

S.S.JAIN SUBODH P.G. COLLEGE
(AUTONOMOUS)
JAIPUR
M.Com. (Business Administration)

Scheme of Examinations & Syllabus w. e. f. session 2022-23

(Semester-I)

Paper No.	Nomenclature of the Paper	No. of Hours per week	Theory	Internal	Total	Time (end sem.)
1.	Theory and Practice of Management	04	70	30	100	3 Hrs.
2.	Marketing Management	04	70	30	100	3 Hrs.
3.	Human Resource Management	04	70	30	100	3 Hrs.
4.	Managerial Economics	04	70	30	100	3 Hrs.

(Semester-II)

Paper No.	Nomenclature of the Paper	No. of Hours per week	Theory	Internal	Total	Time (end sem. exam)
1.	Management Thinkers	04	70	30	100	3 Hrs.
2.	Advertising Management	04	70	30	100	3 Hrs.
3.	Organisational Behaviour	04	70	30	100	3 Hrs.
4.	Financial Management	04	70	30	100	3 Hrs.

(Semester-III)

Paper No.	Nomenclature of the Paper	No. of Hours per week Paper w	Theory	Internal	Total	Time (end sem. exam)
1.	Business Environment	04	70	30	100	3 Hrs.
2.	E-Commerce	04	70	30	100	3 Hrs.
3.	International Business	04	70	30	100	3 Hrs.
4.	Research Methodology	04	70	30	100	3 Hrs.

(Semester-IV)

Paper No.	Nomenclature of the Paper	No. of Hours per week	Theory	Internal	Total	Time (end sem. exam)
1.	Strategic Management	04	70	30	100	3 Hrs.
2.	Tourism Marketing	04	70	30	100	3 Hrs.
3.	Human Resource Development	04	70	30	100	3 Hrs.
4.	Dissertation	04	50	50	100	3 Hrs.

**S.S.JAIN SUBODH P.G. COLLEGE
(AUTONOMOUS)
JAIPUR**

M.Com. (Business Administration)

Examination Question Paper Pattern for all semester Exams

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

Total of End Sem. Exam	–	70
Internal Assessment	–	30
Maximum Marks	–	100
Minimum Marks	–	40

**Master of Commerce
Business Administration
Semester – I**

Paper I Theory and Practice of Management

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Management: Concept and Functions, Principles of Management, Evolution of Management Thought, Planning, Decision Making, Management by Objectives, Management by Exception, Forms of Organizational Structure, Departmentation, Delegation and Decentralisation

Unit-II

Leadership, Motivation, Communication, Group Behaviour and Team Building, Effective Communication System, Management Information System

Unit-III

Management of Change, Conflict Management, Management of Stress, Yoga and Stress Management, Time Management, Quality Management, Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture

Suggested Readings:

1. Vashisth, Neeru, Principles of Management, Taxmann Publications Pvt. Ltd., New Delhi
2. Prasad, L. M., Principles & Practices of Management, Sultan Chand & Sons, New Delhi
3. Gupta, C.B, Management- Theory & Practice, Sultan Chand & Sons, New Delhi
4. Ramaswami,T, Principles of Management, Himalaya Publishing House, New Delhi
5. Ivancevich&Deuming, Business & Management, BiztantraPublication, New Delhi
6. Mathur, B.S. Principles of Management, Malik & Company, Jaipur
7. Sudha, G.S, Principles of Management, Ramesh Book Depot, Jaipur
8. नौलखा, आर.एल., प्रबन्ध के सिद्धान्त, रमेशबुकडिपो, जयपुर
9. सुधा, जी.एस, सामान्य प्रबन्ध, रमेशबुकडिपो, जयपुर

**Master of Commerce
Business Administration
Semester I**

Paper II Marketing Management

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Marketing Management: Introduction, Marketing Environment, Marketing Mix, Market Segmentation, Targeting and Positioning, Product related Decisions and Strategies, Pricing Decisions

Unit-II

Channels of Distribution Decisions, Promotion Decisions, Customer Relationship Management

Unit-III

Marketing of Services: Concepts, Seven Ps, Types of Marketing Services, Rural Marketing in India, Challenges before Modern Marketing Managers in India, Marketing Ethics, International Marketing: Concept, Trends

Suggested Readings:-

1. GitePriyanka, Marketing Management, Taxmann Publications, New Delhi
2. Kotler, Philip, Marketing Management Analysis, Planning Implementation and Control Prentice Hall of India, New Delhi
3. Stanton, William J, Fundamentals of Marketing, McGraw Hill Pvt. Ltd., New Delhi
4. Cundiff, E.W, Still, R.R. &Govini, Fundamentals of Modern Marketing, Prentice Hall of India, New Delhi
5. Kotler& Armstrong, Principles of Marketing, Prentice Hall of India, New Delhi
6. Patankar, Teja Shree, Marketing Management, International Publication House, New Delhi
7. Paule Business, Chris Fill, Kelly Page, Marketing, Oxford University House, New Delhi
8. Terpstra, Verne and Sarathy, Ravi, International Marketing, The Dryden Press, Fort Worth, Boston
9. Ball, Don and McCulloch, Wendell, International Business Challenge of Global Competition, Irwin, McGraw Hill Pvt. Ltd., New Delhi
10. मेहता,कोठारी,शर्मा, विपणनप्रबन्ध, रमेशबुकडिपो, जयपुर

**Master of Commerce
Business Administration
Semester – I**

Paper III Human Resource Management

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Human Resource Management- Concept, Functions, Roles, Competencies, Job Analysis, Human Resource Planning, Recruitment and Selection, Placement and Induction, Retention.

Unit-II

Training and Development: Employees Training, Executive Development Program, Performance and Potential Appraisal, Employee Compensation, Incentives and Performance linked Compensation

Unit-III

Maintenance of Employees, Grievance Handling and Redressal, Separation: Concepts and Techniques, Emerging Horizons of Human Resource Management, E-HRM, Human Resource Information System, Human Resource Audit

Suggested Readings:-

1. Rao, V.S.P., Human Resource Management, Taxmann Publications Pvt. Ltd., New Delhi
2. Sheikh A M, Human Resource Development and Management, S. Chand & Company Pvt. Ltd., New Delhi
3. Sanghi, Seema, Human Resource Management, Vikas Publication House, New Delhi
4. Flippo, Edwin B, Personnel Management, McGraw Hill Pvt. Ltd., New Delhi
5. Dessler, Gary, Human Resource Management, Prentice Hall of India, New Delhi
6. Venkataratnam, Personnel Management & Human Resource, McGraw Hill Pvt. Ltd., New Delhi
7. Memoria&Gankar, Personnel Management, Text & Cases,Himalaya Publishing House, New Delhi
8. Monappa&Mirza, Personnel Management Tata McGraw Hill Pvt. Ltd.,New Delhi
9. Ian Beardwell& Holden, Human Resource Management, McMillan Publication, New Delhi
10. Desimona, Werner, Haris, Human Resource Development, Thomson South Western Publication, New Delhi
11. शर्मा, शर्मा, सुराना,मानवसंसाधनप्रबन्ध, रमेशबुकडिपो, जयपुर
12. सुधा, जी.एस., मानवसंसाधनप्रबन्ध, रमेशबुकडिपो,जयपुर

**Master of Commerce
Business Administration
Semester – I**

Paper IV Managerial Economics

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Managerial Economics: Introduction, Nature and Scope of Managerial Economics, Role of Managerial Economics, Demand: Law of Demand, Elasticity of Demand, Demand Forecasting

Unit-II

Cost and Revenue- Concept and Types, Market Structure and Pricing Decisions, Price and Output Determination under Perfect Competition, Price and Output Determination under Monopoly, Price and Output Determination under Monopolistic Competition, Price and Output Determination under Oligopoly

Unit-III

National Income- Concept and Measurement, Theories of National Income Determination, Business Cycles and Control Measures

Suggested Readings:

1. Ahuja, H.L., Managerial Economics, S. Chand & Company Pvt. Ltd., New Delhi
2. Salvatore, D., Managerial Economics in a Global Economy, Thomson South Western, Singapore
3. Gupta, G.S., Managerial Economics, Tata McGraw Hill Pvt. Ltd., New Delhi
4. Varshney, R.L. & Maheswari, K.L., Managerial Economics, S. Chand & Company Pvt. Ltd., New Delhi
5. Koutsyannis, A., Modern Micro Economic Theory, Macmillan Education, Noida
6. Samuelson & Nordhaus, Economics, Tata McGraw Hill Pvt. Ltd., New Delhi
7. Samuelson, Paul & Nordhaus, William, Economics, Tata McGraw Hill Pvt. Ltd., New Delhi.
8. Keat, Young, Benerjee, Managerial Economics, Pearson Education, Tamil Nadu.
9. अग्रवाल: प्रबन्धकीय अर्थशास्त्र, कैलाशबुकडिपोजयपुर

**Master of Commerce
Business Administration
Semester – II**

Paper I Management Thinkers

Time: 3 Hours

Theory Marks:

70

Internal Marks:

30

100

Unit-I

F.W. Taylor, Henri Fayol, George Elton Mayo, Herbert Simon, Max Weber

Unit-II

William G. Ouchi, Victor H. Vroom, Peter F. Drucker, Tom Peters, Gary Hamel

Unit-III

Mahatama Gandhi, J.R.D. Tata, G.D. Birla, Dhirubhai Ambani, S. L. Kirloskar, Ramkrishna Bajaj

Suggested Readings:-

1. Mathur, Navin, Management Gurus: Ideas and Insights, National Publishing House, New Delhi
2. Singh, R. N., Management Thought and Thinkers, S.Chand & Company Pvt. Ltd., New Delhi
3. Batra, Pramod, Management Thought, Think INC, New Delhi.
4. Burton G and Thakur W., Management Today: Principles and Practice, Tata McGraw Hill Pvt. Ltd., New Delhi
5. सुधा, जी. एस., प्रबन्ध चिन्तनकाइतिहास, रमेशबुकडिपो, जयपुर
6. शर्मा एवंसुराणा, प्रबन्ध चिन्तनकाइतिहास, रमेशबुकडिपो, जयपुर

**Master of Commerce
Business Administration
Semester – II**

Paper II Advertising Management

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Introduction to Advertising, Advertising Objectives, Marketing Communication, Integrated Marketing Communication, Types of Advertising, Advertising Campaign

Unit-II

Advertising Budget, Message Development and Execution, Advertising Appeals, Media Decision, Media Types

Unit-III

Advertising Agency, Evaluating Advertising Effectiveness, Ethical and Legal Aspects of Advertising

Suggested Readings:

1. Aaker, David, et.al., Advertising Management, Prentice Hall of India, New Delhi
2. Gupta, Ruchi, Advertising Principles and Practice, S. Chand & Company Pvt. Ltd, New Delhi
3. Norris, James S., Advertising, Prentice Hall of India, New Delhi
4. Still, Richard R., Cundiff Edward W. Sales Management & Govoni Norman, A.P., Prentice Hall of India, New Delhi
5. Mishra, Sales Promotion and Advertising Management, Himalaya Publishing House, New Delhi.
6. Chunawalla, S.A., Sethia, K.C., Foundations of Advertising- Theory & Practices, Himalaya Publishing House, New Delhi
7. Agarwal P.K, Advertising & Sales Promotion, Pragati Prakashan, Meerut
8. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publications Pvt. Ltd., New Delhi
9. सारस्वत, रितु, विज्ञापन और उपभोक्ता व्यवहार, गौरांश पब्लिकेशन, अजमेर
10. हटवाल, एकेश्वर प्रसाद, विज्ञापन कला, राजस्थान हिन्दी अकादमी, जयपुर

**Master of Commerce
Business Administration
Semester – II**

Paper III Organisational Behaviour

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Organisational Behaviour: Nature and Scope, Challenges and Opportunities, Organisational Goals, Individual Behaviour, Personality, Perception

Unit-II

Individual Decision-Making, Learning, Motivation, Interpersonal Behaviour, Leadership

Unit-III

Organisational Change, Organizational Development, Organizational Effectiveness, Organisational Culture, Power and Politics, Quality of Work Life and Morale

Suggested Readings:

1. Robbins, Stephen P., Organisational Behaviour, Prentice Hall of India, New Delhi
2. Vashisht Neeru, Organisational Behaviour, Taxmann Publication Pvt. Ltd., New Delhi
3. Luthans, Fred., Organizational Behaviour, McGraw Hill Pvt. Ltd., New Delhi
4. Hersey & Blanchard., Management of Organizational Behaviour, Prentice Hall of India, New Delhi
5. George & Jones., Understanding & Managing Organizational Behaviour, Prentice Hall of India, New Delhi
6. Sekaran, Uma., Organizational Behaviour - Text & Cases, Tata McGraw Hill Pvt. Ltd., New Delhi
7. Ashwasthapa, Organizational Behaviour, Himalaya Publishing House, New Delhi
8. Pareek, Udai, Understanding Organizational Behaviour, Oxford University Press, New Delhi
9. Sharma, Organizational Behaviour, Tata McGraw Hill Pvt. Ltd., New Delhi
10. जैन, पीसी, संगठनात्मक व्यवहार, राजस्थान हिन्दी ग्रन्थ अकादमी, जयपुर
11. गोस्वामी, डी, संगठन और प्रबंध, पिपुल्स पब्लिकेशन, नई दिल्ली

**Master of Commerce
Business Administration
Semester II**

Paper IV Financial Management

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Financial Management: Introduction, Working Capital Management, Determinants of Working Capital, Management of Inventories, Receivables and Cash.

Unit-II

Decisions based on Break Even Analysis: Key Factors, Make or Buy, Export Decision, Product Mix, Capital Structure, Capital Theories, Capital Budgeting.

Unit-III

Leverages-Financial, Operating and Combined Leverage, Dividend Policy, Cost of Capital

Suggested Readings:

1. Vanhorne, James C., Financial Management & Policy, Prentice Hall of India, New Delhi
2. Rustagi, R.P., Fundamentals of Financial Management, Taxmann Publication Pvt. Ltd., New Delhi
3. Chandra, Prasana., Financial Management Tata McGraw Hill Pvt. Ltd., New Delhi,
4. Khan, M.Y. & Jain, P.K., Financial Management Tata McGraw Hill Pvt. Ltd., New Delhi
5. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
6. Tulsian&Tulsian, Financial Management, Sultan Chand Higher Academics, New Delhi
7. Brigham, Ehrhanit, Financial Management, Cengage Learning India Private Limited., New Delhi.
8. Bhall, V.K., Financial Management, S.Chand Higher Academics, New Delhi.
9. अग्रवाल एवंअग्रवालवित्तीय प्रबन्ध, रमेशबुकडिपो, जयपुर
- 10.अग्रवाल,एम आर,वित्तीय प्रबन्ध, गरिमापब्लिकेशन्स, जयपुर

**Master of Commerce
Business Administration
Semester – III**

Paper I Business Environment

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit I

Conceptual Framework of Business Environment, Environmental Analysis, Economic Systems, State Intervention in Business, Industrial Policies, Liberalisation, Privatisation & Globalisation

Unit-II

Social Responsibility of Business, Consumerism and Consumer Protection, Economic Aspects of Indian Constitution, Main Provisions of Competition Act 2002, Environment Protection Act, 1986: Objectives, Enforcement authorities and Penalties

Unit-III

Technological Environment, Technology in India and its Management, Contemporary Issues in Business Environment in India and CSR: Meaning, Recent Trends, Significance

Suggested Reading:

1. Shukla, M.B., Business Environment: Text & Cases, Taxmann Publication Pvt. Ltd., New Delhi
2. Cherunilam, Francis, Business and Government, Himalaya Publishing House, New Delhi
3. Swabera, Islam & Kharkongor, Business Environment, Taxmann Publications Pvt. Ltd., New Delhi
4. Chidambaram, Alagappan, Business Environment, Vikas publishing House Pvt. Ltd., New Delhi
5. Awasthappa, K., Essentials of Business Environment, Himalaya Publishing House, New Delhi
6. Ghosh & Kapoor, Business Policy and Environment, S.Chand & Company Pvt. Ltd., New Delhi
7. Dasgupta, A. & Sengupta, A.N., Government & Business, Allied Book Agency, New Delhi
8. Pailwar, Veena Kaishav, Business Environment, Prentice Hall of India, New Delhi
9. Shaikh Saleem, Business Environment, Pearson Education, Tamil Nadu
10. Agarwal, Raj, Business Environment, Excel Books, New Delhi

**Master of Commerce
Business Administration
Semester – III**

**Paper II
E-Commerce**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

Introduction to E-Commerce, Technology used in E-Commerce, E-Commerce Security and Controls

Unit II

E-Payment System: Introduction, Types, Security Issues, Online Business Transactions, E-Retailing

Unit III

E-Marketing: Objectives, Strategies, Traditional Marketing versus E-Marketing, E-Marketing Mix, Mobile Commerce: Concept, Importance and Methods

Suggested Readings:

1. AroraShivani, E-commerce, Taxmann Publications Pvt. Ltd., New Delhi
2. Elias M. Awad, Electronic Commerce- From Vision to Fulfillment, Prentice Hall of India, New Delhi
3. ChhabraT.N, R.K Suri, E-Commerce New Vitas for Business, DhanpatRai & Co., New Delhi
4. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Pvt. Ltd., New Delhi
5. Joseph P.T. and S.J., E-Commerce – An Indian Perspective, Prentice Hall India Pvt. Ltd., New Delhi
6. DiwanParag and Sunil Sharma, Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi
7. Bharat Bhaskar, Electronic Commerce – Framework, Technologies and Applications, Tata McGraw Hill Pvt. Ltd., New Delhi
8. Agarwal, K.N and Agarwal, Deeksha, Business on the Net, Macmillan, Noida

**Master of Commerce
Business Administration
Semester – III**

**Paper III
International Business**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit I

International Business: Meaning, Elements (Drivers, Entry modes), Significance, International Business Environment: Economic, Political, Cultural, Demographic, Technological and Legal Environment

Unit II

Global Trade Organizations, Regional Integration, International Strategic Management: Nature and Significance, Ethical Issues in International Business

Unit III

International Financial Management: Overview and Components, Foreign Direct Investment-Reasons, Trends

Suggested Readings:

1. Robinson, R.D., International Business Management- A Guide to Decision Making, Dryden Press.
2. Shiva, Ramu, International Business, A. H. Wheeler Publishing Co. Ltd.
3. Thakur and Mishra, International Business, Deep and Deep Publications, New Delhi
4. Diwan, J.M. and Sudarshan, K.N., International Business Management, Discovery Publications House, New Delhi

**Master of Commerce
Business Administration
Semester – III**

**Paper IV
Research Methodology**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit I

Fundamentals of Research: Concept, Scope, Objectives, Research Process, Types, Significance. Research Design: Meaning, Components, Types: Exploratory Research Design, Descriptive Research Design and Hypothesis- Testing Research Design.

Unit II

Collection of Data: Concept, Types of Data, Methods of Collection of Data, Data Analysis and Interpretation, Sample Design: Meaning, Process, Types of Sampling: Probability, Non-Probability Sampling, Determination of Sample Size.

Unit III

Hypothesis: Concept of Hypothesis, Qualities of a good Hypothesis, Hypothesis Testing: Procedure for Hypothesis Testing, Tools of Testing Hypothesis: Parametric Tests: Non-Parametric Tests: Z Test, T- Test, Chi Square, F Test, Analysis of Variance, Report Writing and Presentation, Bibliography & References.

Suggested Readings:

1. Rao, K.V., Research Methodology, Tata McGraw-Hill Publication, Delhi
2. Young, P.V., Scientific Social Surveys and Research, Prentice Hall New York
3. Saunders Lewis, Thorn Hill, Research Methods for Business Students, Pearson Education
4. Jain Rita, SaxenaNishith, Research Methodology, RBSA Publication
5. Kothari, C.R., Research Methodology, New Age Publication
6. Deepak &Sondhi, Neena, Research methodology: Concepts and Cases, Vikas Publishing House Pvt. Ltd. Delhi

**Master of Commerce
Business Administration
Semester – IV**

**Paper I
Strategic Management**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100
	100

Unit-I

Overview of Strategic Management, External Environment Analysis, Internal Organization Analysis, Strategic Planning

Unit-II

Strategy Formulation, Organization Redesign, Strategy Implementation, Strategy Evaluation and Control

Unit-III

Strategic Management in International Business, Strategic Issues in E-Business of Digitalisation, Strategic Management of Technology and Innovation, Strategic Issues in Organizational Change

Suggested Readings:

1. Gupta, C.B., Strategic Management, Texts and Cases, S. Chand & Company Pvt. Ltd, New Delhi.
2. Sengupta and Chandan J.S., Strategic Management, Vikas Publishing House Pvt. Ltd., New Delhi
3. Kishore, Ravi M., Strategic Management, Texts and Cases, Taxmann Publications Pvt. Ltd., New Delhi
4. Gupta, Golakota&Srinivasan, Business Policy and Strategic Management,Prentice Hall of India, New Delhi
5. Thomas, Hunger, Rangrajan, Strategic Management, Pearson Education, Tamil Nadu
6. Micheal V.P., Globalisation, Liberalisation and Strategic Management, Himalaya Publishing House, New Delhi.
7. Prasad, L.M., Strategic Management, S. Chand & Company Pvt. Ltd, New Delhi
8. Kazmi, Azhar, Strategic Management and Business Policy, Tata McGraw Hill Pvt. Ltd., New Delhi
9. जैन, पीसी,व्यूहरचनात्मकप्रबन्ध, रमेशबुकडिपो, जयपुर

**Master of Commerce
Business Administration
Semester – IV**

**Paper II
Tourism Marketing**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	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. Marketing of Tourism- Meaning and Definition of Tourism Marketing, Need and Importance

Unit-II

Seven (7) Ps of Tourism Marketing -Product, Price, Promotion, Place, People, Process and Physical Evidence, Tourism in India - Growth of Tourism in India, Benefits from Tourism, Barriers to Growth, Tourist Activities, Tourism Policy of India, Prospects and Challenges of Tourism Marketing

Unit-III

Importance of Tourism in Rajasthan- Importance, Tourist Places in Rajasthan, Tourists Facilities, Role, Organization and Progress of RTDC, Heritage Hotels in Rajasthan-Importance, Present Position and Prospects

Suggested Readings:

1. Khan, Tourism Marketing, Anmol Publication , New Delhi
2. Batra & Chawla, Tourism Marketing: Global Perspective , Deep and Deep Publication, New Delhi
3. Chawla, Romila, Tourism Marketing and Development, Sonali Publication, New Delhi
4. Singh, Ratandeep, Tourism Marketing, Kanishka Publishers, New Delhi.
5. Sinha, P.C., Tourism Management, Anmol Publications Pvt. New Delhi.

**Master of Commerce
Business Administration
Semester – IV
Paper III Human Resource Development**

Time: 3 Hours

Theory Marks:	70
Internal Marks:	<u>30</u>
	100

Unit-I

HRD: Introduction, Training and Development, Performance Management, Talent Retention, Employee Separation

Unit-II

Transactional Analysis, Job Evaluation, Employee Compensation: Incentives and Benefits, Union-Management Relationship, Establishment and Terms of Service, Discipline, Grievance Procedure

Unit-III

Employee Welfare and Social Security, Quality of Work Life, Employee Feedback, Competency-based Human Resource Management

Suggested Readings:

1. Sanghi, Seema, Human Resource Mangement, Vikas publishing House Pvt. Ltd., New Delhi.
2. Sheikh, A M, Human Resource Development and Management, S. Chand & Company Pvt. Ltd, New Delhi.
3. Pareek&Rao, Designing & Managing Human Resource System, Oxford & IBM, NewDelhi
4. Rao& Pereira, Recent Experiences in HRD, Oxford & IBM, NewDelhi
5. Davis, Keith, Human Behavior at Work, McGraw Hill Pvt. Ltd., New Delhi
6. Sharma J.K., Leadership Styles and Effectiveness of Potential Managers, Shell Write Pvt. Ltd.,Jaipur
7. इन्दलिया एवंमानवसंसाधन, विकास एवंनियोजन, रमेशबुकडिपो, जयपुर

**Master of Commerce
Business Administration
Semester – IV**

Paper IV Dissertations

Dissertation and Viva-Voce 50+50 = 100 Marks

Dissertation work shall be written, typed and submitted in triplicate at least two weeks before the commencement of the theory examination.

The Dissertation shall carry 50 marks and there shall be viva-voce of 50 marks based on dissertation. The Viva-voce shall be conducted in the institution

Guideline for drafting Dissertations

- **NUMBER OF PAGES:** 80-100
- **TYPING INSTRUCTIONS:** Border Indents Top, Bottom & Right – 1 Inch Left – 1.5 Inch
- **Page Numbering** – Bottom centered, **Font Type** – Times New Roman, **Font Color** – Black only
- **Font Size** – Uniform & Consistent throughout the report, **Chapter Heading** – 16 (Bold) **Titles** – 14 (Bold) **Normal Text** – 12 (Regular) Line Spacing – 1.5
- **Graphical Presentation** – Color / Black & White
- **Reference Number** - Each and every Table / Exhibit / Figure must be assigned its reference number. E.g. – Table 1.1, Fig 1.1, etc

Format for Dissertation

- Title page on the Dissertation (On the Cover page)
- Title page in the Dissertation (Inside the Dissertation)
- Declaration of Original Piece of work by student
- Preface
- Acknowledgement
- Contents

Preparation of Research Report

Chapterisation

1. Introduction of the Topic A brief introduction of the topic. For Example: In a Project of “Green HRM Practices of IT Sector”, explain the Concept, Features, Importance, and Practices of Green HRM. A brief theoretical backdrop about the project is required to be given like referring to some standard text books, journals, magazines, newspaper, etc. Attempt should be made to collect latest information by scanning latest articles published in periodicals, journals, etc.

2. Profile of the Organisation 2.1. Overview of Industry as whole 2.2. Profile of the Organization 2.3. Problems of the Organization 2.4. Competition Information 2.5. S.W.O.T Analysis of the Organization

3. Research Methodology 3.1. Overview of the Project 3.2. Objective of Study 3.3. Data Sources 3.4. Limitations of the Study

4. Analysis and Presentation Example: Green HRM Practices of IT Sector: Then explain the Green HRM Practices of any 5 companies.

5. Findings/Summary and Suggestions 5.1 Conclusion and Recommendations 5.2 Scope of further study

Appendices

Bibliography