



Dr. Bhimrao Ambedkar University, Agra

A State University of Uttar Pradesh (Paliwal Park, Agra -282004)

www.dbrau.ac.in

A Documentary Support for Matric No. – 1.3.1

Institution integrates cross-cutting issues relevant to **Professional Ethics, Gender, Human Values, Environment & Sustainability** and other value framework enshrined in **Sustainable Development goals and National Education Policy – 2020** into the Curriculum

under the
Criteria - I
(Curriculum Design and Development)

Key Indicator - 1.3

in

Matric No. – 1.3.1

(M.COM (BUSINESS ADMINISTRATION))



PROFESSIONAL
ETHICS



ENVIRONMENT &
SUSTAINABILITY



NATIONAL EDUCATION
POLICY – 2020



HUMAN VALUES



GENDER


Registrar
Dr. B.R.A. University, Agra

DR.BHIMRAO AMBEDKAR UNIVERSITY

AGRA (UTTAR PRADESH)



SYLLABUS

EXAMINATION PATTERN

RULES & REGULATION

For

MASTER OF COMMERCE (M.COM)

(BUSINESS ADMINISTRATION)

as per

NATIONAL EDUCATIONAL POLICY-2020

Course Offered

MASTER OF COMMERCE (M.COM)

POST GRADUATE PROGRAM

Eligibility for Admission in M.Com. in Business Administration

First Semester:

- The minimum qualification for admission in M.Com shall be three years Bachelor's degree in commerce including B.Com. Vocational (Three years) with at least 40% marks in aggregate or CGPA 4.0.
- The admission process shall be based on academic merit, written test and interview, as per decision of the university.

Attendance:

University rules regarding attendance will be adhered.

Assessment Pattern:

1. Each core or elective course in each semester shall be of 100 marks. Out of these marks, 25 marks (Internals) in each course shall be awarded on the basis of at least two periodical tests to be conducted by the teacher concerned during the semester. At end of each semester there shall be a term examination of each course and the same shall carry 75 marks. The Research Project shall be of 100 marks at the end of each semester. The marks shall be awarded jointly by the internal and external examiners on the basis of research report, viva-voce and records.
2. (a) Internal & External examination and evaluation will be conducted according to norms and schedule laid down by NEP/University/Institute.
(b) A student must get 40% marks or 4.0 CGPA in each theory paper in internal and external exam separately. To pass the course the candidate must score 50% marks or 5.0 CGPA in aggregate.

Continuous or Internal or Mid Term Assessment:

Continuous Internal Evaluation shall be based on allotted Assignment and Class Tests. The marks shall be as follows:

Assessment and Presentation of Assignment	(04 marks)
Class Test-I (Objective Questions)	(04 marks)
Class Test-II (Descriptive Questions)	(04 marks)
Class Test-III (Objective Questions)	(04 marks)
Class Test-IV (Descriptive Questions)	(04 marks)
Overall performance throughout the Semester (includes Attendance, Behaviour, Discipline, Participation in Different Activities)	(05 marks)



Subject Prerequisites ::

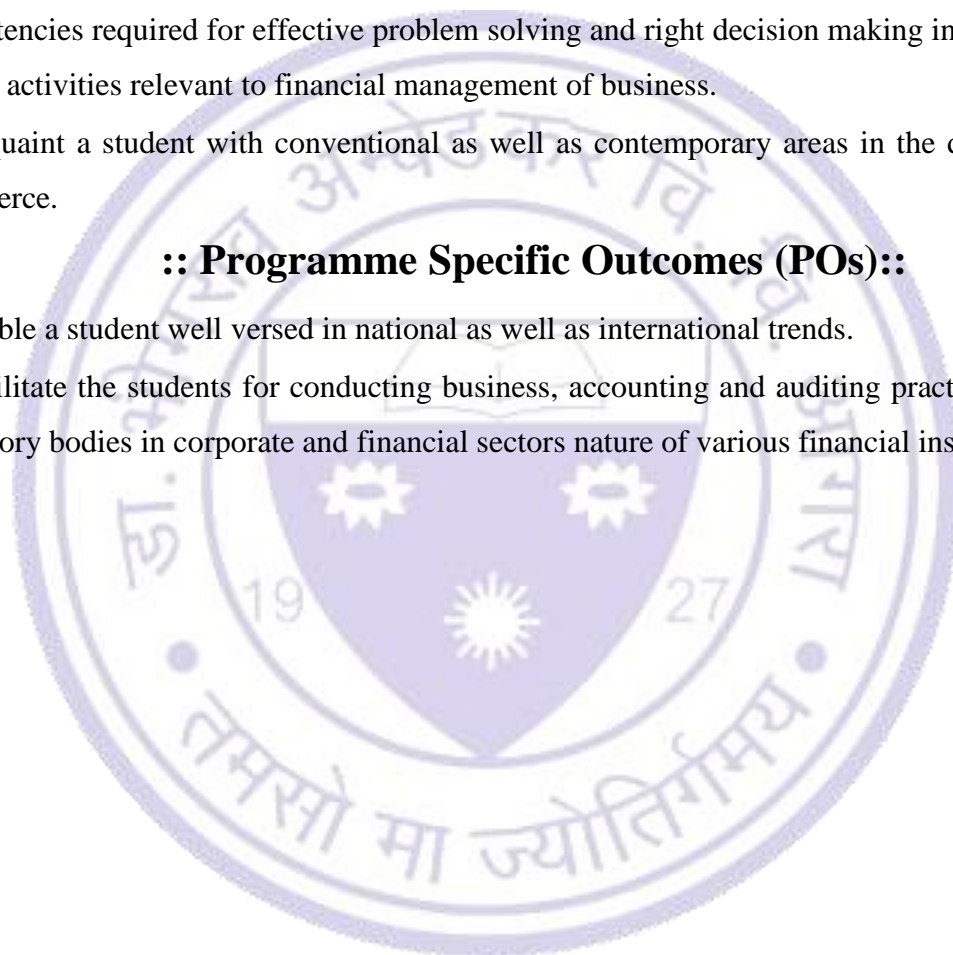
To study this subject a student had the subject(s) commerce stream in UG.

:: Programme Outcomes (POs) ::

- To provide a systematic and rigorous learning and exposure to management and administration related disciplines.
- To train the student to develop conceptual, applied and research skills as well as competencies required for effective problem solving and right decision making in routine and special activities relevant to financial management of business.
- To acquaint a student with conventional as well as contemporary areas in the discipline of Commerce.

:: Programme Specific Outcomes (POs)::

- To enable a student well versed in national as well as international trends.
- To facilitate the students for conducting business, accounting and auditing practices, role of regulatory bodies in corporate and financial sectors nature of various financial instruments.



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 101	Course Credit: 5
RESEARCH METHODS		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • Explain the concept of Research in business. • Grasp why nations are engaged in research and why their economic growth has accelerated. • Understanding the procedure and process of research business. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction to Research Introduction– Meaning & concept of research approach to Research: Inductive and deductive approach. Types of Research, significance of Research in business and management. Review of literature- Meaning, Importance and approaches. Ethical issue in research and Plagiarism.	15
II	Research Problem & Research Design Meaning and Process of formulation of the research problem. Research Design- Meaning and Need for Research Design, Features of Good Research	17

	Design, Types of Research Design: Exploratory/Formulative, Descriptive/Diagnostic. Formulation of Hypothesis- Meaning, types of hypothesis and features of good research hypothesis.	
III	<p>Data Collection & Sampling</p> <p>Types & Sources of Data: Primary & Secondary. Methods of Primary Data collection- Observation, Interview and Survey.</p> <p>Preparation of Questionnaire/Schedule- Meaning of the Questionnaire and guidelines for constructing Questionnaire. Sampling- Meaning, Methods of study and size of sample. Sampling Methods- Probability sampling: simple, random, systematic, stratified, cluster, area, multi stage, proportional, sequential sampling. Non Probability sampling: Convenience, Quota, Snowball, Judgement.</p>	18
IV	<p>Research Reporting and Modern Practices in Research</p> <p>Research Report writing: Importance, essentials, structure/layout, types. Reference and Citation Methods: APA (American Psychological Association), CMS (Chicago Manual Style), MLA (Modern Language Association), Footnotes and Bibliography, Modern Practices: Ethical Norms in Research, Role of Information technology in Research.</p>	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Research Methodology: C.R. Kothari. • Research Methodology: Sadhu & Singh • Text of Research Methodology: P.C. Tripathi. • Research Methods in Economics and Business: R. Ferber & Verdoom <p>Note- Latest edition of the text books should be used.</p>		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 102	Course Credit: 5
STATISTICAL ANALYSIS		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> The basic objective of this course is to develop a sense of computation amongst the students and this course shall be helpful in developing the knowledge of control tendency, symmetrical & asymmetrical distribution pattern, index number, probability and hypothesis testing etc. 		
Pedagogy: <ul style="list-style-type: none"> Classroom discussion on fundamentals of course and other related aspects. Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> Class Assignments (Subjective and Objective) Terminal Class Tests Surprise Quizzes and Viva-voce Attendance Term-End Examination 		
Unit	Contents	No. of Periods
I	Analysis of Variables and Attributes (a) Methods of finding missing data <u>Interpolation</u> and <u>Extrapolation</u> (b) <u>Regression-Regression</u> Equations and <u>Line of the best fit</u> , <u>Properties of Regression Coefficient</u> (c) Association of Attributes Introduction, Classification of data, Methods of Studying of Association, Coefficient of Association, Association of Two Attributes.	15
II	Time Series Analysis (a) Analysis of Time Series-Meaning, Components and Importance of Time Series Analysis (b) Methods of Time Series Analysis.	14

<p style="text-align: center;">III</p>	<p>Probability and Probability Distribution (a) Conditional and Joint Probability, Bay's Theorem - Introduction and Statistical Significance, (b) Distribution for Discrete Random Variable the Binomial Distribution, the Poisson distribution (c) Distribution for Continuous Random Variable- The Normal Distribution.</p>	<p style="text-align: center;">18</p>
<p style="text-align: center;">IV</p>	<p>Sampling and Test of Significance (a) Sampling- Nature, Sample Design, Sample Size, Probability and Non- Probability Sampling (b) Hypothesis: Meaning, Types and Formulation (c) Test of Significance- The Chi Square test, 'Z' test, 't' Test and 'F' test. Statistical Quality Control (a) Introduction (b) Control chart for Variables and Attributes.</p>	<p style="text-align: center;">18</p>
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Bowley, AL: ELEMENTS OF STATISTICS • Croxton, FE & Cowden, DJ: APPLIED GENERAL STATISTICS • Elhance, DN: FUNDAMENTALS OF STATISTICS • Gupta, BN: STATISTICS • Gupta, SP: STATISTICAL METHODS • RP Hooda: ADVANCED STATISTICS • AL Nagar: MATHEMATICAL STATISTICS • STATISTICS FOR MANAGEMENT: G Arulmozhi, S Muthulakshmi; Tata McGraw Hill <p>Note- Latest edition of the text books should be used.</p>		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 103	Course Credit: 5
MANAGEMENT OF INDUSTRIAL RELATIONS		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • The course aims at providing fundamental knowledge and exposure to the industrial relations and related aspects prevailing in industries and to familiarize the students with various Labour Legislations applicable to businesses. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.	15
II	Trade Unionism Trade Unions: Objectives and functions; Development of trade Union movement in India: Challenges of Trade Union movement; Forms of union; Trade Union	17

	response toward liberalization and change: Role and objectives of ILO, Prevention and settlement of disputes.	
III	Labor Legislation and work Relation Labor Legislations Objectives, forms and significance; Grievance handling legislations: Social security legislations. Regulatory legislations and protective and employment legislations: Harmony and discipline, WPM.	18
IV	Management of Industrial Relations (a) Preventive Measures: Bi-partite and Tri-partite - Bodies, Standing Orders, Code of Discipline, Model Grievance Procedure, And Collective Bargaining (b) Settlement Machinery: Conciliation, Arbitration, Adjudication.	15
Suggested Books and Readings:		
<ul style="list-style-type: none"> • Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS • Arun Monappa: INDUSTRIAL RELATIONS • CB Mamoria: DYNAMICS OF INDUSTRIAL RELATIONS IN INDIA • Jerome Joseph: STRATAGIC INDUSTRIAL RELATIONS • VP Michael: INDUSTRIAL RELATIONS IN INDIA AND WORKER'S INVOLVEMENT IN MANAGEMENT • Vishnu Gopal: INDUSTRIAL DEMOCRACY IN INDIA • Dale Yoder: PERSONNEL MANAGEMENT AND INDUSTRIAL 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 104	Course Credit: 5
INTERNATIONAL MARKETING MANAGEMENT		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • To acquaint the students with key concepts of Strategic management in the area of Foreign Trade such- As take over, diversification and expansion • To equip them with necessary skills in the applied and functional areas in international marketing management Foreign Trade. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	International Marketing and Introduction 1. Nature and significance; complexities in international marketing; 2. The transition from domestic to transnational marketing; 3. International market orientation- EPRG framework; International market entry strategies.	15
II	International Marketing Environment 1. International Marketing Environment: Political, Legal, Environmental, Socio-Cultural and	17

	<p>Technological environment, Country Risk Analysis.</p> <p>2. International Economic Environment: IMF, WTO International Monetary System.</p> <p>3. International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, and MERCOSUR.</p>	
III	<p>International Marketing Decisions</p> <p>1. International Product policy & planning for global markets. Standardization vs. Product adaptation; New product development; Management of international brands;</p> <p>2. International pricing policies and strategies.</p> <p>3. Complexities and issues of International advertising, Functions, and types of channels; channel selection decisions; (d) International logistics decisions.</p>	18
IV	<p>Emerging Issues & Developments in International Marketing</p> <p>1. Ethical and social issues in International marketing.</p> <p>2. Information technology and international marketing;</p> <p>3. Impact of globalization.</p>	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> ● Czinkota M.R: International Marketing, Dryden Press, Boston ● Fayerweather, John: International Marketing, Prentice-Hall, New Delhi ● Jain, S.C: International Marketing, CBS Publications, New Delhi ● Keegan, Warren J: Global Marketing Management, Prentice-Hall, New Delhi ● Onkvisit, Sak and John J Shaw: International Marketing Analysis and Strategy, Prentice-Hall, New Delhi. ● Paliwoda, S.J(E.D): International Marketing, Reader, Routledge, London ● Paliwoda, Stanley J: The essence of International Marketing, Prentice-Hall, New Delhi ● Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston. ● Vsudeva P.K: International Marketing; Excel Books, New Delhi 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 105	Course Credit: 4
INDUSTRIAL PROJECT-I		



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 106	Course Credit: 4
MINOR		



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 201	Course Credit: 5
MANAGEMENT CONCEPT AND APPLICATION		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • To enable students to have a basic perspective of Management Theories and Practices. • This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Management : Meaning, concept, Significance, Scope & Process, Principles of Management, Evolution of Management thoughts; Different levels of Management, Managerial Skills, Roles & Functions of managers. International Perspective Of Management: Contemporary issues in management, Total Quality Management (TQM), 5S system as given by Mc	15

	Kinsey.	
II	Planning & Decision Making Planning: Meaning and Importance, Planning Process, Types of Plans, Planning Vs Forecasting. Decision Making: Decision Process & Techniques, Making Effective Decision.	17
III	Organizing & Staffing Meaning of Organization, Types of Organization, Line and Staff Relationship, Delegation – Centralization and Decentralization of Authority, Meaning and concept of Staffing.	18
IV	Directing & Controlling Directing: Elements, Principles and Techniques; Essence of Co-Ordination. Control: Process and Techniques of Control, Management by Objectives (M.B.O).	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Essentials of management Harold Koontz & Heinz Weihrich • The Practice of Management Drucker, Peter F. • Principles of Management Teray, George, R & Franklin.Sc. • Management Concepts & Strategies J.S. Chand • Principles & Practices of Management L.M. Prasad. • Management James F.Stoner • Principles of Management George R. Terry & S.G. Franklin, AITBS <p>Note- Latest edition of the text books should be used.</p>		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 202	Course Credit: 5
BUSINESS ETHICS		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • To understand the Business Ethics and to provide best practices of business ethics. • To learn the values and implement in their careers to become a good managers. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction to Business Ethics An understanding of ethics- Meaning of ethics & definition of business ethics, ethics vs. morality, ethics and business, types and sources of business ethics, ethics in context of globalization and sustainability.	15
II	Values, Norms, Beliefs and Standards Ethics Code, Managing ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing	17
III	Ethics at workplace Meaning, Importance, Role of individual morals and	18

	standards in defining workplace ethics. Factor influencing the behaviour, issues involved in HRD, working with opposite gender. Ethical issues of individual in workplace, Guidelines for managing ethics at the workplace.	
IV	Ethical Practices in Functional Areas of Business Ethical issues in Marketing & Advertising, Finance and Accounting– Tax evasion, preparation & transparency in financial statements. Ethical issues in HR– Compensation Programmes, workplace Harassment of employees.	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Chakraberthy, S.K., Management by Values. • Marianne M. Fennings, cases in Business Ethics, Pubby Cengage Learning. • Prof. (Col.) P.S. Bajaj, Dr. Raj. Agarwal, Business Ethics– An Indian Perspective, Pubby Biztantra. • Geeta Rani and R. K. Mishra, Corporate Governance theory & practice, Published by Excel Books <p>Note- Latest edition of the text books should be used.</p>		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 203	Course Credit: 5
CORPORATE GOVERNANCE & CSR		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> The objective of the course is to familiarize the students with the nature and scope of Corporate Governance & C.S. R. 		
Pedagogy:		
<ul style="list-style-type: none"> Classroom discussion on fundamentals of course and other related aspects. Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> Class Assignments (Subjective and Objective) Terminal Class Tests Surprise Quizzes and Viva-voce Attendance Term-End Examination 		
Unit	Contents	No. of Periods
I	Concept of Corporate Governance 1. Introduction, Corporate Governance in the 21st century, 2. Basic model, Principal-agent theory, 3. Separation of ownership and control.	15
II	Dispersion of Capital 1. Shareholder capitalism, transaction cost economics and structure, and corporate governance.	17
III	Evolving Social Demand on Corporations and Regulations. <ul style="list-style-type: none"> Rise of ethics, Business ethics, stakeholder theory, 	18

	<ul style="list-style-type: none"> • Corporate Governance and stakeholders, globalization, and concentration of capital. • Rise of Transnational or Multinational Corporations, • Regulation to global code of international institutions and stakeholders' active vision. 	
IV	<p>C.S.R. & Accountability</p> <ol style="list-style-type: none"> 1. Market failure, corporate grid, and rationale for regulations, 2. Environment, Labor standards, and conflicts of interest. 3. Fair and Green Trade Policy and Practices 	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Uc Mathur: Corporate Governance & Business Ethics (Text & Cases), Macmillan India. • Fernando Franco: Corporate Governance • A Cadbury: Corporate Governance & Chairmanship, Oxford Univ. Press • Ramon Mullerate & Daniel Brennan: Corporate Social Responsibility-The Corporate Governance of The 21st Century (International Bar Association Series) • Walter C Zimmerli, Klaus Richter, and Markus Holzinger: Corporate Ethics and Corporate Governance • Jill Solomon: Corporate Governance and Accountability • Ananda Das Gupta (Ed.): Human Values in Management, Indian Institute of Plantation Management, India, CSR Series. • Howard Gospel & Andrew Pendleton: Corporate Governance & Labour • Management-An International Comparison, Oxford Univ. Press. 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 204	Course Credit: 5
BUSINESS POLICY & STRATEGIC MANAGEMENT		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> The basic objective of this course is to develop in the mindset of a student a quest for strategic planning and thinking. Students shall be equipped with analytical ability and would be able to raw long term plans for an organization in the best possible manner. 		
Pedagogy:		
<ul style="list-style-type: none"> Classroom discussion on fundamentals of course and other related aspects. Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> Class Assignments (Subjective and Objective) Terminal Class Tests Surprise Quizzes and Viva-voce Attendance Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Business Policy: meaning and definitions, Evolution, Objectives & importance. Strategic management: Meaning & Concept of strategy, Concept of Vision, Mission, Goals and Objectives.	15
II	Environmental Scanning Of Business Environment: meaning and concept, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five, Forces Model.	17

	Internal Environment Analysis -Organizational Capability Factors. Organizational appraisal factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, IFE matrix (Internal Factor Evaluation), Value Chain Analysis	
III	<p>Strategy Formulation of Business</p> <p>Levels of strategy; Corporate Level Strategies: -- Stability, Expansion, Retrenchment and Combination strategies. Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance. Blue Ocean Strategy, Red Ocean Strategy, Strategy Canvas & Value curves, four action framework</p> <p>Strategic Choice: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, Hofer's Product market evolution. McKinsey's 7'S framework</p>	18
IV	<p>Strategy Implementation, Evaluation & Control</p> <p>1. Issues in Strategic implementation: Project implementation, Procedural implementation. Organizational Issues; Behavioral Issues; Functional Issues</p> <p>Re-engineering & Strategy Implementation - Principles of Re-engineering.</p> <p>2. Use of Balance Score Card for strategy evaluation. Organizational systems and Techniques of strategic evaluation & control.</p> <p>3. Nature and Importance, Operations Control & Strategic Control, Problems of Malfunctioning of strategy.</p>	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Business Policy Azhar Kazmi 		

- Strategic Management Pearce & Robinson
- Business Policy P.K. Ghosh
- Corporate Strategy Mc-Kinsy



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 205	Course Credit: 5
ORGANIZATIONAL BEHAVIOR		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • The basic objective of the course is to familiarize the students with the various aspects of organizational behaviour which is must for every manager at work. • The course will be able to help a student to develop an acumen on dynamics of interaction, interpersonal and group behaviour. It will also develop an understanding of personality, Power, Politics and Motivation in an organization. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Concept of Organizational Behaviour, Models of Organizational Behavior, Approaches to Human Relations Organization as a Social System.	15
II	Individuals Behaviour Nature and Models of Individuals Behaviour, Perception, Learning, Personality, Socialization Process and role playing, Motivation and Moral, Stress and Coping with Stress.	17

<p style="text-align: center;">III</p>	<p>Behavioural Dynamics Behavioural Dynamic Analysis, Inter-Personal Relations, Developing Inter Personal Relationship, Developing Interpersonal Skill, Group Behaviour, Group Formation, Types of Group Implications of Formal and Informal Group on Management, Team Building and Team Functioning, Transactional Analysis.</p>	<p style="text-align: center;">18</p>
<p style="text-align: center;">IV</p>	<p>Organizational Process Power, Politics, Integration and Control, Organizational Culture, Organizational Effectiveness, Conflict Management Concept, Sources, Types, Functionality & Dis-functionality of Conflict, Classification of Conflict, Resolution of Conflict, Grievance Handling Concepts & Process.</p>	<p style="text-align: center;">15</p>
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Orgranizational Behavior Luthans Fred • Human Behavior at Work Devis Keith • Orgranizational Behavior Robins Stephanen P. • Orgranizational Behavior Verma & Agarwal • Orgranizational Behavior L. M. Prasad 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 206	Course Credit: 4
INDUSTRIAL PROJECT- 2		



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 301	Course Credit: 5
PROJECT PLANNING & CONTROL		No. of Lectures: 65
<p>Course Objectives:</p> <ul style="list-style-type: none"> • Understanding the concept of planning, monitoring and controlling projects; scope, time and cost • Monitor and control project progress – manage changes and deviations • Establishing project status and calculating forecasts based on the Earned Value technique • Use best practice examples to significantly improve project outcomes. 		
<p>Pedagogy:</p> <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
<p>Evaluation Scheme:</p> <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	<p>Identification of Investment Opportunities Project Ideas; Screening of Ideas, Environment Scanning and Opportunity Analysis; Government Regulatory Framework. Market and Demand Analysis: Information Required for Market and Demand Analysis. Sources of Information-Primary and Secondary; Demand Forecasting; Materials and Inputs; Production</p>	15

	Technology.	
II	Cost of Project and Means of Financing Major Cost Components; Means of Financing; Planning Capital Structure. Various Financing Schemes of Financial Institutions.	17
III	Profitability, Financial Projections and Tax Consideration Cost of Production; Break Even Analysis; Projected Balance Sheet; Profit and Loss Account and Cash Flow Statement; Provisions and Consideration for Computing Taxable Income.	18
IV	Appraisal Criteria and Appraisal Process Methods of Appraisal under Certainty and Risk and Uncertainty; Investment Appraisal in Practices; Process followed by Financial Institutions; Project Appraisal Techniques.	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Project planning & Control: Dr. N. K. Jain • Project Planning & Control: Dr. Kundan Singh • Project planning Appraisal & Control: Dr. Sanjeev Bansal, Dr. Ritu Wadhwa • Fundamental of Project management: Heagney Joseph. • Project management, planning & control Technique: Rory Burkey. <p>Note- Latest edition of the text books should be used.</p>		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 302	Course Credit: 5
ENTREPRENEURSHIP IN INDIA		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • To understand the concept of entrepreneurship and skill sets of an entrepreneur. • To examine historical and theoretical perspective of entrepreneurship. • To enable recognition and shaping of various opportunities for new venture. • To develop a credible business plan for real life situations. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	The Entrepreneur Entrepreneur – Definition, Concept, Characteristics, Classification, Entrepreneurial Functions, Entrepreneurship- Concept, Entrepreneurship Development – Approches, Various Issues in EDPs, Entrepreneurship Training : Need & Importance, Methods.	15
II	Institutional Arrangement Institutional support in entrepreneurshship : Central Government institutions NBARD, SIDO, NSIC,	17

	State Government institution SFC,SSIDC,KVIC, Non-Government Institutions ICSI, LUB Role of Central & State Government in promoting entrepreneurship, Various incentives, subsidies, Role of various agencies in entrepreneurial development – EDII, NIESBUD.	
III	Developing Entrepreneurship Idea Generation – sources & approaches, Project Identification and formulation ,Feasibility analysis., Opportunities Scanning , Choice of Enterprise, Choice of Technology and Selection of location,.Project Report preparation ,	18
IV	Trends in Entrepreneurship Women Entrepreneurship - SWOT ANALYSIS of Women entrepreneurship in India, Rural Entrepreneurship – Need & Importance, Role of Government & NGOs. Social Entrepreneurship – Characteristics, Social Enterprises in India.	15
Suggested Books and Readings: <ul style="list-style-type: none"> • Organization and Management of small scale Industries: V. Desai • management of small scale industry: V. Desai • Entrepreneurship and venture management: C.M. Bamuback, J.R. Maneudo • Entrepreneurship Management: C.B. Gupta • Entrepreneurship Management: Holt 		
Note- Latest edition of the text books should be used.		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 303	Course Credit: 5
BASICS OF EXPORT MARKETING		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • The objective of the course is to familiarize the students with the nature and scope of export marketing as also the Basics four P's in Export Marketing 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Export Marketing: Introduction and Entry <ol style="list-style-type: none"> 1. Definition, Nature, Scope, and Functions of Export Marketing. 2. Export Marketing V/S Domestic Marketing, Factors Affecting Export Marketing. 3. Methods of entry in Foreign Market– Direct Exporting Vs. Indirect Exporting - Types of Direct and Indirect Exporting, advantages and Disadvantages, Export Contracts - Types of legal issues in Export Marketing. 	15
II	Selection of Export Market and Products <ol style="list-style-type: none"> 1. Selection of Export Markets– Sources of 	17

	<p>Information for selecting EXIM market, Classification of the world of world markets– appraisal of markets – appraisal of Markets– Criteria for selection of Export marketing</p> <ol style="list-style-type: none"> 2. Need for Product Planning, Product Life cycle in International Market, Branding decision in International Market– Branding problem in Export Marketing 3. Internet-based marketing as a strategic tool for Exports. 	
III	<p>Export Pricing Policy</p> <ol style="list-style-type: none"> 1. Export Pricing– Price and Non Price factors, Methods of pricing 2. Export Pricing Quotations– Base of Export Price Quotation- INCOTERMS 3. Export Pricing Strategies and Dumping 	14
IV	<p>Promotional Activities for EXIM</p> <ol style="list-style-type: none"> 1. Techniques of Sales Promotion in Overseas Markets– Export advertising, International advertising vs. Domestic advertising – Direct mail, Fairs and exhibition– Selection of Trade Fairs, Participation in Trade Fairs and Exhibitions, Role of Export Promotion Organizations in India 2. Packing Packaging– Domestic vs. Sport packaging, Criteria for Export Packaging, Role of Indian Institute of packaging 3. Major Laws for Export Contracts– Types of legal issues in International Marketing 4. Elements of Export Contacts, Export Agency Agreement, Laws relating to products, Laws relating to letters of Credit, International Commercial terms (INCO), Purpose and Importance of INCO terms. 	19

Suggested Books and Readings:

1. International Marketing: Stanley Palivesder
2. International Marketing: Vem Jerpskra
3. International Marketing Management: RL. Varshney & Bhattacharya
4. Export Marketing: TAS Balgopal
5. Export Marketing: Cherunilam Francis
6. Export Marketing: Rathore & Rathore
7. Export Management: SR Ullal
8. Export Marketing: PK Khurana



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 304	Course Credit: 5
ADVERTISEMENT MANAGEMENT		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • Explain the structure of the advertising industry, the main functions and relationships within it, and current developments within the industry. • Offer a critical account of the process and context of advertising/communications planning, informed by both practitioner and academic literature on advertising. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Advertising Meaning, functions, Importance and features; social and Economic Aspects; Types; Advertising objectives, Advertising v/s Personal Selling, Advertising v/s sales promotion, Advertising v/s Publicity.	15
II	Advertising decisions; Organisation of Advertising department, function and importance of advertising department. Advertising Agencies: Meaning and objectives;	17

	Techniques of testing advertising effectiveness	
III	Advertising Media - Types of media, planning for media mix for campaign, media scene in India, advertising strategy, advertising copy, copy formulation, Advertising Budget, Planning and Execution of advertising campaign	17
IV	Advertising ethics - Meaning, laws affecting in India, Industrial Advertising, advertising agencies role and functions, Modern Advertising Methods; Web Banner Advertising, Online Advertising, Mobile Advertising, Promotional Advertising, Pixel Advertising, Blog Advertising etc.	16

Suggested Books and Readings:

- S. A. Chunawalla and K.C. Sethia: foundations of Advertising Theory and Practice (Himalaya Publishing House, Mumbai)
- B.M. Ahuja: Advertising (Subject Publications, New Delhi)
- R.S. Rathore: Advertising Management (Himalaya Publishing House, Mumbai)
- Hall, S. Rolland Theory / Practice of Advertising.

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 305	Course Credit: 5
DISASTER MANAGEMENT		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> The purpose of this course is to provide an understanding of basic concepts of various disasters and its management. In addition, the course will enable them to understand the usage of information system and disaster management. 		
Pedagogy: <ul style="list-style-type: none"> Classroom discussion on fundamentals of course and other related aspects. Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> Class Assignments (Subjective and Objective) Terminal Class Tests Surprise Quizzes and Viva-voce Attendance Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction to Disaster Meaning, Nature, Importance of Hazard, Risk, Vulnerability and Disaster- Dimensions & Scope of Disaster Management - India's Key Hazards – Vulnerabilities - National disaster management framework - Disaster Management Cycle.	15
II	Types of Disaster Natural Disasters- Meaning and nature of natural disaster; their types and effects. Floods, drought, cyclone, earthquakes, landslides, avalanches, volcanic eruptions, Heat and cold waves, Climatic	17

	<p>change: global warming, Sea level rise, ozone depletion.</p> <p>Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire, oil fire, air pollution, water pollution, deforestation and industrial waste water pollution.</p>	
III	<p>Approaches in Disaster Management</p> <p>Pre- disaster stage (preparedness) - Preparing hazard zonation maps, Predictability/ forecasting & warning - Preparing disaster preparedness plan - Land use zoning - Preparedness through Information, education.</p>	18
IV	<p>Emergency Stage - Rescue training for search & operation - Immediate relief - Assessment surveys.</p> <p>Post Disaster stage – Rehabilitation - Social Aspect - Economic Aspect and Environmental Aspect.</p> <p>Remote sensing and GIS for disaster management.</p>	15
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Disaster management: S.R. Sharma. • Geoinformatics for Disaster Management: K. VenuGopalRao. K • Disaster Management: H.K. Gupta <p>Note- Latest edition of the text books should be used.</p>		

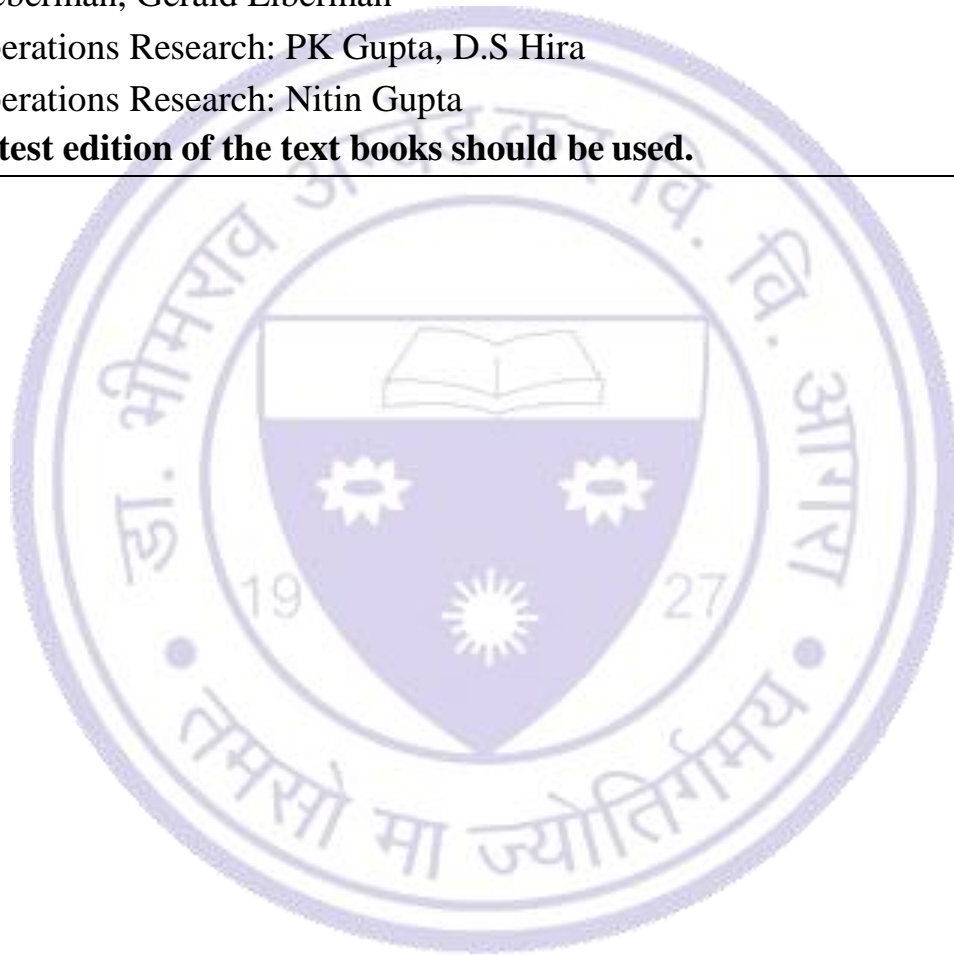
Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 306	Course Credit: 5
OPERATION RESEARCH & QT		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • This module aims to introduce students to use quantitative methods and techniques for effective decisions–making; model formulation and applications that are used in solving business decision problems. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Unit-I: Introduction Meaning, Scope and Advantage of Quantitative Techniques; Techniques and limitation of Quantitative Techniques.	15
II	Linear Program Meaning of LPP. Graphic and Simplex Method– Advantage and limitations; Transportation problems– Introduction, Assumptions, maximization objectives and multiple optional solutions.	17
III	Operation Research– An Introduction Significance of operation research in Managerial Decision Making	18

IV	Inventory Management Types of inventory, Inventory costs, EOQ model, Determination of optimal, Safety stock.	15
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Suggested Books and Readings:

- Introduction to Operations Research: Frederick Hillier
- Operations Research: Concepts, Problems and Solutions: V.K. Kapoor
- Introduction to Operations Research: Frederick S. Hillier, Gerald J. Lieberman, Gerald Liberman
- Operations Research: PK Gupta, D.S Hira
- Operations Research: Nitin Gupta

Note- **Latest edition of the text books should be used.**



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 307	Course Credit: 4
RESEARCH PROJECT-1		



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 401	Course Credit: 5
SECURITY ANALYSIS & PORT FOLIO MANAGEMENT		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • The basic objective of this course is to provide a student with a sound knowledge of the concept and theories of security analysis and portfolio management. • The student will devote himself whole heartedly for the implementation of these concepts in the best possible manner for the overall growth of the organization. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Security Analysis: Concept and importance. Financial Security: Concept, types, suitability, Investment Decisions: Concept, Types, and Process, Security Market : Meaning , Instruments, Legal framework. Investment risk: Meaning, Type and models.	15
II	Valuation of Securities	15

	Security Valuation: Needs and importance. Valuation of Equity Share, Bonds, Preference shares, Right shares, warrants, Convertible Claims Efficient market theory: Concept and Importance	
III	Investment Analysis Investment analysis : Concept and Importance . Fundamental analysis: Economy Industry Company Analysis. Equity Research : Concept , Methods and Importance. Technical Analysis: Concept, Importance and Tools, DOW Theory, Chartists Method, Charts and trend lines, ELLIOT WAVE Theory.	15
IV	Portfolio Management Portfolio Management: Meaning Concept, Importance, Features, Principals. Portfolio Management Theories: Capital market theory, CAPM Model, Markowitz Model, Modern portfolio Theory. Portfolio analysis, Selection and Management of portfolios, Portfolio Revision. Management of Managed Portfolios Managed portfolios: Meaning, Concept, Importance and Functioning. Present status in Financial Market. Methods of performance Appraisal of investment companies and mutual funds. Mutual Funds; Concept, Objectives, Types and Importance. Problems and prospects of mutual fund market in India.	20

Suggested Books and Readings:

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|--|-----------------|
| • Security analysis and Portfolio Management | V.K. Bhalla |
| • Security analysis and Portfolio Management | V.K. Aadhani |
| • Portfolio Management | Barua & Verma |
| • Security and Portfolio Management | P. Pandain |
| • Security & Portfolio Management | Fisher & Jorden |

Note- **Latest edition of the text books should be used.**

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 402	Course Credit: 5
INTERNATIONAL HUMAN RESOURCE PRACTICES		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • The main objective of this course is to explore the dynamics of global business environment and to prepare the students about examining the maximization of returns in context with human resources. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction Need for International HRM, Role of IHRM in the management of MNCs- Distinction between domestic and International HRM, An integrated approach in developing IHRM Model. Factors affecting an MNEs IHRM Policies and Practices	12
II	Recruitment, Selection and Staffing in International Context– Approaches to multinational staffing decisions– Recruitment Methods, Selection Criteria and techniques, Process of International Staffing Policy, other issues in International Staffing.	18

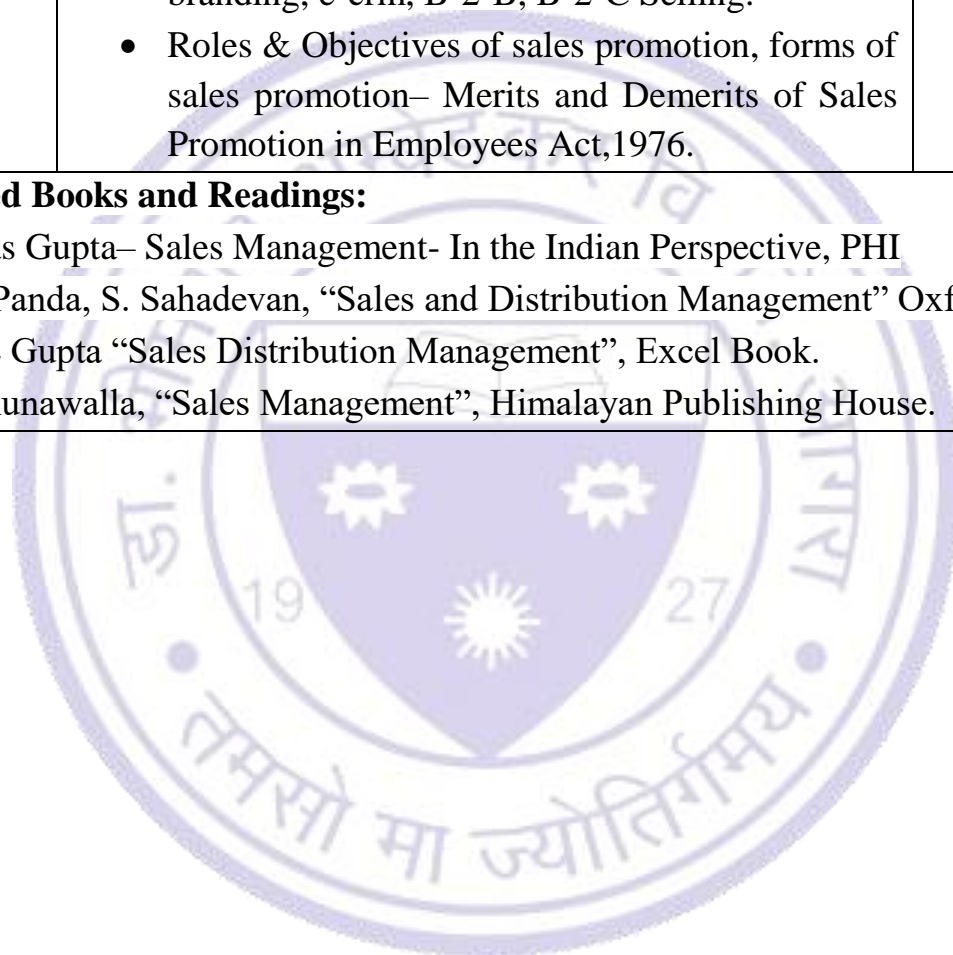
III	Training and Developing in International Context: Training and Development of International Staff– Types of expatriate training– career development.	15
IV	<p>Compensation Management in International Context: Form of Compensation and factors that influence compensation policy– compensation practices across the Countries– Social Security Schemes in different Countries-Performance Management– Industrial Relations in International Context.</p> <p>Organisational Dynamics and HRM: Special Issues in IHRM: Characteristics & Competencies of a Global Manager– Adoptability to the global business environment– Tactical planning for cross-cultural negotiation - Role of Global HR Manager– HRM in cross Border Strategic Alliances / Mergers Hiring Inpatriate and Expatriate Managers– Managing Ethical Issues in HRM</p>	20
<p>Suggested Books and Readings:</p> <ol style="list-style-type: none"> 1. Dr. Nilanjan Sengupta and Dr. Mousumi S Bhattacharya" International Human Resource Management" EXCEL Books, New Delhi, 2007 2. MONIR H. TAYEB" International Human Resource Management" Oxford University Press, New Delhi 3. Peter J. Dowling and Denice E. Welch" International Human Resource Management" CENGAGE Learning, New Delhi 4. R P Mohanty" Human Resource Management" EXCEL Books, New Delhi, 2007 5. International HRM- Aswathappa Tata McGraw II 6. International Human resource Management 5th Edition, Dowling Peter, Thomson South Western College Pub-2007 7. Global HRM Concepts and Cases: Kodwani, Amitabh / Kumar, Senthil S. ICFAI University Press - 2006. 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 403	Course Credit: 5
RURAL & AGRICULTURE MARKETING		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • The course aims to familiarize the students with the basic concepts of Rural Marketing and marketing of agricultural inputs and produce. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Rural Market Environment Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land-Use Pattern, Irrigation, Development Programmers, Infrastructure Facilities, Rural Electrification, rural Communication, Cinema Houses, Television, Rural Credit Institution, Print Media, Rural Areas Requirements.	15
II	Rural Marketing Problems & Strategies Market, Lack of proper physical Communication Facilities, Media for Rural Communication, Many	17

	Languages and Dialects Vastness and Uneven Spread, Low per capita incomes, logistics, storage, handling and Transport, market Organization and Staff, Product Positioning, Hierarchy of Markets, Low Levels of Literacy, Seasonal Demand Rural market segmentation.	
III	Marketing of Agricultural Inputs Consumable Inputs Durable Inputs, Fertilizers, changing scenario in fertilizer marketing, pesticides/insecticides, seeds, cattle, Poultry and aqua Feeds, Tractors, Irrigation Equipments, other farm machinery.	18
IV	Marketing of consumables and Durables Composition of products, product, price, distribution, promotion, Product Redesign of Modification Needs. Marketing of agricultural Produce regulated Markets, formation of Cooperative Marketing and Processing societies, and marketing of Rural/Cottage Industry/Artisan Products.	15
Suggested Books and Readings:		
<ul style="list-style-type: none"> • Rural Markets & Market H.M.Saxena Rawat Publications • Rural Marketing & Finance K.T.Shah Vora & Company • Rural Marketing Gopalaswamy • WTO and Entrepreneurship Development Manas Pandey Shree Publication 		

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 404	Course Credit: 5
ADVANCED SALES MANAGEMENT		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • Explain the basic principles of sales management; • Demonstrate an understanding of the role of the sales force as a part of the marketing mix. • Understand the role of the function of sales management in the corporate structure. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Sales Management Concept of sales management, objectives and functions of sales management, changing sales environment, process of effective selling	15
II	Management of sales Force and Ethical Issues Meaning, Importance of sales force, Recruitment, Selection of sales force, Training compensation, motivation, Performance Education and Controlling of sales force. Selling Ethics	17

<p style="text-align: center;">III</p>	<p>Sales Organization & Management Importance of sales organisation, types of sales Organisation, Rates, Responsibilities of sales Manager, Sales forecasting and budgeting, Sales Quotas</p>	<p style="text-align: center;">16</p>
<p style="text-align: center;">IV</p>	<p>Sales techniques & Sales Promotion</p> <ul style="list-style-type: none"> • E-selling, online promotions, e-advertising, e-branding, e-crm, B-2-B, B-2-C Selling. • Roles & Objectives of sales promotion, forms of sales promotion– Merits and Demerits of Sales Promotion in Employees Act,1976. 	<p style="text-align: center;">17</p>
<p>Suggested Books and Readings:</p> <ul style="list-style-type: none"> • Das Gupta– Sales Management- In the Indian Perspective, PHI • T Panda, S. Sahadevan, “Sales and Distribution Management” Oxford. • SL Gupta “Sales Distribution Management”, Excel Book. • Chunawalla, “Sales Management”, Himalayan Publishing House. 		



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 405	Course Credit: 5
RETAIL MANAGEMENT		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • State the various types of retailing formats. • Analyse the growth of retail sector in India. • State the retail industry in India- a complete region wise analysis. • Reproduce the career growth prospects in retail industry. • Identity the importance of retail location. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Nature and functions of retailing; retail formats: retail business planning; retailing environment-nature and dynamics: retail development and competition: development of organized retailing in India: major international retail chains.	15
II	Strategic marketing planning for retailing; consumer behaviour in retailing; merchandising operations and strategy: pricing strategies: locational and promotional aspects of retailing.	17
III	Store design and layout, managing retail service	18

	quality; store branding; challenges of service retailing: risk and financial aspects; distribution processes and stages: aspects of supply chain management; inventory decisions, warehouse management.	
IV	Retail information systems: building customer relations and loyalty; retail security: out-of-store retailing: challenges of international retailing: HR issues in retailing. An overview of retail industry in India.	15

Suggested Books and Readings:

- Newman, A.J. and Peter C., Retailing Environment and Operations, Thomson Learning, London.
- Andersen, C.H., Retailing: Concepts, Strategy and Information, St.Paul MN: West Publishing.
- Hasty, R. and J. Reardon, Retail Management, McGraw Hill, New York.
- Berman, B. and R.E Joel, Retail Management: A Strategic Approach, Prentice Hall, New Delhi.

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 406	Course Credit: 5
SUPPLY CHAIN & LOGISTIC MANAGEMENT		No. of Lectures: 65
Course Objectives:		
<ul style="list-style-type: none"> • To describe the increasing significance of logistics and its impact on both costs and service in business and commerce. • To incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies. 		
Pedagogy:		
<ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme:		
<ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction to logistics and supply Chain Management Introduction to logistics and supply Chain Management, Understanding logistics and its role in the Chain Supply Understanding the supply chain, Discussing examples of supply chain, Supply Chain drivers and Metrics, Framework for structuring drivers - Facilities, Inventory, transport, Information, sourcing and	15

	Pricing, challenges in maintaining a Supply Chain in India	
II	Developing Supply Chain Strategies Value Chain concept, Supply Chain Issues: Managing Predictable variability (fisher framework), Developing Supply Chain Strategy (Hau Lee Framework)	15
III	Transport Services and its pricing <ul style="list-style-type: none"> • Introduction, Transport modes - Rail, road, Waterways & airways; Evolution of transport system; transportation infrastructures; Freight management; containerization; Cold supply chain; Deciding the Network; Transportation networks; Route planning; Containerization, Transport of Oil & Gas • Pricing of transport services & Determination of fares and rates of various modes of Transportation laws of Return, Cost analysis- fixed, Variable, semi variable and controlling Costs, factors governing costs. 	18
IV	Information Technology in supply Chain Management Role of IT in a supply chain; the supply Chain IT framework: CRM, ISCM, SRM, TMF; Future IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling supply Chain Management through It; supply Chain Integration / Virtual; Technology in Supply Chain	17

Suggested Books and Readings:

- Supply Chain Management: Text and cases; Shah J. (2009) Pearson, New Delhi.
- Logistics Management– The Supply Chain Imperative Sople V. Vinod, Pearson Education
- Supply Chain Management; Dubey, Kamar sai, New Century.
- Supply Chain Logistic Management– Bowersox, Closs, Cooper, McGraw Hill.

Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Elective	Course Number BA 407	Course Credit: 5
E-MARKETING		No. of Lectures: 65
Course Objectives: <ul style="list-style-type: none"> • This course provides a thorough understanding of the principles and practices associated with using the internet to market goods and services. • It explores how the internet can be used effectively to enhance marketing activities of corporate enterprises, non-profits and government agencies. 		
Pedagogy: <ul style="list-style-type: none"> • Classroom discussion on fundamentals of course and other related aspects. • Practical Sessions and Group discussion 		
Evaluation Scheme: <ul style="list-style-type: none"> • Class Assignments (Subjective and Objective) • Terminal Class Tests • Surprise Quizzes and Viva-voce • Attendance • Term-End Examination 		
Unit	Contents	No. of Periods
I	Introduction to E-Marketing Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models– Performance Metrics – The Balanced Scorecard	14
II	E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E-Marketing Plan – A Seven-Step E-	17

	<p>Marketing Plan</p> <p>The E-Marketing Environment:</p> <p>Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime</p>	
III	<p>E-Marketing Management:</p> <p>Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics</p>	17
IV	<p>Customer Acquisition and Retention:</p> <p>Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success</p> <p>Evaluating Performance and Opportunities:</p> <p>Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage</p>	17

Suggested Books and Readings:

- Marketing Management: Philip Kotler
- E-Marketing: Judy Strauss, Raymond Frost
- Digital Marketing: Kailash Chandra Upadhyay
- Digital Marketing: Vandana Ahuja
- Modern Marketing Principles & Practices: R S N Pillai, Bagavathi



Dau Dayal Institute of Vocational Education, DBRAU Agra		
Class: M. Com. in Business Administration		
Status of Course Compulsory	Course Number BA 408	Course Credit: 4
RESEARCH PROJECT-2		

