

SYLLABUS

DEPARTMENT OF BUSINESS ADMINISTRATION

B.COM. HONS (PART I) BUS. ADM. EXAMINATION 2023

B.COM. HONS (PART II) BUS. ADM. EXAMINATION 2024

B.COM. HONS (FINAL) BUS. ADM. EXAMINATION 2025



JAI NARAIN VYAS UNIVERSITY

JODHPUR

The '**Department of Business Administration**' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

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

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Hons) Business Administration
- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Post Graduate Diploma in Entrepreneurship (PGDE)

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Ramesh Kumar Chouhan with rich teaching experience. The department is supported by six 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. Ramesh Kumar Chouhan, Assistant Professor and Head
M.Com., M.T.A., Ph.D., PGDM&SM
2. Dr. U.R. Tater, Assistant Professor
M.Com., Ph.D.
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. Ashok Kumar, Assistant Professor
M.Com., M.Phil., Ph.D.
7. Dr. Vandana Yadav, Assistant Professor
M.B.A., Ph.D.

NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building.

GENERAL INFORMATION FOR STUDENTS

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

The course of study for the examination shall extend over a period of three years as an integrated course. There shall be an examination at the end of each year. The examination shall be conducted by means of written papers.

1. Admission:

The course leading to the degree of B.Com. (Hons.) Bus. Adm. will be a full time (day hour) three year degree course after qualifying 10+2 (Senior Secondary) or its equivalent public examination conducted by any recognized Board of Education in India or abroad. The candidates seeking admission must have secured at least 50% marks in aggregate at the qualifying examination.

Reservation of Seats: Reservation of Scheduled Caste / Scheduled Tribes / Disabled / OBC / SBC / EWS and wards of University employees will be as per University rules in general.

NOTE: Students who once join B.Com. (Hons.) Bus. Adm. will not be allowed to shift to any other course in the Faculty and fees will not be refunded.

2. Duration and mode

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

3. Intake

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

4. Fees

Tuition fee will be Rs. 15,000/- per annum, payable at the time of admission. In addition, a candidate will be required to pay faculty fee, examination fee and other

fees as per University rules.

5. Medium

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

6. Supplementary

There will be no supplementary examinations for B.Com. (Hons.) Bus. Adm. Part I and B.Com. (Hons.) Bus. Adm. Part II. The system of one or two due paper / papers will be applicable in place of supplementary examinations. The candidate will have to clear all the due paper/papers along with the regular examinations of those respective years. But, in the B.Com. (Hons.) Bus. Adm. Final he / she will be eligible to get supplementary in one or two papers; and the supplementary examinations will be held as early as possible. The result of B.Com. (Hons.) Bus. Adm. Final will not be declared till he / she clears all the due papers. The degree will be awarded only after clearance of all due papers.

8. Attendance

- For all regular candidates in the Faculty of Arts, Education and Social Sciences, Law, Commerce and Engineering, the minimum attendance requirement shall be that a candidate should have attended atleast 75% of lectures delivered and the tutorial held taken together as well as 75% of the practicals and sessional from the date of his or her admission.
- Condonation of the Shortage of Attendance:
 - (a) The shortage of attendance upto the limit specified below may be condoned on the valid reasons: upto 6% in each subject plus 5% attendance in aggregate of all the papers may be condoned by the Vice-Chancellor on the recommendation of the Dean/Director/Principal for undergraduate students and on the recommendation of the Head of the Department for the post-graduate classes.
 - (b) The N.C.C., N.S.S. Cadets sent out to parades and camps and such students who are deputed by the University to take part in games, athletic or cultural activities may, for the purposes of attendance, be treated as present

for the days of their absence in connection with the aforesaid activities and that period shall be added to their subject-wise attendance.

9. Scheme of teaching and examination

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

PAPER CODE	NAME OF SUBJECT	PERIODS PER WEEK	EXAM HOURS	MAXIMUM MARKS	MINIMUM MARKS (%)
B.COM. HONS (PART I) BUS. ADM. EXAMINATION 2023					
CORE PAPERS					
BCOMHBA101	Management Principles	6	3	100	25
BCOMHBA102	Business Laws	6	3	100	25
BCOMHBA103	Marketing Management	6	3	100	25
BCOMHBA104	Human Resource Management	6	3	100	25
SUBSIDIARY PAPERS					
BCOMHBA105	Fundamentals of Accounting	6	3	100	25
BCOMHBA106	Economic Environment	6	3	100	25
	Aggregate			600	36
B.COM. HONS (PART II) BUS. ADM. EXAMINATION 2024					
CORE PAPERS					
BCOMHBA201	Company Law and Secretarial Practice	6	3	100	25
BCOMHBA202	Financial Management	6	3	100	25
BCOMHBA203	Production and Operations Management	6	3	100	25
BCOMHBA204	Organizational	6	3	100	25

	Behaviour				
SUBSIDIARY PAPERS					
BCOMHBA205	Corporate Accounting	6	3	100	25
BCOMHBA206	Business Economics and Environment	6	3	100	25
	Aggregate			600	36
B.COM. HONS (FINAL) BUS. ADM. EXAMINATION 2025					
CORE PAPERS					
BCOMHBA301	Business Entrepreneurship	6	3	100	25
BCOMHBA302	Managerial Leadership	6	3	100	25
BCOMHBA303	Digital Marketing	6	3	100	25
BCOMHBA304	Business Research Methods and Analytics	6	3	100	25
SUBSIDIARY PAPERS					
BCOMHBA305	Tax Laws	6	3	100	25
BCOMHBA306	International Trade	6	3	100	25
	Aggregate			600	36

10. Award of Degree

The degree of the B.Com. (Hons.) Bus. Adm. will be awarded to a successful candidate after qualifying all the required courses. The division shall be awarded on the basis of marks secured in the core courses at all the three parts taken together as follows:

- I Division : Securing 60% or above marks.
- II Division : Securing 48% or above but less than 60% marks.
- III Division : Securing 40% or above but less than 48% marks.

To pass, a candidate must secure at least 36% marks in each paper and 40% marks in the aggregate.

11. Pattern of Examination Paper

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

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

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

$$10 \times 2 = 20$$

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

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

$$5 \times 7 = 35$$

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

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

$$3 \times 15 = 45$$

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

T1 : Very Small Questions

T2 : Small Questions

T3 : Detailed Questions

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

B.COM. HONS (PART I) BUS. ADM. EXAMINATION 2023

BCOMHBA101: MANAGEMENT PRINCIPLES

Unit I: Introduction Meaning and importance of management; Coordination mechanisms in organisations, management as an eclectic modern discipline; Theory base of management- classical, neoclassical and modern constructions of management; Managerial functions, roles (Mintzberg), levels and competencies.

Unit II: Planning Organisational objective setting; Decision Making: environment (certainty, risk, uncertainty), and techniques for individual and group decision-making; Forecasting and Scheduling; Planning vis-à-vis Strategy- meaning and elements of environment of business firm –micro (immediate), meso (intermediate e.g. industry), macro (domestic); Industry structure, Business-level strategic planning.

Unit III: Organizing Division of Labor; Decentralization and Delegation; Organisational forms (Mintzberg); Factors affecting organisational design; Departmentalization; Staffing as a function; Organisational structures and Organograms- traditional and modern - comparative suitability and changes over time, formal- informal organisations' interface.

Unit IV: Directing and Controlling Motivation- meaning, importance and factors affecting motivation; Leadership – meaning, importance and factors affecting leadership, leadership styles, and followership; Principles of controlling; relationship amongst planning, organizing, directing and controlling; Performing controlling function; Measures of controlling and accountability for performance.

Unit V: Salient Developments and Contemporary Issues in Management, Management challenges of the 21st Century; Factors reshaping and redesigning management purpose, performance and reward perceptions- internationalization; Digitalization; Entrepreneurship & innovation; Values & ethics, holistic purpose and measures of firm performance; Workplace diversity; Democracy and Sociocracy; Subaltern management ideas from India.

SUGGESTED READINGS

- Kumar, Pardeep. Management : Principles and Applications. JSR Publication House LP, Delhi.

- Mahajan, J.P. and Mahajan Anupama. Management Principles and applications. Vikas Publications • Drucker, P. F. (1954). The Practice of Management. Newyork: Harper & Row.
- Drucker, P. F. (1999). Management Challenges for the 21st Century. HarperCollins Publishers Inc.
- Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). Organisational Behavior: Managing People and Organisations. Cengage Learning.
- Griffin. Management Principles and Application. Cengage.
- Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. Paperback.

BCOMHBA102: BUSINESS LAWS

Unit I: The Indian Contract Act, 1872 Contract – meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Void agreements. Discharge of contract – modes of discharge including breach and its remedies.

Unit II: Special Contracts Quasi – contracts, Contract of Indemnity and Guarantee, Contract of Bailment and Pledge Contract of Agency

Unit III: The Sale of Goods Act, 1930 Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties. Transfer of ownership in goods including sale by non-owners. Performance of contract of sale. Unpaid seller – meaning and rights of an unpaid seller against the goods.

Unit IV: The Limited Liability Partnership Act- 2008, Salient Features of LLP, Difference between LLP and Partnership, LLP and Company LLP Agreement. Nature of LLP, Partners and Designated Partners, Incorporation Document Incorporation by Registration, Registered office of LLP and change therein. Change of name, Partners and their Relations. Extent and limitation of liability of LLP and partners. Whistle blowing. Taxation of LLP. Conversion into LLP. Winding up and dissolution of LLP.

Unit V: The Information Technology Act 2000 Definitions under the Act. Digital signature. Electronic governance. Attribution, acknowledgement and dispatch of electronic records.

Regulation of certifying authorities. Digital signatures certificates. Duties of subscribers under the Act. Penalties and adjudication. Offences as per the Act.

SUGGESTED READINGS

- Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, “Elements of Business Law”. Sultan Chand & Sons Pvt. Ltd.
- Dagar, Inder Jeet and Agnihotri, Anurag. Business Laws : Text and Problems. Sage Publication. • Jagota R. (2019). Business Laws. MKM Publishers ScholarTech Press.
- Sharma, J.P. and Kanojia S. (2019). Business Laws. New Delhi. Bharat Law House Pvt. Ltd.
- Singh, Avtar.(2018). The Principles of Mercantile Law. Lucknow. Eastern Book Company.
- Tulsian P.C. (2018). Business Law. New Delhi.Tata McGraw Hill.

BCOMHBA103: MARKETING MANAGEMENT

Unit I: Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Selling v/s Marketing. Marketing environment macro and micro components and their impact on marketing decisions. Market Segmentation: Meaning, Bases for market segmentation, Targeting and positioning.

Unit II: Consumer behavior: Introduction, types of consumer, Factors influencing consumer behavior, consumer decision making process. Marketing Research: Meaning, Nature, Scope, Type, Organisation; Place of Marketing Research in India.

Unit III: Product Decisions: Product concept; classification of products; product differentiation; Product line and product mix; Packaging and labeling; Product life cycle strategic implications; New product development.

Unit IV: Pricing Decisions: Factors affecting price determination; Pricing policies and strategies. Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Unit V: Promotion Decisions: Communication Process; Promotion mix advertising,

personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion tools and techniques.

SUGGESTED READINGS

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

BCOMHBA104: HUMAN RESOURCE MANAGEMENT

Unit I: Introduction: Concept, Function, Scope of HRM, Personnel administration, powers and Responsibilities of personnel Manager, System Approach to HRM.

Unit II: Procurement: Job and Position descriptions, Sources of Recruitment, Steps in Selection Process, Selection of Managerial, Technical and blue collared personnel, Place and Induction, Orientation and Socialisation.

Unit III: Training and Development: Concept and Importance, Training programmes, Management Development Programmes, Managing Changes, Performance Appraisal: Purposes and Uses of Appraisal, Appraisal criteria, Formal and Informal Appraisal.

Unit IV: Compensation: Job Evaluation, Base and Supplementary Compensation, Linkages of compensation with Procurement and low turnover of employees, promotion, Transfer, Demotions and Separations: Concept and Strategies.

Unit V: Organisational Culture: Promoting an appropriate organization culture, making staff work, Effective Managing Conflict.

SUGGESTED READINGS

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

BCOMHBA105: FUNDAMENTALS OF ACCOUNTING

Unit I: Fundamentals of Accounting : Introduction and meaning, Accounting Concepts and conventions, Self-balancing and sectional system, single entry system

Unit II: Branch Accounts: Accounting for dependent and independent branches including Foreign branch, Departmental Accounts

Unit III: Accounting for insurance claims-insurance of stock, insurance of consequential losses and comprehensive insurance, Hire purchase and installment payment system.

Unit IV: Accounting for Partnership Firm : Introduction, admission, retirement and death of a partner, dissolution of a firm, Insolvency of partners cash distribution, sale of firm to a company

Unit V: Company Accounts : Issue of shares, bonus and right issue, book building process, buy back of shares, Underwriting and Redemption of preference shares

SUGGESTED READINGS

- Anthony, R.N. and Reece, J.S. : Accounting Principles, Rich Irwin Inc.
- Gupta, R.L. and Radhaswamy, M: Financial Accounting, Sultanchand and Sons, New Delhi.

- Monga, J.R. Ahuja, Girish, and Sehgal, Ashok: Financial Accounting, Mayur paper Book, Nodia.
- Shukla, M.C. Grewal, T.S. and Gupta, S.C.L.: Advanced Accounting, S. Chand & Co. New Delhi.
- Compendium of Statement and Standards of Accounting, the Insttt. of Chartered Accountants of India, New Delhi.
- Agarwala, A.N. & Agarwala, K.N. : Higher Science of Accounting, Kitab Mahal, Allahabad.
- Maheshwari S.N: Financial Accounting, Vikas Publishing House, New Delhi.

BCOMHBA106: ECONOMIC ENVIRONMENT

Unit I: Political Economy : Trends and structure of Indian Economy, Economic & Political Dimensions, Legal Dimensions, Government Role in shaping business environment. Development Programmes under five year plans in India.

Unit II: Economic reforms and Recent growth strategies Programme of Industrialisation and Rural Development poverty and steps in India to remove poverty, Inequalities of income

Unit III: New Industrial Policy International investment in India, Foreign Direct Investment, Rural industrialization.

Unit IV: Public sector, small business and cottage industries Economic Planning in India, Latest five year plan, objective, target and strategies

Unit V: Different Economic Policies namely Exim policy, Employment policy Population policy Industrial relation policy, Monetary policy, Fiscal policy.

SUGGESTED READINGS

- Raj. K.N.: Indian Economic Growth, Performance and Perspective
- Chaudhary Prमित: Indian Economy, Poverty and Development
- Uppal J.S: India's Economic Problems
- Sengupta, N.K: Government & Business
- Verma, M.L.: Foreign Trade Management in India
- Govt. of India: Economic Survey Budget Speech

B.COM. HONS (PART II) BUS. ADM. EXAMINATION 2024

BCOMHBA201: COMPANY LAW AND SECRETARIAL PRACTICE

Unit I: A brief history of Indian Companies Act Types of Companies, Formation of public limited company. Memorandum and Articles of Association.

Unit II: Prospectus, Share, Share Capital, Allotment, Membership, Borrowing Power: Debenture-issue, floating and fixed charge; registration of mortgage and charges.

Unit III: Directors, Managing Directors and Managers, Company Management, Prevention of Mismanagement and Oppression, Company Secretary: Appointment, position, rights, duties and liabilities.

Unit IV: Winding up of Company, Company Meetings.

Unit V: Secretarial Practice and Law relating to formation issue, allotment, forfeiture and transfer of shares, payment of dividend, Resolutions, Notices, Agenda, Quorum and Minutes, Director's Report. SEBI Act, 1992: Establishment, Legal Status, functions and powers.

SUGGESTED READINGS

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

BCOMHBA202: FINANCIAL MANAGEMENT

Unit I: Meaning, Importance and Objectives of Financial Management, Conflicts in profit versus value maximization principle, Role of Chief Financial Officer. Time value of money: compounding and discounting techniques-Concepts of Annuity and perpetuity.

Unit II: Financing Decisions: Cost of Capital, Capital Structure decisions- Capital

structure patterns, designing optimum capital structure, Constraints, Various capital structure theories Business Risk and Financial Risk operating leverage, financial leverage and Combined Leverage.

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

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

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

SUGGESTED READINGS

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

BCOMHBA203: PRODUCTION AND OPERATIONS MANAGEMENT

Unit I: Nature and Scope of Production Management, Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals - Equipment's, Line Balancing-Problems, Work Environment & Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Unit II: Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing. Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling.

Unit III: Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT. Network Techniques-Simulation.

Unit IV: Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ., Total Quality of services. Total Quality and safety. Introduction and meaning of six sigma concept.

Unit V: ERP and Business process engineering maintenance Management, project management PERT & CPM.

SUGGESTED READINGS

- Buffa, A.E.S.: Modern Production Management
- Chase, R.B., Aquilano N. Jr: Production and Operation Management
- Laufer A.C.: Operations Management
- O.P. Khanna: Industrial Engineering Management
- S.K. Hajra & Choudhary & Nihar Roy: Production Management
- Hicks, P.E.: Introduction to Industrial Engineering & Management Science
- S.K. Dutta: Materials Management
- Lamer & Donald: Purchasing and Materials Management
- Dean S. Ammer: Material Management

BCOMHBA204: ORGANIZATIONAL BEHAVIOR

Unit I: Meaning- Definition- Scope- Disciplines Contributing to Organizational Behavior -Models and Approaches of Organizational Behaviour, Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure.

Unit II: Attitudes and perception: Concept of attitude; attitude, opinions and beliefs; attitudes and behavior; formation of attitude; factors determine formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception.

Unit III: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behavior, Transactional Analysis.

Unit IV: Organization Culture and conflict Management: Organizational Culture Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation.

Unit V: Organizational Change : Introduction, Meaning, Forces for Change, Types of Change, Meaning of Planned Change, Types of Change, Managing Planned Change, Change Process, Change Agents, Action Research, Human Reactions to Change, Causes of Resistance to Change, Overcoming Resistance to Change.

SUGGESTED READINGS

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

BCOMHBA205: CORPORATE ACCOUNTING

Unit I: Share Capital: Issue, Forfeiture and Re-issue of Forfeited shares, Issue of Debentures, Underwriting of Shares and Debentures, Rights Shares, Legal provisions and Accounting Treatment.

Unit II: Redemption of Preference Shares, Redemption of Debentures, Acquisition of Business, Profit Prior to Incorporation.

Unit III: Preparation of Final Accounts of Companies; Disposal of Profit and Capitalisation of Profits Issue of bonus shares; Liquidation and Winding up of Companies: Statement of Affairs and Deficiency A/c, Preparation of Liquidator's Final Statement of account.

Unit IV: Amalgamation of Companies AS-14. Reconstruction of Companies External and Internal.

Unit V: Final Accounts of: Banking Company, Insurance Company, Electricity Company and Double Accounts System.

SUGGESTED READINGS

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

BCOMHBA206: BUSINESS ECONOMICS AND ENVIRONMENT

Unit I: Welfare Economics, Concept of Welfare, Inequalities on income, Economic systems, Capitalism, Socialism and Gandhism, Responsible global capitalism

Unit II: Concept and characteristics of underdeveloped and developed Economy factors affecting economic Development, concept and Need and type of economic planning in underdeveloped economics.

Unit III: Indian economic environment and economic policies, Economic Planning. Ideologies and strategies since Independence, Allocation of resources between Centre and State Industrial Policy, Economic Reforms in difference sector I &

II Generation.

Unit IV: Economic problems: population, unemployment, foreign trade, industrial relations, multinational corporations.

Unit V: Problems and prospectus relating to Agriculture, industry, transport, WTO, Employment, International Monetary fund and India-impact.

SUGGESTED READINGS

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

B.COM. HONS (FINAL) BUS. ADM. EXAMINATION 2025

BCOMHBA301: BUSINESS ENTREPRENEURSHIP

Unit I: Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Identification of business opportunities, Entrepreneurship and Innovation

Unit II: The entrepreneur: definition, emergence of entrepreneurial class; theories of entrepreneurship; role of social economic environment; characteristics of entrepreneur; leadership; risk taking; decision making and business planning.

Unit III: Role of entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries: role in export promotion and import substitution.

Unit IV: Promotion of a Venture: Opportunities analysis; external environmental analysis economic, social and technological; competitive factors; legal requirements of establishment of a new unit and raising of funds; Venture capital sources and documentation required.

Unit V: Entrepreneurial Development Programmes (EDP): EDP, their role, relevance and achievements; role of government in organizing EDP's critical evaluation.

SUGGESTED READINGS

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

BCOMHBA302: MANAGERIAL LEADERSHIP

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

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

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

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

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

SUGGESTED READINGS

- Fred Luthans: Organizational Behaviour.
- Stephen P. Robbins, Timothy A. Udge, and Seema Sanghi: Organizational Behaviour.
- Sampath P. Singh: Leading Lessons from Literature.
- Peter G. Northouse: Leadership: Theory and Practice.
- Fred Luthans and Bruce Avolio: The High Impact Leader.
- Paul Hersey and Kenneth H. Blenchar: Management of Organizational Behaviour: Utilizing Human Resource.
- Yukal, G.A.: Leadership in Organizations.

BCOMHBA303: DIGITAL MARKETING

Unit I: Introduction Concept, scope, and importance of digital marketing. Traditional marketing versus digital marketing. Challenges and opportunities for digital marketing. Digital penetration in the Indian market. Digital marketing landscape: an overview.

Unit II: Digital Marketing Management Digital-marketing mix. Segmentation, Targeting, Differentiation, and Positioning: Concept, levels, and strategies in a digital environment; Digital technology and customer-relationship management. Digital consumers and their buying decision process.

Unit III: Digital Marketing Presence Concept and role of Internet in marketing. Online marketing domains. The P.O.E.S-M framework. Website design and Domain name branding. Search engine optimisation: stages, types of traffic, tactics. Online advertising: types, formats, requisites of a good online advertisement. Buying models. Online public relation management. Direct marketing: scope and growth. E-mail marketing: types and strategies.

Unit IV: Interactive Marketing Interactive marketing: concept and options. Social media marketing: concept and tools. Online communities and social networks. Blogging: types and role. Video marketing: tools and techniques. Mobile marketing tools. PPC marketing. Payment options.

Unit V: Ethical and Legal Issues Ethical issues and legal challenges in digital marketing. Regulatory framework for digital marketing in India.

SUGGESTED READINGS

- Chaffey, D, F.E. Chadwick, R. Mayer, and K. Johnston (2015). Internet Marketing: Strategy, Implementation, and Practice. Pearson India
- Frost, Raymond D., Alexa Fox, and Judy Strauss (2018). E- Marketing. Routledge
- Gupta, Seema (2018). Digital Marketing. McGraw Hill Education (India) Private Ltd.
- Kapoor, Neeru. E-Marketing, Pinnacle learning
- Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan (2017). Digital Marketing: 4.0 Moving from Traditional to Digital. Pearson India
- Ryan, Damian and Jones Calvin (2016). Understanding Digital Marketing: Marketing Strategies for engaging the Digital Generation. Kogan page

BCOMHBA304: BUSINESS RESEARCH METHODS AND ANALYTICS

Unit I: Introduction to Business Research Meaning and Scope of Business Research; Types of Research- qualitative, quantitative, longitudinal, cross-sectional, fundamental, applied, conceptual and empirical; Characteristics of Good Research; Steps in Research Process; Ethics in Research.

Unit II: Language of Research Proposition and Hypothesis; Concept and Construct; Attribute and Variable; Theory and Model; Induction and Deduction Approach; Research Design and Types (Exploratory, Descriptive and Experimental).

Unit III: Scaling and Data Collection Measurement and Scaling; Primary scales of Measurement (Nominal, Ordinal, Interval and Ratio) ; Scaling Methods (Comparative-paired, rank order, constant sum and Q Sort, Non comparative-Likert, Semantic Differential and Staple); Reliability and Validity; Meaning and Sources of Primary and Secondary Data; Questionnaire Design; Census and Survey Method; Designing Sample Survey; Probability and Non-Probability Sampling Techniques .

Unit IV: Data Analysis and Interpretation Introduction to Univariate and Bivariate Analysis; Classification and Presentation of Data - Bar, Pie, Line, Histogram and Box-Plot; Descriptive Analysis-Measurement of Central Tendency, Position and Dispersion; Introduction to Inferential Statistics-Hypothesis testing (t, z, F and Chisquare test); Report Writing- types and format.

Unit V: Analytics in Business Introduction to Analytics, Analysis and Business Analytics; Overview of Machine Learning and Artificial Intelligence; Types of Analytics (Descriptive, Predictive and Prescriptive); Application of Analytics in Business Functions.

SUGGESTED READINGS

- Bryman, A., Bell, E. and Harley, B. (n.d.). Business research methods, Oxford University Press.
- Dangi, H., Dewan, S., Business research methods, Cengage Learning India Pvt. Ltd.

BCOMHBA305: TAX LAWS

Unit I: Introduction, Definitions, Residential Status, Incidence of Tax, Exempted Incomes, Income from Salaries

Unit II: Income from House Property, Profits and gains of Business or profession, Capital Gains, Income from other sources

Unit III: Deemed Income and Aggregation of Income, Set off and carry forward of losses. Deductions from Gross total income, Assessment of Individual.

Unit IV: Service Tax: Concept, Provisions and Procedures & Assessment.

Unit V: Value Added Tax: Background and justification of VAT: merits and demerits of VAT, input tax credit, Different modes of computation of VAT, Administrative procedures in brief.

SUGGESTED READINGS

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

BCOMHBA305: INTERNATIONAL TRADE

Unit I: Introduction: Basis of International Trade, Terms of Trade, Balance of Payment, Economic Development and Foreign trade, Commercial Policy, Generalised System of Preferences.

Unit II: International Economic Environment and System: Regional Economic Grouping, GATT (WTO) and UNCATAD. Bilateralism v/s Multilateralism Commodity agreements and commodity markets.

Unit III: International Economic Co-operation: Foreign Investment, Foreign Aid, Technology Transfer and International Trade, Economic cooperation among

developing countries. International Trade in Services, International Migration of skilled and unskilled labour.

Unit IV: India's Foreign Trade Role, Composition and directions of imports and exports promotion and incentives, Import Trade policy of India, Exchange Control Meaning objective and Methods.

Unit V: Government and Foreign Trade: Role of State Trading in India's foreign trade, export oriented units, Export of Projects and Consultancy Services. Free trade zone in India, EXIM Bank of India.

SUGGESTED READINGS

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