



**Maharaja Surajmal Brij University  
Bharatpur (Rajasthan)**

**Syllabus**

**M. Com. Business Administration**

**Semester System, NEP-2020**

**Semester I&II**

**Academic Session 2025-26**

# MAHARAJA SURAJMAL BRIJ UNIVERSITY, BHARATPUR (RAJASTHAN)

M.Com

(Business Administration)

## SYLLABUS-SEMESTER SCHEME

### SEMESTER-I

S.No.	Particular's Course Discipline	Course Type	Course Code	Course Title	Contact Hours			Credit
					L	T	P	
1	Centric Core Paper-I (CC)	Major	BUA-30101-T	Theory and Practice of Management	4	0	0	4
2	Centric Core Paper-II (CC)	Major	BUA-30102-T	Marketing Management	4	0	0	4
3	Centric Core Paper-III (CC)	Major	BUA-30103-T	Human Resource Management	4	0	0	4
4	Elective Paper-IV (CE)	Major			4	0	0	4
5	Elective Paper-V (CE)	Major			4	0	0	4
6	Skill Enhancement Course (SEC)	Major/Minor			4	0	0	4
Total Semester Wise Credit					24	0	0	24

#### Elective Paper (Semester-I)

(Select Any Two)

S.No.	Course Code	
1	CE	BUA-30104-T Management Accountancy
2	CE	BUA-30105-T Industrial Relations & Social Security
3	CE	BUA-30106-T Modern Business Communications
4	CE	BUA-30107-T Retail Management

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 BHARATPUR (RAJASTHAN)

**M.Com. Business Administration**

**Session-2025-26**

**SEMESTER-I**

**BUA : THEORY AND PRACTICE OF MANAGEMENT**

30101-T

**Unit-I**

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

**Unit-II**

Planning, Managerial Decision Making, MBO, Departmentalization, Management of Change.

**Unit-III**

Leadership Styles, Power, Group Behavior and Team Building, Effective Communication System, MIS.

**Unit-IV**

Motivation Concepts, Contemporary Views of Motivation, Conflict Management, Management of Stress, Time Management, Total Quality Management.

**Books Recommended**

1. Prasad, L.M. Principles and Practice of Management, Sultan Chand & Sons.
2. Vashisth, Neeru: Principles of Management, Taxman Publications Pvt. Ltd.
3. Tripathi and Reddy: Principles of Management, Tata- McGraw Hill.
4. Sudha, G.S.: Principles of Management, Ramesh Book Depot.

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**M.Com. Business Administration**

**Session-2025-26**

**SEMESTER-I**

**BUA : MARKETING MANAGEMENT**

30102-7

**Unit-I**

Marketing Management- Concept, Importance, Scope, Approaches to Marketing, Marketing process, Marketing Environment, Social, Legal and Ethical Issues in Marketing.

**Unit-II**

Product Planning: Product Policy Decision, Brands and Trade Marks, Packaging, 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, Evaluating the Major Channel Alternatives, Channels of Distribution in India.

**Books Recommended**

1. Kotler-and Keller: Marketing Management, Pearson Publication.
2. Stanton, Etulund: Fundamentals of Marketing, Tata McGraw Hill.
3. Saxena, Rajan: Marketing Management, Tata McGraw Hill.
4. Ramaswami and Namakumari: Marketing Management in India, McMilan.

*20/12/2025*

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**M.Com. Business Administration**

**Session-2025-26**

**SEMESTER-I**

**BUA : HUMAN RESOURCE MANAGEMENT**

30103-T

**Unit-I**

Introduction: Concept, Objectives, Scope and Importance of Human Resource Management, Human Resource Environment in India, Changing Role of HRM, Organisation of Human Resource Department.

**Unit-II**

Job Analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and Specifications, Job Design Approaches.

**Unit-III**

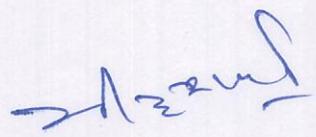
Recruitment and Selection: Factors affecting Recruitment, Sources of Recruitment (Internal and external), Selection Process, Psychological tests for selection, Requirement of a good test for selection. Interviewing, Placement and Induction.

**Unit-IV**

Performance Appraisal: Concept and Objectives, Traditional and Modern Methods, Limitations.

**Books Recommended**

1. Dessler, Garry: Human Resource Management, Prentice Hall of India.
2. Gupta, C.B.: Human Resource Management, Sultan and Sons
3. Chhabra, T.N. Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd.
4. Filppo, Edwin B.: Principles of Personnel Management, Tata McGraw Hill.
5. Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Co.
6. Subba Rao, P.: Personnel & Human Resource Management, Himalaya Publishing House.
7. Aswathappa, K.: Human Resource and Personnel Management, Tata McGraw Hill

  
  
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BUA 30104-T  
**Management Accountancy**

**Course Objectives: This course aims to:**

1. Provide an understanding of the nature and scope of Management Accounting.
2. Equip students with tools for financial statement analysis, including ratio and cash flow analysis.
3. Introduce concepts of capital budgeting and leverage.
4. Explore advanced topics like variance analysis and break-even analysis.

**UNIT-I**

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

**UNIT-II**

Ratio Analysis, Funds Flow and Cash Flow Analysis.

**UNIT-III**

Capital Budgeting, Operating and Financial Leverage.

**UNIT-IV**

Variance Analysis, Cost of Capital, Responsibility Accounting.

**Recommended Books:**

1. Pandey, I.M.: Management Accounting, Vikas Publishing House Pvt. Ltd.
2. Shah, Paresh: Management Accounting, Oxford University Press.
3. Agrawal, M.R.: Management Accounting, RBSA Publishers.
4. Jain and Singh: Management Accounting, Shivam Book House.

**Course Learning Outcomes: Upon completing this course, students will:**

1. Grasp the fundamentals of Management Accounting and its role in decision-making.
2. Analyze financial statements using various techniques, including ratio and cash flow analysis.
3. Apply capital budgeting and leverage concepts in financial decision-making.
4. Conduct variance and break-even analyses for business forecasting.

*20/3/2017*

**Industrial Relations and Social Security**

**Course Objectives: This course aims to:**

1. Introduce the concept and importance of Industrial Relations in the Indian context.
2. Examine the causes, effects, and resolution mechanisms of industrial disputes.
3. Analyze the roles of employer and employee associations in industrial relations.
4. Explore the framework and laws related to social security in India.

**UNIT I**

Industrial Relations: Concept, Nature, Importance, and Changing Patterns of Industrial Relations in India.

**UNIT II**

Industrial Disputes: Meaning, Causes, Forms, Effects, Prevention and Settlement machinery; Industrial Peace, Suggestions.

**UNIT III**

Association of Employer and Employee Associations: Features, Role, Functioning. Problems, and Suggestions. Study of INTUC, AITUC, Chamber of Commerce, ASSOCHAM.

**UNIT IV**

Collective Bargaining: Meaning, Nature, Scope, Process, Pre-requisites for Success, Collective Bargaining in India, Workers' Participation in Management.

**Recommended Books:**

1. Kumar, Subin: Industrial Relations: Legal Principles and Practices, PHI Publishing.
2. Venkataratnam, C.S.: Industrial Relations, Oxford University Press.
3. Sen, Ratna: Industrial Relations: Text and Cases, Macmillan India Pvt. Ltd.
4. Joshi, Pali: Industrial Relations and Labour Management, Skyline Publishing House.
5. Memoria, C.B. and Memoria, Satish: Labour Welfare, Social Security and Industrial Peace in India, KitabMahal.
6. Chatterjee, N.N.: Industrial Relations in India in the Context of a Progressive Economy, Allied Book Agency.
7. Sinha, P.R.N.: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.
8. Bhagoliwal, T.N.: Industrial Relations, Sahitya Bhawan.

**Course Learning Outcomes: Upon completing this course, students will:**

1. Understand the nature and changing patterns of Industrial Relations in India.
2. Identify and assess the causes and resolution methods for industrial disputes.
3. Evaluate the functioning and impact of employer and employee associations on industrial relations.
4. Gain knowledge of social security laws and their application in the workplace.

*2/3/2021*

**Modern Business Communication**

**Course Objectives: This course aims to:**

1. Develop a foundational understanding of business communication, its types, and principles.
2. Enhance skills in writing various business letters and utilizing modern communication technologies.
3. Improve public speaking, group discussion, and listening skills.
4. Teach business etiquette and manners essential for professional success.

**UNIT I**

Business Communication: Definition, Types, Principles of Effective Communication, Barriers Remedies to Communication.

**UNIT II**

Business Letter: Layout, Kinds of Business Letters, Interview Communication and Technology, Video Conferencing, Fax, Email, Multimedia Presentations, Web 2.0 and Communication, Skype, LinkedIn, Facebook, and WhatsApp.

**UNIT III**

Public Speaking, Seminar Presentation, Interview, Group Discussions, Effective Listening.

**UNIT IV**

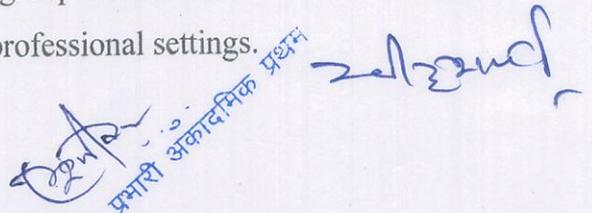
Report Writing, Agenda, Minutes of Meetings, Memorandum, Office Orders, Circulars, Notes.

**Recommended Books:**

1. Rai, Urmila and Rai, S.M.: Business Communication, Himalaya Publishing House.
2. Thill, John V., Bovee, Courtland L., and Schatzman, Jean: Effective Business Communication, Tata McGraw-Hill.
3. Madhukar, R.K.: Business Communication, Vikas Publishing House.
4. Kaul, Asha: Effective Business Communication, PHI Learning Pvt. Ltd.
5. Chaturvedi, Abha, Chaturvedi, Raj and Schalk, John V.: Business Communication Today, Pearson Education.
6. Rai, Nageshwar and Das, Rajendra P.: Communication Skills, Himalaya Publishing House.
7. Bhaskar, R.J.: Business Communication, Ane Books Pvt. Ltd.

**Course Learning Outcomes: Upon completing this course, students will:**

1. Understand the principles of effective communication and how to overcome barriers.
2. Write and format various types of business letters and effectively use communication technologies.
3. Confidently engage in public speaking, interviews, and group discussions.
4. Demonstrate proper business etiquette and manners in professional settings.

  
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**RETAIL MANAGEMENT****Course Objectives:**

1. To understand the role, relevance, and trends in retail management, including the benefits, enablers, and challenges faced by different types of retail outlets.
2. To explore product and merchandise management, including procurement, forecasting, and budgeting processes.
3. To study store layout, location, atmosphere, space management, and retail market segmentation.
4. To analyze retail pricing, promotion strategies, stock and inventory management, and the impact of foreign direct investment (FDI) on the retail sector in India.

**UNIT-I**

Introduction to Retail: Role, Relevance and Trends, Benefits, Enablers and Challenges, Types of Retail outlets- organized and unorganized.

**UNIT-II**

Product and Merchandise Management, Merchandise procurement, Merchandise forecasting, budgeting.

**UNIT-III**

Store layout, location atmosphere and space Management, Retail Market segmentation, Retail store operation.

**UNIT-IV**

Retail Pricing, Retail promotion strategy, Retail selling, Communication and consumer handling, stock and inventory Management.

**Books Recommended**

1. Gibson G. Vedamani: Retail Management (Jaico Publishing House)
2. Chetan Bajaj, RajnishTuli, Nidhi V. Shrivastava: Retail Management.
3. Gourav Ghosal: Retail Management.
4. S.C. Bhatia: Retail Management.
5. S. Sudershan, S.R. Prakash and M.S. Sharma: Retail Management.

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**Course Learning Outcomes:**

1. Students will describe the role and trends in retail management and differentiate between organized and unorganized retail outlets.
2. Students will manage merchandise effectively, including procurement, forecasting, and budgeting for retail operations.
3. Students will design efficient store layouts, manage space, and segment markets to optimize retail operations.
4. Students will develop pricing and promotion strategies, manage inventory, and evaluate the impact of FDI on retailing in India.

MAHARAJA SURAJMAL BRLI UNIVERSITY, BHARATPUR (RAJASTHAN)  
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SYLLABUS-SEMESTER SCHEMESEMESTER-II

S.No.	Particular's Course Discipline	Cours Type	Course Code	Course Title	Contact Hours			Credit
					L	T	P	
1	Centric Core Paper-I	Major	BUA 30201-T	Management thinkers	4	0	0	4
2	Centric Core Paper-II	Major	BUA 30202-T	Business Environment	4	0	0	4
3	Elective Paper-III	Major			4	0	0	4
4	Elective Paper-IV	Major			4	0	0	4
5	Introduction of Research Methodology	Major			4	0	0	4
6	Interdisciplinary Elective Course (IEC)	Major/Minor	IRM- IEC-	Research Methodology	4	0	0	4
Total Semester Wise Credit					4	0	0	4
					24	0	0	24

Elective Paper (Semester-II) (Select Any Two)			
S.No.	Course Code	Course Title	
1	BUA 30203-T	Strategic Management	
2	BUA 30204-T	Marketing Research	
3	BUA 30205-T	Managerial Economics	
4	BUA 30206-T	Entrepreneurship Development	

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**M.Com. Business Administration**

**Session-2025-26**

**SEMESTER-I I**

**BUA : MANAGEMENT THINKERS**

30201-7

**Unit-I**

Spirituality and Management Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management- Personality Development, Meditation and Management of stress.

**Unit-II**

Indian Epics and Management- Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthshastra.

**Unit-III**

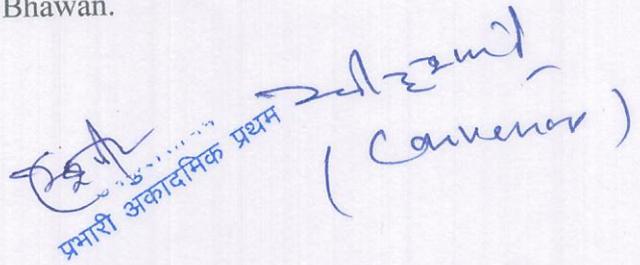
Indian Thinkers- Swami Vivekanand, Mahatma Gandhi, S.K. Chakraborty.  
C.K. Prahlad., ml.

**Unit-IV**

Western Thinkers 1-F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.  
Peter F. Drucker

**Books Recommended**

1. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Limited Publishers.
2. Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
3. Khanna, S.: Vedic Management, Taxman Publications (P) Ltd.
4. Bhagwad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.
5. Rajgopalachari, C.: Ramayan, Bhartiya Vidya Bhawan.

A handwritten signature in blue ink is written over a blue circular stamp. The stamp contains the text 'प्रमारी अकादमिक प्रथम' (Pramari Akademi Pratham) in Devanagari script. To the right of the stamp, the name '(Carvenor)' is written in blue ink.

**M.Com. Business Administration**

**Session-2025-26**

**SEMESTER-I I**

**BUA : BUSINESS ENVIRONMENT**

30202-T

**UNIT-I**

Introduction of Business Environment, Concept Significance and Nature of Business Environment, Changing Dimensions of Business Environment.

**UNIT-II**

Implications of Globalization, Competition Act, 2002.

**UNIT-III**

Legal Environment of Business, Changing dimensions of Legal Environment, Intellectual Property Rights.

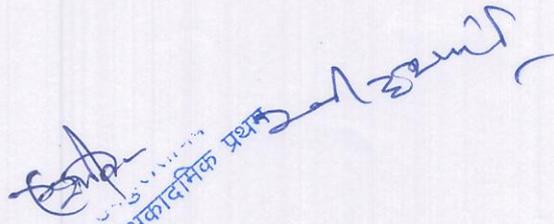
**UNIT-IV**

Environment Protection, Government Policy on Environment, Water Pollution Act, Air Pollution Act, Environment Pollution Act.

Corporate Ethics and Government, Contemporary issues in CSR and Governance, Work Ethics, Sustainable Development.

**Books Recommended**

1. N. Gopal : Business Environment, Tata McGraw Hi
2. Saleem Shaikh : Environment, Pearson Education of India
3. David Publication : The Environment of Business, SAGE Publication
4. Aswathappa: Essentials of Business Environment, Himalaya Publishing House

  
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**Strategic Management****Course Objectives: This course aims to:**

1. Introduce the fundamentals of strategic management, including its role, process, and limitations.
2. Equip students with tools for environmental scanning and internal capability appraisal.
3. Explore various levels of strategy formulation: corporate, business, and functional.
4. Discuss the implementation and evaluation of strategies within organizations.

**UNIT I**

Introduction: Meaning of strategic Management, Role of Strategic Management, Process of Strategic Management, Limitations of SM, organizational Mission, Vision and objectives, Strategy & Structure, 7s Framework.

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

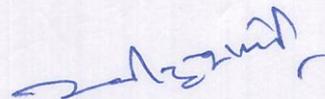
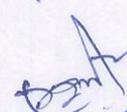
Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic Evaluation and Control.

**Books Recommended:**

1. AzharKazmi: Strategic Management
2. P. Rao: Strategic Management:
3. L.M. Prasad: Strategic Management
4. Ravi Kumar: Strategic Management

**Course Learning Outcomes: Upon completing this course, students will:**

1. Understand the strategic management process and its significance in achieving organizational goals.
2. Analyze external and internal environments to identify core competencies and organizational capabilities.
3. Formulate effective strategies at corporate, business, and functional levels.
4. Implement and evaluate strategies using appropriate techniques and criteria to ensure organizational success.

  
  
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## MARKETING RESEARCH

### Course Objectives:

1. Introduction to marketing research, research design, and the marketing information system.
2. Learn the process of problem identification, research proposal development, and data collection methods.
3. Master questionnaire preparation, sampling methods, and data collection techniques.
4. Gain skills in data analysis, report preparation, and presentation of marketing research findings.

### Unit-I

Marketing Research: An Introduction, research design, marketing information system and marketing research, problems in conducting marketing research.

### Unit-II

Marketing research process, Problem identification, Developing research proposal, Primary Data collection, Secondary Data sources.

### Unit-III

Preparation of questionnaire, Sample design-Sampling methods and Sample size determination, field work and data collection.

### Unit-IV

Data analysis and report preparation: Data editing, tabulation, editing, report preparation and presentation.

### Books Recommended:

1. Cooper, Donald, R. and Pamela, S. ScHindler: Marketing Research, Tata McGraw Hill.
2. Malhotara, Naresh K.: Marketing Research, Prentice Hall of India.
3. Harper W., Boyd, Ralph Westfall and Stauley F.: Marketing Research: Text and Cases.
4. Green, Paul E., et.al: Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd.
5. Donald, S., Tull and Del, I., Hawkins; Marketing Research: Measurement and Methods, Prentice Hall of India Pvt. Ltd.

### Course Learning Outcomes:

1. Ability to grasp the fundamentals of marketing research and its design.
2. Competence in identifying research problems, developing proposals, and collecting data.
3. Skill in preparing questionnaires, designing samples, and conducting fieldwork.
4. Expertise in analyzing data, preparing reports, and presenting research results.

**MANAGERIAL ECONOMICS****Course Objectives:**

1. Explore the nature, scope, and role of managerial economics, including demand elasticity and forecasting.
2. Study cost concepts, classifications, and the relationship between cost and output.
3. Examine pricing strategies under different market structures, including perfect competition and monopolistic competition.
4. Learn theories of income, profit, wages, rent, and understand national income concepts, measurement, and distribution.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Price Decision under Perfect Competition, Pure Competition and Monopolistic Competition.

**Unit-IV**

Theories of Income, Profit, Wages and Rent.

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

**Books Recommended**

1. Dean, Joel: Managerial Economics
2. Gopalkrishan: A Study of Managerial Economics, Himalaya Publication.
3. Dwivedi, D. N.: Managerial Economics, Vikas Publishing House.
4. Agarwal, M.D. and Somdev: Managerial Economics
5. Seth, M.L.: Principles of Economics (Hindi & English).
6. Jhingam, M.L.: Principles of Economics (Hindi & English), Vikas Publishing House.

**Course Learning Outcomes:**

1. Ability to explain the role and scope of managerial economics and apply demand elasticity and forecasting techniques.
2. Proficiency in identifying and classifying costs and analyzing cost-output relationships.
3. Competence in making pricing decisions based on different market structures.
4. Skill in applying theories of income and understanding national income measurement and its impact on welfare.

## Entrepreneurship Development

### Course Objectives: This course aims to:

1. Introduce the concept of entrepreneurship and its role in economic development.
2. Explore the characteristics and management of small and medium enterprises (SMEs).
3. Guide students through project formulation, appraisal, and financial analysis.
4. Highlight the institutional support available for entrepreneurship development, especially in Rajasthan.

### UNIT I

Concept of Entrepreneurship and Small Business Management, Characteristics, Role of Entrepreneurship in Economic Development, Competencies and Qualities of Entrepreneurs.

### UNIT II

Concept of SMEs, Forms of Ownership for Small Businesses, Preparations of Project Reports, Setting up of a SSI- Steps involved, Policies and Programs for SMEs, Concept of Startups - Facilities and Incentives.

### UNIT III

Project Formulation, Project Appraisal, Financial Analysis, Social Cost-Benefit Analysis, Budgetary Control.

### UNIT IV

Institutional Assistance to SMEs: Role of Central, State, and District Level Institutions in Entrepreneurship Development in Rajasthan, Role of NABARD, SIDBI, NSIC, and RIICO in Entrepreneurship Development.

### Recommended Books:

1. Desai, Vasant: Entrepreneurship Development.
2. Khanka, S.S.: Entrepreneurial Development, S. Chand and Company, New Delhi.
3. Sharma, R.A.: Entrepreneurship Transformation in Indian Industry, Sterling Publishers (P) Ltd.
4. Mathur, B.L.: Entrepreneurship Development, Himalaya Publishing House.
5. Chhabra, T.N.: Entrepreneurship Development, S. Chand and Company, New Delhi.
6. Pareek, H.S.: Financing of Small Enterprises in a Developing Economy, National Publishing House, New Delhi.

**Course Learning Outcomes: Upon completing this course, students will:**

1. Understand the role of entrepreneurship in economic development and the qualities of successful entrepreneurs.
2. Learn the process of establishing and managing SMEs, including the preparation of project reports.
3. Conduct project formulation and financial analysis for small business ventures.
4. Identify and utilize institutional support for entrepreneurship development in Rajasthan.

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