


UNIVERSITY OF RAJASTHAN,
JAIPUR

~~M.A./M.SC./M.COM~~ Annual Scheme
(Bus Administration)

2013-2014 (PREVIOUS)-

2014-2015 (FINAL)-

Prepared by - Pushp

Checked by - 
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SCHEME OF EXAMINATION
(Annual Scheme)

Each Theory Paper

3 Hrs. duration

100 Marks

Dissertation/Thesis/Survey Report/Field Work, if any.

100 Marks

1. The number of papers and the maximum marks for each paper/practical shall be shown in the syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in practical part (where prescribed) of a subject/paper separately.
2. A candidate for a pass at each of the Previous and the Final Examinations shall be required to obtain :
 - (i) At least 36% marks in the aggregate of all the papers pre-scribed for the examination, and
 - (ii) At least 36% marks in practical(s) 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/Survey report/Field work, wherever prescribed, he shall be deemed to have failed at the examination notwithstanding his having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous and the Final Examination. Division shall be awarded at the end of the Final Examination on the combined marks obtained at the Previous and the Final Examination taken together, as noted below :

First Division	60%	} of the aggregate marks taken together of the Previous and the Final Examination
Second Division	48%	

All the rest will be declared to have passed the examination.

3. If a candidate clears any Paper(s) Practical(s)/Dissertation prescribed at the Previous and/or Final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz. 25% (36% in the case of practical) shall be taken into account in respect of such Paper(s)/Practical(s)/Dissertation are cleared after the expiry of the 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 mark out of those actually secured by

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him will be taken into account as would enable him to make up the deficiency in the requisite minimum aggregate.

4. The Thesis/Dissertation/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 examinations. Only such candidates shall be permitted to offer Dissertation/Field Work/Survey Report/Thesis (if provided at least 55% marks in the aggregate of all the papers prescribed for the previous examination in the case of annual scheme irrespective of the number of papers in which a candidate actually appeared at the examination.
5. The dissertation shall carry 50 marks and there shall be a viva-voce based on dissertation of 50 marks. The viva-voce shall be conducted in the college/ institution concerned by the external examiner appointed by the university.
6. The dissertation shall be evaluated by two examiners independently and the average of the two awards shall be taken into consideration. However if the difference between two awards exceeds 20% of the maximum marks, the dissertation shall be evaluated by a third examiner and the average of the two nearest awards shall be taken into consideration.
7. The external examiner for conducting the practical examinations shall be appointed by the University through BOS.

Note : Non-collegiate candidates are not eligible to offer dissertation as per provisions of O.170-A.

M.Com. in Business Administration
Annual Scheme

There will be 16 papers in all. A candidate will be required to offer Eight papers in the previous examination and the remaining eight papers in the final examination. Dissertation in lieu of one paper can be offered by a collegiate/regular student secure at least 55% marks in the aggregate of the previous examination.

Note: There shall be 5 questions in each paper with internal choice of 20 marks.
The limit of answer will be 5-7 pages.

M.Com (Previous)

- 101 Theory and Practice of Management
- 102 Marketing Management
- 103 Human Resource Management
- 104 Management Accountancy
- 105 Management Thinkers
- 106 Business Environment
- 107 Marketing Research
- 108 Managerial Economics

M.Com (Final)

- 201 Organizational Behavior
- 202 Financial Management
- 203 Business Research Methods
- 204 Advertising Management
- 205 International Management
- 206 Human Resource Development
- 207 Strategic Management
- 208 Dissertation & Viva-Voce 50:50/Tourism Marketing

- Note:** 1. M.Com (Previous) Bus. Adm.: Syllabus will remain same as applicable to M.Com. Bus. Adm. First Semester & Second Semester.
2. M.Com (Final) Bus. Adm. : Syllabus will remain same as applicable M.Com Bus. Adm. Third and Fourth Semester.

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~~Third Semester~~

3rd Sem. Final

I
II
III
IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					E	T	P	Thy.	P
1.	BUA 301	ORGANIZATIONAL BEHAVIOUR	CCC	9	6	3	0	3	0
2.	BUA 302	FINANCIAL MANAGEMENT	CCC	9	6	3	0	3	0
3.	BUA 303	BUSINESS RESEARCH METHODS	CCC	9	6	3	0	3	0
4.	BUA 304	ADVERTISING MANAGEMENT	CCC	9	6	3	0	3	0

~~Fourth Semester~~

V
VI
VII
VIII

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					E	T	P	Thy.	P
1.	BUA 401	INTERNATIONAL MARKETING	CCC	9	6	3	0	3	0
2.	BUA 402	HUMAN RESOURCE DEVELOPMENT	CCC	9	6	3	0	3	0
3.	BUA 403	STRATEGIC MANAGEMENT	CCC	9	6	3	0	3	0
4.	BUA 421	DISSERTATION & VIVA-VOCE 50:50	PRJ	9	0	0	14	0	1

Paper 101

- THEORY AND PRACTICE OF MANAGEMENT

Unit -I

Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager, Evolution of Management Thought.

Unit -II

Strategic Planning, Managerial Decision Making, MBO, Departmentalization, Leadership Styles, Power and Distribution of Authority, Contemporary Views of Motivation.

MA

Unit -III

Group Behavior and Team Building, Effective Communication System, Designing Control Systems, MIS.

Unit -IV

Management of Change, Conflict Management, Management of Stress, Time Management, Quality Management.

Unit -V

Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture,

Paper 102

= MARKETING MANAGEMENT

UNIT -I

Marketing Management- Concept. Importance, Scope, Approaches to Marketing, Marketing Process, Markets and Marketing Environment- Social, Legal and Ethical issues in Marketing, Global Marketing.

UNIT - II

Product Planning: Product Policy Decision, Brands and Trade marks, Packaging, Expanding/Simplifying the Line, Product Planning in India, Brand Equity.

UNIT - III

Pricing- Factors to be considered in Pricing, Pricing Objectives and Strategy. Breakeven Analysis, Price Maintenance, Discount Policy, Special Selling Terms, Credit Terms.

UNIT - IV

Channels of Distribution, Types of Channels, Objectives and Constraints, Evaluating the major Channel Alternative, Changing Channels of Distribution in India, Customer Relationship Management.

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UNIT -V

Advertising and Sales Promotion, Advertising Programmes, Sales Promotion- Tools and Techniques, Sales Forecasting, Direct Marketing, Event Management, Integrated Marketing Communication.

Paper 103

HUMAN RESOURCE MANAGEMENT

UNIT -I

HRM- Meaning and Significance, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement and Induction

UNIT- II

Performance and Potential Appraisal, Merit Rating, Training, Career Planning and Development, Executive Development.

UNIT-III

Bases of Compensation, Methods of Job Evaluation, Wage Systems, Fringe Benefits and Incentive Systems.

UNIT-IV

Human and Organizational Conflicts, Grievance Procedure, Disciplinary Policy.

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UNIT -V

Scope of Industrial Psychology. Functions and Activities of Industrial Psychology, Limitations of Industrial Psychology.

Paper 104

MANAGEMENT ACCOUNTANCY

UNIT -I

Nature and Scope of Management Accounting, Financial Statements: Analysis and Interpretation, Comparative Statements and Common Size Statements.

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UNIT -II

Ratio Analysis, Fund Flow and Cash Flow Analysis.

UNIT -III

Capital Budgeting, Operating and Financial Leverages.

UNIT -IV

Variance Analysis, Cost of Capital, Responsibility Accounting.

UNIT -V

Break Even Analysis, Trend Analysis, Business Forecasting.

Paper 105

MANAGEMENT THINKERS

UNIT -I

Robert Owen, F.W. Taylor. Henri Fayol.

UNIT -II

Chester I. Barnard, George Elton Mayo, Chris Argyris.

UNIT -III

Kurt Levin, Herbert A. Simon, William G. Ouchi.

UNIT -IV

Tom Peters, Gary Hamel, C.K.Prahalad.

UNIT -V

Peter F. Drucker, Victor H. Vroom. Michael E Porter.

Paper 106

- BUSINESS ENVIRONMENT

UNIT -I

Environment of Business, Socio-Cultural Environment, Impact of Socio-Cultural Values.

UNIT -II

Business Ethics and Morality, Social Responsibility of Businessmen and Indian Constitution.

UNIT -III

Control over Business through Corporate Law, Control over Capital Issues, Industrial Policies.

UNIT -IV

Forms of State Intervention in Business, Concept of Welfare State, Industrial Development and Regulation.

UNIT -V

Patent Act 1951, Competition Act 2002, Liberalization Policy, Implications of Globalization Policy in Business.

Paper 107

MARKETING RESEARCH

UNIT -I

Marketing Research: Meaning, Nature, Scope, Importance, Limitations, Applications of Marketing Research.

UNIT -II

Procedure of Marketing Research, Basic Methods: Survey, Observation, Experiment.

UNIT -III

Primary and Secondary Data Collection, Sampling.

UNIT -IV

Processing, Tabulation and Analysis of Data.

UNIT -V

Interpretation, Report Writing, Ethical Issues in Marketing Research.

Paper 108

MANAGERIAL ECONOMICS

UNIT -I

Nature and Scope of Managerial Economics, Role of Managerial Economist, Demand Elasticity, Demand Forecasting.

UNIT -II

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Cost Concepts, Classification of Cost, Cost and Output Relationship.

UNIT -III

Price Decision under Perfect Competition, Pure Competition and Monopolistic Competition, Discriminating Monopoly, Oligopoly.

UNIT -IV

Theories of Income, Profit, Wages and Rent.

UNIT -V

National Income: Concept, Measurement, Distribution, National Income and Welfare.

Paper 201 M. Com. Final Bus. Econ.

ORGANIZATIONAL BEHAVIOUR

UNIT -I

Meaning and Importance of Organizational Behaviour, Values, Attitudes and Job Satisfaction, Personality and Emotions.

UNIT -II

Bureaucratic and Democratic Organizations, Authority and Power Structure, Delegation of Authority and Responsibility, Developing Decentralized Structure.

UNIT -III

Leadership: Contingency Theories, Contemporary Issues in Leadership, Contemporary Theories of Motivation.

UNIT -IV

Foundations of Group Behaviour, Understanding Team Work.

UNIT -V

Power and Politics, Group Conflicts and Negotiation, Organizational Culture and Effectiveness, Stress Management.

Paper 202

FINANCIAL MANAGEMENT

UNIT -I

Perspective of Finance: Finance Function, Meaning, Objectives, Scope of Financial Management.

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UNIT -II

Working Capital Management, Determinants of Working Capital, Management of Inventories, Receivables and Cash, Decisions based on Break Even Analysis : Key Factors, Make or buy, Export Decision, Product Mix.

UNIT -III

Capital Structure, Capital Theories, Types of Issue, Selection of Security Mix, Income and Control, Sources of Finance

UNIT -IV

Profit Planning and Control, Dividend Policy, Risk & Insurance Management.

UNIT -V

Financial Institutions: IDBI, IFCI, ICICI, IRBI, EXIM Bank, RFC.

Paper 203

- BUSINESS RESEARCH METHODS

UNIT -I

Meaning and Objectives of Research, Need and Importance of Research in Business, Types of Research, Problems in Business Research.

UNIT -II

Identification of Research Problems, Formulating Hypothesis and Research Design.

UNIT -III

Data Collection, Classification of Data, Tabulation and Processing of Data.

UNIT -IV

Hypothesis Testing, Chi-Square Test, Analysis of Variance, Simple Regression and Correlation.

UNIT -V

Analysis and Interpretation of Data, Research Report, Business Forecasting.

Paper 204

- ADVERTISING MANAGEMENT

Role of Advertising, Advertising and Marketing Process, Types of Advertising, Advertising Decisions, Role of Advertising in Adoption of New Products, Advertising Department.

Unit –II

Advertising Planning Framework, Advertising Objectives, Advertising Media Decisions, Advertising Budget, Message Tactics, Advertising Copy Elements, Advertising Campaign.

Unit –III

Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research Process, Media Research, Copy Research.

Unit –IV

Advertising and Society, Ethics in Advertising, Laws Affecting Advertising in India, Television Advertising, Globalisation and Advertising, Advertising Agencies- Role and Functions.

Unit –V

Advertising Standards Council of India – Functions and Working, Advertising Agencies Association of India, Other Institutions Facilitating Advertising in India, Social Advertising in India.

Paper 205

-INTERNATIONAL MARKETING

UNIT –I

Introduction: Meaning, Nature, Importance, Scope and Limitations of International Marketing, Domestic and International Marketing.

UNIT –II

Initial Selection of International Market, Scope of Marketing Research, Conducting Marketing Research.

UNIT –III

Domestic and Overseas Product Planning and Development, Product Life Cycle, Pricing : Factors Affecting Pricing Decisions, Pricing Methods.

UNIT –IV

Channels of Physical Distribution : Factors Affecting the Choice of Channels, Logistics Decisions, Customer Service Levels, Promotional Measures and Strategies.

UNIT –V

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Export Finance, WTO, GATT, IMF, World Bank, Impact of Globalisation, Emerging Issues in International Marketing.

Book Recommended:

1. Varshney & 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. Kothari, R.K. And Jain, Mukesh : International Marketing (MBA Edition)(RBD, Jaipur).
7. Kothari, Jain and Mittal: International Marketing (RBD, Jaipur).
- 8- jkBkSM ,oa dksBkjh % vUrkZ"Vh; foi.ku (jes'k cqd fMiks]t;iqj)

Periodical & Reports :

1. Annual Report of Ministry of Commerce, Govt. of India.
2. Annual Report of STC
3. Foreign Trade Research (New Delhi).

Paper 206

- HUMAN RESOURCE DEVELOPMENT

UNIT -I

HRD : Concepts, Goals, HRD Mechanisms, Processes and Outcomes.

UNIT -II

HRD System: Design, Principles, Line Management and HRD.

UNIT -III

Transactional Analysis, Inter-Personal Style, Team Building, Role Efficiency.

UNIT -IV

Inter-Personal Relations, Giving and Receiving Feedback, 360 Degree Appraisal System.

UNIT -V

HRD Culture and Climate, Learning Organizations, HRD for Workers, Quality Circles.

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Paper 207

- STRATEGIC MANAGEMENT

UNIT-I

Introduction : Meaning of Strategic Management, Role of Strategic Management, Process of SM, Limitations of SM, Organizational Mission Vision, Goals and Objectives.

UNIT-II

Environmental Scanning: Appraisal of External Environment, Dynamics of Internal Environment, Organizational Capabilities and Appraisal.

UNIT-III

Strategy Formulation: Business Level Strategy, Corporate Level Strategy, Functional Level Strategy.

UNIT-IV

Strategy Implementation: Aspects of Strategy Implementation, Project Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.

UNIT-V

Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic Evaluation and Control, Role of Organizational Systems in Evaluation.

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Paper 208

- DISSERTATIONS / Tourism Marketing

Dissertation & Viva VOCE 50+50 Total Marks

Ms

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208

M.COM. FINAL -PAPER

Tourism Marketing/ Dissertation & Viva -Voce 50+50 Max. Marks: 100

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.

Unit II

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 III

Seven (7) P's of Tourism Marketing: Product, Price Promotion, Place, People, Process and Physical Evidence.

Unit IV

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 V

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.

Recommended Books:

- 1- Marketing for Tourism - J. Chistopher & Chris Robinson
- 2- Travel Agency Management - Surendra Agarwal
- 3- Tourism Development - A.K. Bhatia (Sterling, New Delhi)
- 4- Principles of Tourism Development - M.A. Khan (Anmol Publications, New Delhi)
- 5- Tourism Marketing - Dr. Anukrati Sharma (Jahanvi Publications Pvt. Ltd.)