

# **SYLLABUS**

## **DEPARTMENT OF BUSINESS ADMINISTRATION ANNUAL SCHEME**

**M.COM. (PREVIOUS) BUS. ADM., EXAMINATION, 2019-20**

**M.COM. (FINAL) BUS. ADM., EXAMINATION, 2020-21**



**JAI NARAIN VYAS UNIVERSITY  
JODHPUR**

The '**Department of Business Administration**' came into existence on 3<sup>rd</sup> 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**

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

### **MISSION**

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*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**

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- *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**

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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**

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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**

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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**

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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**

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.

## TEACHING AND EXAMINATION SCHEME

Subject Per Week	Periods Hours	Exam. Marks	Max. Marks	Min. Marks (%)
<b>M.Com. Previous Examination, 2018</b>				
<b>Compulsory Papers :</b>				
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
<b>Aggregate</b>			<b>400</b>	<b>36</b>

Subject Per Week	Periods Hours	Exam. Marks	Max. Marks	Min. Marks (%)
<b>M.Com. Final Examination, 2019</b>				
<b>Compulsory Papers :</b>				
1. Organisational Behaviour	6	3	100	25
2. Fundamentals of Management Research	6	3	100	25
<b>Optional Papers :</b> <b>(All the three papers of any One Group : Group A to D)</b>				
Paper I	6	3	100	25
Paper II	6	3	100	25
Paper III	6	3	100	25
<b>Aggregate</b>			<b>500</b>	<b>36</b>

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

## **M.Com. Previous Examination, 2018**

### **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, Condiff 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, 7<sup>th</sup> 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)

**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, Modigliant 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, Rinchart 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. Sohall and Chanles 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.

## **M.Com. Final Business Administration, Examination-2019**

### **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*

*Publishing, New Delhi.*

*Sharma C.L.: Samajik Anushandhan Evam Surveykshan (Hindi Edition) Rajasthan Hindi Granth Acadamy, 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 Choudhari : Quality Circle-Indian Experience, NIPM, 1992, Culcutta.*

*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

Unit5: 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**

Myres, C.A. : Industrial Relations in India  
Pigors and Myres : 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 sanियam, 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



## **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 BEHAVIUR

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

Rechard 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)

**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**

*Beranek, 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*

### **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 Chanles, W. Haley : Introduction to Financial Management, McGraw Hill*

## **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 an 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*

## 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*

*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, Gaumnitx : Life Insurance of Mathematics*  
*Harper, Parks : Elementary Mathematics Insurance*  
*Lockhead, 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*