi
3. Chandra, Prasana., Financial Management Tata McGraw Hill, New Delhi,
9. अग्रवाल एवं अग्रवाल: वित्तीय प्रबन्ध, समैश्च बुक डिपो, जयपुर
10. अग्रवाल,एम आर, वित्तीय प्रबन्ध, गरिमा पब्लिकेशन्स, जयपुर
Master of Commerce  
Business Administration  
Semester III  

Paper III Business Research Methods

Time: 3 Hours  
Theory Marks: 70  
Internal Marks: 30  

100

Unit-I  

Unit-II  
Formulating Hypothesis and Research Design, Data Collection, Classification of Data, Tabulation and Processing of Data, Hypothesis Testing.

Unit-III  
Chi-square Test, Analysis of Variances, Simple Regression and Correlation, Analysis and Interpretation of Data, Research Report, Business Forecasting.

Suggested Reading:

1. Kothari C.R., Research Methodology : Methods and Techniques, Wiley Eastern Ltd., New Delhi
3. Allan Bryman, Emma Bell, Business Research, Methods, Oxford University Press.
4. रुनेला सतपाल, संरेखण अनुसंधान एवं सांख्यिकी विकास पब्लिकेशन, नई दिल्ली।
Master of Commerce
Business Administration
Semester III
Paper IV Advertising Management

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30
100

Unit-I

Unit-II

Unit-III

Suggested Reading:
7. सारस्वत, रितु, विज्ञान और उपभोक्ता व्यवहार, गौरांश पब्लिकेशन, अजमेर
8. हटोलाल,एकेश्वर प्रसाद, विज्ञान कला, राजस्थान हिन्दी अकादमी, जयपुर
Master of Commerce  
Business Administration  
Semester IV  

Paper I International Marketing

Time: 3 Hours  

Theory Marks: 70  
Internal Marks: 30  

Unit-I  
Introduction: Meaning, Nature, Importance, Scope and Limitations of International Marketing, Domestic and International Marketing, Initial Selection of International Market, Scope of Marketing Research, Conducting Marketing Research.

Unit-II  

Unit-III  

Suggested Reading:
1. Terpstra, Verne and Sarathy, Ravi, International Marketing The Dryden Press, Fort Worth  
8. राठौड़ एवं कोठारी, अन्तर्राष्ट्रीय विपणन, रमेश बुक डिपॉ, जयपुर  
9. टण्डन, जे के, अन्तर्राष्ट्रीय व्यापार एवं वित्त, रमेश बुक डिपॉ, जयपुर
Master of Commerce
Business Administration
Semester IV
Paper II Human Resource Development

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30

Unit-I

Unit-II
Transactional Analysis, Inter-Personal Style, Team Building, Role Efficiency. Inter-Personal Relations. Giving and Receiving Feedback.

Unit-III
360 Degree Appraisal System, HRD Culture and Climate, Learning Organizations, HRD for Workers, Quality Circles.

Suggested Reading:
2. Rao & Pereira, Recent Experiences in HRD, Oxford & IBM, New Delhi
4. Davis Keith, Human Behaviour at Work, New York, Mcgraw Hill
5. J.K.Sharma, Leadership Styles and Effectiveness of Potential Managers, Shell Write Pvt. Ltd., Jaipur
6. इन्दोलिया एवं प्रेरणा, मानव संसाधन, विकास एवं नियोजन, आर बी एस ऐ, जयपुर
Master of Commerce
Business Administration
Semester IV
Paper III Strategic Management

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30

Unit-I

Unit-II

Unit-III

Suggested Reading:
1. Fred David, Strategic Management Prentice Hall, New Delhi
2. Wheelen & David Hunger, Strategic Management & Business Policy, Prentice Hall, New Delhi
7. Prasad, L.M., Strategic Management, Sultan Chand & Sons
9. जैन, पी सी, व्यूह रचनात्मक प्रबंध, समेत बुक डियो, जयपुर
Master of Commerce
Business Administration
Semester IV
Paper IV Tourism Marketing

Time: 3 Hours

Theory Marks: 70
Internal Marks: 30

Unit-I
Introduction: Meaning and Definition of Tourism, Purpose of Tour, Distinction between Tourist and Visitor, Role of Tourism, Travel and Tourism in 21st Century, Trends and Future prospects of Tourism, Role and Functions of RTDC, ITDC, Department of Tourism. Marketing of Tourism- Meaning and Definition of Tourism Marketing, Need and Importance, Marketing Mix, Marketing Environment, Trends in Marketing, Marketing Communication, Tourist Market Segmentation.

Unit-II
Seven (7) P’s of Tourism Marketing -Product, Price, Promotion, Place, People, Process and Physical Evidence. Tourism in India - Growth of Tourism in India, Benefits from Tourism, Barriers to Growth, Tourist Activities, Tourism Policy of India. Prospects and Challenges of Tourism Marketing Comparison of Indian Tourism with International Tourism (Medical, Cultural, Religion, Historical and Natural Perspectives)

Unit-III
Importance of Tourism in Rajasthan- Importance, Tourism Places in Rajasthan. Tourists Facilities, Role, Organization and Progress of RTDC, Heritage Hotels in Rajasthan- Importance, Present position and Prospects, Role of state in promoting Tourism in Rajasthan, Shortcomings of Tourism and Hotel Management in Rajasthan, Prospects of Tourism in Rajasthan.

Suggested Readings:-

1. Khan, Tourism Marketing, Anmol Publication, New Delhi
3. Chawla, Romila, Tourism Marketing and Development, Sonali Publication, New Delhi
Master of Commerce
Business Administration
Semester IV
Paper IV Dissertations (Optional)

Dissertation and Viva-Voce  50+50 = 100 Marks

- Dissertation work shall be type written and submitted in triplicate so as to reach the office of the Registrar at least t weeks before the commencement of the theory examination. Only such candidate shall be permitted to offer Dissertation provided at least 55% markes in aggregate of all papers prescribed for the previous examination.
- The Dissertation shall carry 50 marks and there shall be viva-voce based on dissertation of 50 marks. The Viva-voce shall be conducted in the institution by the external examiner.