

OPJS UNIVERSITY,CHURU(RAJASTHAN)



SYLLABUS

For

Master of Commerce

(Business Administration)

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SCHOOL OF COMMERCE & MANAGEMENT STUDIES

OPJS UNIVERSITY,CHURU(RAJASTHAN)

2016-17

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Scheme of Examination (Annual Scheme)

Theory paper

Duration: 3 hrs.

Max. Marks: 100

Dissertation/Thesis/Survey Report/Field Work (if any) Max. Marks: 100

1. The number of papers and maximum marks for each paper/practical with minimum marks required for a pass shall be shown against each subject/paper separately. It will be necessary for a candidate to pass in the theory part as well as practical part of a subject/paper separately.
2. A candidate for a pass at each of previous and final examination shall be required to obtain:
 - i. At least 36% marks in aggregate of all theory papers prescribed for the examination.
 - ii. At least 36% marks in practical wherever prescribed at the examination, provided that if a candidate fails to secure at least 25% marks in each individual paper at the examination and also in the Dissertation/Thesis/Survey Report/Field Work, wherever prescribed, s/he shall be deemed to have failed at the examination notwithstanding his/her having obtained the minimum percentage of marks required in aggregate. No division will be awarded at previous examination. Division shall be awarded on the combined marks obtained at previous and final examination as follows:

Division	Percentage	
First	60%	Aggregate marks of previous and final examination taken together.
Second	48%	

The rest will be declared to have passed the examination if obtained the minimum pass mark in each subject.

3. If a candidate clears any paper/practical/dissertation prescribed at the previous/final examination after a continuous period of three years, then for the purpose of working out his/her division the minimum pass marks only viz., 25 % (36 % in case of practical) shall be taken in to account in respect of such paper/practical/dissertation cleared after expiry of aforesaid period of three years; provided that in case where a candidate required more than 25% marks in order to reach the minimum aggregate as many marks out of actually secured by him will be taken in to account as would enable him to make up the deficiency in the requisite minimum aggregate marks.
4. The Dissertation/Thesis/Survey Report/Field Work shall be type written and submitted in triplicate so as to reach the office of the Registrar at

least 3 weeks before the commencement of the theory examination. Only such candidate shall be permitted to offer Dissertation/Thesis/Survey Report/Field Work in lieu of a paper as have secured at least 55% marks in aggregate of all the papers prescribed for the previous examination in case of annual scheme irrespective of the number of papers in which a candidate actually appeared at the examination.

5. The dissertation shall carry 70 marks and there shall be a viva-voce based on dissertation of 30 marks. The viva-voce shall be conducted in the university concern by the external examiner appointed by the university on the recommendation of the BOS concerned.
6. The dissertation shall be evaluated by two examiners independently and the average of two awards shall be taken in to consideration. However, if the difference between two awards exceeds 20% of the maximum marks, the dissertation shall be evaluated by third examiner and the average of two nearest awards shall be taken in to consideration. Only regular candidates are eligible to offer dissertation.
7. The external examiner for conducting the practical examination and viva-voce shall be appointed by the university through BOS.
8. There will be nine papers in all. Out of these 9 papers, 6 will be compulsory and 3 are optional. A candidate will be required to appear in 4 compulsory papers in the previous examination and remaining 2 compulsory papers and 3 optional papers in the final examination. The dissertation in lieu of 1 optional paper can be offered by a regular student secured at least 55% marks in aggregate of the previous examination.
9. There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.
10. 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.
11. Modalities of examination and evaluation: weightage between theory and practical should be 70% and 30% respectively.

M.Com. (Previous & Final) Business Administration

CONTENTS OF SYLLABUS

S. No.	Name of the Subject & Paper	Paper Code
	Compulsory	
	M.Com. (Previous)	
1.	General Management	MCPC-301
2.	Business Environment	MCPC-302
3.	Managerial Economics and Management Accounting	MCPC-303
4.	History of Management Thought	MCPC-304
	M.Com. (Final)	
5.	Human Resource Management	MCFC-305
6.	Marketing Management (3 optional papers)	MCFC-306
	Optional	
1.	International Marketing	MCFO-307
2.	Financial Management	MCFO-308
3.	Marketing Research	MCFO-309
4.	Advertising Management	MCFO-310
5.	Human Resource Development	MCFO-311
6.	Dissertation (for regular students only who secured at least 55% marks in the previous examination)	MCFO-312

Paper-I General Management (MCPC-301)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Evolution of management: pre-scientific and post-scientific management, human relations management, school of management thought, management approaches- systems and contingency, universal concept, comparative management concept, management systems in Japan.

Unit-II

Creativity in management, creative process, types of creativity, traits for creativity, management by exception, MBO, design of organisation, theories of organisation, art and process of delegation, status and role system, management committees, matrix structure.

Unit-III

Sources of power, power and value system, planned change, organisational development: concept and process, management strategies- objective and planning.

Unit-IV

Management communication: interpersonal communication and information system, transactional analysis, leadership: theories and styles, content and process, theories of motivation.

Unit-V

Managerial effectiveness, criteria of effectiveness, managerial control and its basic tools, modern trends in management, professionalisation, management of technology.

Books Recommended:

1. H.G. Hicks and Gueller: Management in organisations.
2. Claude S. George Jr.: The history of management thought.
3. William G. Ouchi: Theory A: How American business can meet the Japanese challenge.
4. M.Y. Yoshino: Japanese management system tradition and innovation.
5. Richard Panner Pascale and Anthony G. Athos: The art of Japanese management.
6. Charles J.M. Millian: The Japanese industrial system.

Paper-II Business Environment (MCPC-302)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Socio-cultural environment: environment of business, impact of socio-cultural values, business ethics and morality, social responsibility of business and Indian constitution.

Unit-II

Economic environment: economic systems, economic organisation (corporate sector, public sector, joint sector, cooperative sector), unorganized sector.

Unit-III

Economic infrastructure (transport, communication, water, power), industrial licensing procedure, import and export policy, taxation and fiscal policy-objectives and impact.

Unit-IV

Liberalisation policy, policy implication, implications of Globalisation policy on business.

Unit-V

Legal environment: study of main provisions of patent act, 1951; competition act, 2002; essential commodities act, 1955; FEMA 1999.

Books Recommended:

1. Aswathappa K.: Essentials of business environment, Himalaya publishing house, Mumbai.
2. Cherunilam Francis: Business environment: text and cases, Himalaya publishing house, Mumbai.
3. Chopra, B.S.: Business environment in India, symboisis institute, Pune.
4. George, A., Stenier and John F. Steiner: Business, Government and Society, Mcgraw hill.
5. Glos, R.: Business its nature and environment, Ohio, south western publication co.

Paper-III Managerial Economics and Management Accounting (MCPC-303)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Nature and scope of managerial economics, role of management economist, demand elasticity, demand forecasting.

Unit-II

Cost concepts classification, relevant cost, cost and output, pricing decision under perfect competition, monopolistic competition, discrimination monopoly and oligopoly.

Unit-III

Profit- concept, theories, measurement and control. National income concept: measurement and distribution.

Unit-IV

Meaning, nature and scope of management accounting, management accounting distinguished from financial and cost accounting. Analysis of financial statement ratio analysis, funds flow analysis, cash flow analysis, trend analysis.

Unit-V

Budgets and budgetary control: preparation of various types of budgets, flexible budgets, performance budgeting, zero base budgeting, analysis of variances-meaning and types of variances computation and analysis of material, labour and overhead variances.

Books Recommended:

1. Baumol William J.: Economic theory and operations analysis, prentice hall, London.
2. Baya, Micheal R.: Mnagerial economics and business strategy, Mcgraw hill.
3. Chopra O.P.: Managerial economics, Tata Mcgraw hill, Delhi.
4. Dean, Joel: Managerial economics, prentice hall, Delhi.
5. Dholkia, R.H. and A.L. Oza: Micro economics for management st., oxford university press, New Delhi.
6. Eaton B. Curtis and Diane Falton: Micro economics, prentice hall, New Jersey.
7. Dwivedi D.N.: Managerial economics, Vikas publishing house.
8. M.R. Agarwal: Management accounting.
9. Jain, khandelwal, singh: Management accounting.

Paper-IV History of Management Thought (MCPC-304)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Robert Owen, Charles Babbage, Frederick Winslow Taylor, Henry Laurence Gantt.

Unit-II

Frank Bunker Gilberth, Lillian Moller Gilbreth, James Burnham, Henri Fayol.

Unit-III

Mary Parker Follett, Oliver Sheldon, George Elton Mayo, Chester I. Barnard.

Unit-IV

Warren G. Bennis, Peter F. Drucker, Herbert A. Simon, Kurt Lewin.

Unit-V

Chris Argyris, Harold J. Leavitt, William G. Ouchi, L.F. Urwick, Victor H. Vroom.

Books Recommended:

1. R.N. Singh: Management thought and thinkers.
2. Claude S. George (Jr.): The history of management thought.

FINAL

Paper-V Human Resource Management (MCFC-305)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Introduction: organisation and functions of personnel management, role of personnel department in the organisational set-up, personnel policies and procedures.

Unit-II

Procuring human resources: manpower planning, job analysis, recruitment, selection and placement, use of interviews and psychological tests, human resource development: induction and training, career development.

Unit-III

Performance and potential appraisal, merit rating, executive development, career panning, employee counseling. Compensation: base of compensation, methods of job evaluation, wage systems, incentive systems, fringe benefits.

Unit-IV

Integration: motivation and morale, employee leadership, human and organisational conflicts, disciplinary policy and grievance procedure. Industrial psychology: psychological determinants of industrial efficiency, role of industrial psychology in solving labour problem.

Unit-V

Separation: policies for redundancy and labour separation process, lay-off retrenchment, dismissal, displacement and discharge, personnel management policies and procedures in Government and public enterprises.

Books Recommended:

1. Gomez Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing human resource, prentice hall, New Jersey, 1998.
2. D'Cenzo, David A. and Stephan P. Robbins: Human resource management, John wiley and sons, New Delhi, 2001.
3. Saiyadain, Mirza S.: Human resource management, Dhanpat Rai and co. pvt. ltd., New Delhi, 1999.
4. Chhabra T.N.: Human resource management, Dhanpat Rai and co. pvt. ltd., New Delhi, 1999.
5. Flippo, Edwin B.: Principles of personnel management, Mcgraw hill, New York.
6. Dessler, Garry: Human resource management, prentice hall of India.
7. Human resource management: Dr. C.B. Gupta, Sultan chand and sons.
8. Chhabra T.N.: Human resource management, Dhanpat Rai and co. pvt. ltd., New Delhi.

Paper-VI Marketing Management (MCFC-306)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Introduction: nature and scope of marketing, importance of marketing in liberalized economy, marketing environment, approaches to marketing, marketing concept. Product planning: process of product planning and development, product differentiation, brand and trade marks, packaging, labeling, product line policy, product life cycle.

Unit-II

Marketing research: meaning of market research, nature and importance of marketing research, area of marketing research, techniques of marketing research, planning the general procedure, models of consumer behaviour and motivation research. Planning outlets: various channels for consumer and business goods, selection of the channels of distribution.

Unit-III

Pricing strategy: factors to be considered in pricing, pricing objectives and strategies, break even analysis, price maintenance. Planning market and sales: sales forecast period, uses of sales forecast, methods of sales forecast, market segmentation, planning sales territories, establishing sales quotas, assigning sales territories, routing salesman.

Unit-IV

Sales promotion mix: determining the sales promotion programme, personal selling, selling process, qualities of a salesman, advertising (media choice, good copy, timing, budgeting, testing efficiency), sales promotion (dealer aids, consumer stimulation), public relations methods. Marketing organisation: purpose of marketing, basis of divisionalisation, relation of the marketing departments with other departments.

Unit-V

Control of marketing operations: need for control, phase of control, techniques of controlling (budgeting, sales analysis, distribution cost accounting and analysis), marketing audit. Marketing of service: banking, insurance and transport.

Books Recommended:

1. Still, Condiff and Govani: Fundamental of modern marketing.
2. Kotler, Philip: Marketing management: analysis, planning and control.
3. Stanton, W.J.: Fundamentals of marketing.
4. Davar, R.S.: Modern marketing management.
5. Johnson, L.K.: Sales and marketing management.
6. Neelameghan, S. (ed.): Marketing management and the Indian economy.
7. Srivastave, P. kumar: Marketing in India.
8. Phelps, D.M. and westing J.H.: Marketing management.
9. Gandhi, J.C.: Marketing: A management approach.
10. Stand, T.A. and Taylor, D.A.: A management approach of marketing.

OPTIONAL
Paper-I International Marketing (MCFO-307)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Introduction: meaning and importance of international marketing, distinction between international and export marketing, scope of international marketing, export and economic development, international market: initial selection of market, marketing research: scope, conducting marketing research and impact of external environment.

Unit-II

Export organisation: internal, external export houses, trading houses. Product planning and development: domestic product development and overseas product development, quality control, branding, trademarks, packaging, product life cycle, pricing, price policy, price quotation, transfer pricing, factors affecting pricing decisions.

Unit-III

Channels of distribution: factors affecting the choice, types of channels, state trading export agency, international franchising. Promotional measures: institutional support- TDA, TFO, export promotion councils, commodity boards, IIFT- Governmental measures- duty draw back CCS, export oriented units, free trade zones, marketing development assistance.

Unit-IV

Export finance: meaning, methods of payment of bills of exchange, letter of credit, buyers credit, suppliers credit refinancing facilities, institutional support EXIM bank, ECGC export, procedure and documentation.

Unit-V

International trading organisation and blocks: impact of GATT, UNCTAD, EEC, COMECO, SAARC, ASEAN.

Books Recommended:

1. Varshney and Bhattacharya: International marketing.
2. Simon Majaro: International marketing.
3. Jain P.K.: International marketing.
4. Saranaral: International marketing.
5. Mittal S.C.: International marketing.
6. Onkvisit S., Shaw J.: International marketing. Pearson, 3rd ed.
7. Cherunilam F.: International trade and export management, Himalaya, 2007.

Paper-II Financial Management (MCFO-308)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Perspective of finance: finance function, meaning, scope and objectives of financial management. Capital budgeting: concept, nature and process, methods and techniques of appraising investment, proposals, capital rationing.

Unit-II

Cost of capital: need and importance of measuring cost of capital, measurement of cost of various components of capital, weighted average cost of capital.

Unit-III

Financing decisions: key decisions in capital structure, type of issues, selection of security mix, income and control, operating and financial leverages, sources of long terms finance- external and internal.

Unit-IV

Financial institutions: IDBI, ICICI, RBI, EXIM bank, RFC, bonus shares, right shares.

Unit-V

Working capital management: determinants of working capital, management of inventories, receivables and cash, profit planning and control, break-even analysis.

Books Recommended:

1. Howard and Upton: Introduction to business finance.
2. Johnson R.W.: Financial management.
3. Van Hoanoi: Financial management and policy.
4. Wertone and Bringham: Managerial finance.
5. Hampton: Financial decision making.
6. Khan and Jain: Financial management.
7. Pandey I.M.: Financial management.
8. Kuchhal S.C.: Financial management.

Paper-III Marketing Research (MCFO-309)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Definition, nature, purpose and importance of marketing research, limitations of marketing research, information system, organisation of marketing research.

Unit-II

Applications of marketing research, basic methods (survey, observation, experiment). Specialised techniques of marketing research (panel, brand, barometer).

Unit-III

Motivational research, advertising research, new product research, planning the general procedure, internal business records and their uses, external research, sampling theory- selecting a sample.

Unit-IV

Questionnaire designing, collection of data- tabulation of data.

Unit-V

Analysis of data, interpretation and report writing, application and follow-up.

Books Recommended:

1. Brown L.O.: Marketing and distribution research.
2. Grips R.D.: Marketing research.
3. Delens, A.H.R.: Principles of market research.
4. Boyd, westfall and Starch: Market research.
5. Kulkarni, Pradhan, Patil: Modern marketing research.

Paper-IV Advertising Management (MCFO-310)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

Meaning and role of advertising, advertising as a management function, marketing process and advertising, types of advertising, role of advertising in adopting of new product.

Unit-II

Types of advertising decisions, organisation of advertising department, functions and importance of advertising department.

Unit-III

Advertising media: types of media, planning media mix for campaign, media scene in India, advertising strategy, advertising copy, copy formulation, advertising budget, planning and execution of advertising campaign.

Unit-IV

Measuring advertising effectiveness, need and scope of advertising research, advertising research process, survey tools, sources of data, media research, copy research, motivational research.

Unit-V

Advertising ethics, laws affecting advertising in India, industrial advertising, advertising agencies- role and functions, television advertising in India.

Books Recommended:

1. S.A. Chunawalla and K.C. Sethia: Foundations of advertising: theory and practice, Himalaya publishing house, Bombay.
2. B.M. Ahuja: Advertising, Subject publications, New Delhi.
3. R.S. Rathore: Advertising management, Himalaya publishing house, Bombay.
4. M.N. Mishra: Sales promotion and advertising management, Himalaya publishing house, Bombay.
5. Aaker, Batra and Mayers: Advertising management, prentice hall of India pvt. ltd., New Delhi. India ed.
6. Dirksch, Kroeger and Nicosia: Advertising- principle, problems and cases, D.B. Taraporevala sons & co. pvt. ltd., Bombay.

Paper-V Human Resource Development (MCFO-311)

Time: 3 hrs.

Max. Marks: 100

Note: There will be five questions in all. The candidate will require to attempt all questions selecting one question from each unit with an internal choice i.e. either/or.

Unit-I

HRD concepts, goals, HRD mechanisms, processes and outcomes, HRD system design principles, line managers and HRD.

Unit-II

Transactional analysis, interpersonal styles, team building, role efficacy, employees empowerment.

Unit-III

Training- concept, importance, training need assessment, training methods, evaluation of training, executive development.

Motivational aspects of HRD, counseling and mentoring, career planning and development.

Unit-IV

Interpersonal relations, feedback giving and receiving feedback, 360 degree appraisal system.

Unit-V

HRD culture and climate, learning organisation, HRD for workers, quality circles.

Books Recommended:

1. Dayal Ishwar: Designing HRD systems, New Delhi concept, 1993.
2. Kohil, Uddesh and Sinha, Dharmi P.: HRD- global challenges and strategies in 2000 AD, New Delhi, ISTD, 1995.
3. Maheshweri B.L. and Sinha, Dharmi P.: Management of change through HRD, New Delhi, Tata Mcgraw hill, 1991.
4. Pareek U.: Managing transitions: The HRD response, New Delhi, Tata Mcgraw hill, 1992.
5. Rao T.V.: Alternative approaches and strategies of human resource development, Jaipur, Rawat, 1988.
6. Silvera D.N.: HRD: The Indian experience. 1991.

Paper-VI Dissertation (MCFO-312)

Dissertation: 70 Marks

Viva-voce: 30 Marks

Note:

1. The dissertation in lieu of 1 optional paper can be offered to a regular student only who secured at least 55% marks in aggregate in the previous examination.
2. The dissertation will be completed in the guidance of Supervisor on the particular topic of research.
3. Supervisor will be allotted to the student by the Head of the department. The topic of research will be allotted by the Supervisor.
4. Five copies of dissertation should be prepared in hard bound and cover should be *lemon yellow cover* in standard format as explained by the Supervisor.
5. Three copies of dissertation should be submitted in the department. One copy should be provided to the Supervisor at the time Supervisor is approving dissertation by his/her signature. One copy should be kept by the student for his/her record.

6. The dissertation should be submitted in the university so as to reach to the office of the Registrar before three weeks of the commencement of examination.
7. Viva-voce exam of dissertation should cover aspects related to the dissertation. Viva-voce exam will be conducted by external examiner who will be appointed by the university.
