

**M. Com.**  
**in**  
**Business Administration**  
**(BADM)**  
(W.E.F. Academic Session 2024-2025 onwards)



**Ordinance & Syllabus**  
(As per NEP 2020)

**Department of Business Administration**

**Pandit Deendayal Upadhyaya Shekhawati  
University, Sikar (Rajasthan) 332024**

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**Dy. Registrar**  
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**Shekhawati University,**  
**Sikar (Rajasthan)**

# Final Credit Summary

## M. Com. in BADM

Yr	Sem	Credits							Total
		DSC	DSE/ P/D	GEC	AEC	SEC	VAC	Seminar / Internship / Dissertation	
First	Pawas	16	4	---	---	---	2	---	22
	Vasant	16	4	---	---	---	2	---	22
Second	Pawas	8	16	---	---	---	2	---	26
	Vasant	4	8	---	---	---	---	8	20
		<b>44</b>	<b>32</b>	---	---	---	<b>6</b>	<b>8</b>	<b>90</b>

Proposed Distribution of Credits for PG Programme				
Courses	SEM I	SEM II	SEM III	SEM IV
Major DSC	DSC1(4) DSC2(4) DSC3(4) DSC4(4)	DSC5(4) DSC6(4) DSC7(4) DSC8(4)	DSC9(4) DSC10(4)	DSC11(4)
DSE	DSE1(4)	DSE2(4)	DSE3(4) DSE4(4) DSE5(4) DSE6(4)	DSE7(4) DSE8(4)
GEC	---	---	---	---
AEC	---	---	---	---
SEC	---	---	---	---
VAC	VAC1(2)	VAC2(2)	VAC3(2)	---
Seminar / Internship / Dissertation	---	---	---	Dissertation(8)
Total	22	22	26	20
	44		46	
	<b>90</b>			

  
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Curriculum Structure									
Session 2024-2025 onwards									
Name of the Programme: M.Com in BADM									
Year: First			Semester: I (Pawas)						
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			
		L	T	P		CWS	MTE	ETE	
<b>Discipline Specific Core (DSC):</b>									
24MBM9T101	Theory and Practice of Management	4	0	0	4	10	20	70	
24MBM9T102	Marketing Management	4	0	0	4	10	20	70	
24MBM9T103	Human Resource Management	4	0	0	4	10	20	70	
24MBM9T104	Modern Business Communication	4	0	0	4	10	20	70	
<b>Discipline Specific Elective (DSE):</b>									
24MBM9T105	Industrial Relations and Social Security	4	0	0	4	10	20	70	
OR									
24MBM9T106	Management Accountancy	4	0	0	4	10	20	70	
<b>Value Added Course (VAC): * from central Pool</b>									
		2	0	0	2	10	20	70	
<b>Seminar/Internship/Dissertation (S/I/D):</b>									
--	--	--	--	--	--	--	--	--	
<b>Total</b>					<b>22</b>				

Summary: I Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
<b>Total</b>		<b>22</b>
\$CW (Classwork): It would include attendance, assignments, class test/quiz test/assignments,ppt, play,learn by fun activities, etc.		

  
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Curriculum Structure									
Session 2024-2025 onwards									
Name of the Programme: M.Com in BADM									
Year: First				Semester:II (Vasant)					
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			
		L	T	P		CWS	MTE	ETE	
<b>Discipline Specific Core (DSC):</b>									
24MBM9T201	Management Thinkers	4	0	0	4	10	20	70	
24MBM9T202	Business Research Methods	4	0	0	4	10	20	70	
24MBM9T203	Business Environment	4	0	0	4	10	20	70	
24MBM9T204	Research Methodology	4	0	0	4	10	20	70	
<b>Discipline Specific Elective (DSE):</b>									
24MBM9T205	Managerial Economics	4	0	0	4	10	20	70	
<b>OR</b>									
24MBM9T206	Marketing Research	4	0	0	4	10	20	70	
<b>Value Added Course (VAC): * from central Pool</b>									
		2	0	0	2	10	20	70	
<b>Seminar/Intership/Dissertation (S/I/D):</b>									
--	--	--	--	--	--	--	--	--	
<b>Total</b>					<b>22</b>				

Summary: II Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Intership/Dissertation(S/I/D):	--
<b>Total</b>		<b>22</b>
\$CW (Class work): It would include attendance, assignments, class test/quiz test/assignments,ppt, play,learn by fun activities etc.		

  
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## Semester-I

Course Title:	Theory and Practice of Management	Course Code: 24MBM9T101
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager, Schools of Management Thought.	14
<b>Unit II</b>	Planning, Managerial Decision Making, MBO, Departmentalization, Management of Change.	12
<b>Unit III</b>	Leadership Styles, Power, Group Behavior and Team Building, Effective Communication System, MIS.	13
<b>Unit IV</b>	Motivation Concepts, Motivation Theories, Conflict Management, Management of Stress, Time Management, Total Quality Management.	13
<b>Reference Books:</b>		
1	Prasad, L.M. : Principles and Practice of Management, Sultan Chand & Sons.	
2	Tripathi and Reddy : Principles of Management, Tata- McGraw Hill.	
3	Vashisth, Neeru: Principles of Management, Taxman Publications Pvt. Ltd.	
4	Sudha, G.S. : Principles of Management, Ramesh Book Depot.	

Course Title:	Marketing Management	Course Code: 24MBM9T102
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Marketing Management- Concept, Importance, Scope, Approaches to Marketing, Marketing process, Marketing Environment, Social, Legal and Ethical Issues in Marketing.	14
<b>Unit II</b>	Product Planning: Product Policy Decision. Brands and Trade Marks, Packaging, Product Planning in India, Brand Equity.	12
<b>Unit III</b>	Pricing-Factors to be considered in Pricing. Pricing Objectives and Strategy, Breakeven Analysis, Price Maintenance, Discount Policy, Special Selling Terms, Credit Terms.	14
<b>Unit IV</b>	Channels of Distribution, Types of Channels, Evaluating the Major Channel Alternatives, Channels of Distribution in India.	12
<b>Reference Books:</b>		
1	Kotler and Keller : Marketing Management, Pearson Publication.	
2	Stanton, Etuland: Fundamentals of Marketing, Tata McGraw Hill.	
3	Saxena, Rajan : Marketing Management, Tata McGraw Hill.	
4	Ramaswami and Namakumari : Marketing Management in India, McMillan	

Course Title:	Human Resource Management	Course Code: 24MBM9T103
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Introduction: Concept, Objectives, Scope and Importance of Human Resource Management, Human Resource Environment	13

  
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	in India, Changing Role of HRM, Organisation of Human Resource Department.	
<b>Unit II</b>	Job Analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and Specifications, Job Design Approaches.	<b>13</b>
<b>Unit III</b>	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.	<b>14</b>
<b>Unit IV</b>	Performance Appraisal: Concept and Objectives, Traditional and Modern Methods, Limitations.	<b>12</b>
<b>Reference Books:</b>		
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	Filippo, 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.	

<b>Course Title:</b>	<b>Modern Business Communication</b>	<b>Course Code:</b>
		<b>24MBM9T104</b>
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Business Communication: Definition, Types, Principles of Effective Communication, Barriers and Remedies to Communication.	<b>12</b>
<b>Unit II</b>	Business Letter: Layout, Kinds of Business letters- Interview, Communication and Technology, video Conferencing, E-mail, Multi-media presentations, Web2.0 and Communication, Skype, Linked in, Facebook and Whatsapp.	<b>14</b>
<b>Unit III</b>	Public Speaking, Seminar Presentation, Interview, Group Discussion, Effective Listening.	<b>13</b>
<b>Unit IV</b>	Report Writing, Agenda, Minutes of Meeting, Memorandum, Office Order, Circular, Notes.	<b>13</b>
<b>Reference Books:</b>		
1	Rai, Urmila and Rai, S.M.: Business Communication, Himalaya Publishing House.	
2	Thomas, Jane, Murphy, Herta and Hilderbrandt, Herbert: Effective Business Communication, Tata McGraw-Hill.	
3	Madhukar, R.K.: Business Communication, Vikas Publishing.	
4	Kaul, Asha: Effective Business Communication, PHI Learning Pvt. Ltd.	
5	Chatterjee, Abha, Bovee, Courtland L. and Thill, John V.: Business Communication Today, Pearson Education.	
6	Rao, Nageshwar and Das, Rajendra P.: Communication Skills, Himalaya	
7	Bhatia, R.C Business Communication, Anita Books Pvt Ltd	

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Course Title:	Industrial Relations and Social Security	Course Code: 24MBM9T105
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Industrial Relation: Concept, nature, importance, changing pattern of industrialrelations in India.	12
<b>Unit II</b>	Industrial Dispute: Meaning, causes, forms, effects, prevention and settlementmachinery, Industrial peace, suggestions.	13
<b>Unit III</b>	Collective Bargaining: Meaning, nature, scope, process, pre-requisites for Success,Collective Bargaining in India, Workers Participation in Management.	13
<b>Unit IV</b>	Social Security: Need and importance, scope, Social Assistance and Socialinsurance Related Laws: Workmen Compensation Act, 1923, Employee State Insurance Act. 1948, Provident Fund and Misc. Act, 1952, (Main Provisions).	14
<b>Reference Books:</b>		
1	Kumar, Bipin : Industrial Relations: L.egal Theory and Practice, PHI Publications.	
2	Venkataratnam, C.S. : Industrial Relations, Oxford University Press.	
3	Sen, Ratna, Industrial Relations: Text and Cases, Mcmillan India Pvt. Ltd,	
4	George, Pylee: Industrial Relations and Personnel Management, Vikas Publishing House.	
5	Mamoria, C. B. andMamoria, Satish : Labour Welfare, Social Security, and Industrial Peace in India, Kitab Mahal.	
6	Chatterjee,N, N. : Industrial Relations in India's Developing 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 Title:	Management Accountancy	Course Code: 24MBM9T106
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Nature and Scope of Management Accounting, Financial Statement: Analysis and Interpretation, Comparative Statements and Common Size Statement.	13
<b>Unit II</b>	Ratio Analysis, Fund Flow and Cash Flow Analysis.	13
<b>Unit III</b>	Capital Budgeting, Operating and Financial Leverages.	13
<b>Unit IV</b>	Variance Analysis, Cost of Capital, Break even Analysis	13
<b>Reference Books:</b>		
1	Pandey, I.M. : Management Accounting, Vikas Publishing House Pvt. Ltd.	
2	Shah, Paresh : Management Accounting, Oxford University Press.	
3	Agarwal, M. R.: Management Accounting, RBSA Publishers.	
4	Jain and Singh, Management Accounting, Shivam Book House.	

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## Semester-II

Course Title:	Management Thinkers	Course Code: 24MBM9T201
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	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.	13
<b>Unit II</b>	Indian Epics and Management- Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthshastra.	13
<b>Unit III</b>	Indian Thinkers- Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahlad.	13
<b>Unit IV</b>	Western Thinkers- F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon, Peter F. Drucker	13
<b>Reference Books:</b>		
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	Bhavad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.	
5	Rajgopalachari, C. : Ramayan, Bhartiya Vidya Bhawan	

Course Title:	Business Research Methods	Course Code: 24MBM9T202
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Meaning and objectives of Research, Need and Importance of Research in Business, Types of Research, Problems in Social Science Research, Identification of Research Problem.	13
<b>Unit II</b>	Framing of Hypothesis. Research Design – Important Concepts. Sampling Design-Steps. Collection of Data: Primary and Secondary Sources.	13
<b>Unit III</b>	Questionnaire and schedule, Interviews, observation. Scaling: Importance and Techniques, Editing, coding, classification and Tabulation	13
<b>Unit IV</b>	Hypothesis Testing; Parametric and Non-parametric Methods. Interpretation and Report Writing.	13
<b>Reference Books:</b>		
1	Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata McGraw-Hill	
2	Timothy J. Ross: Fuzzy Logic with Engineering Applications, Wiley Publications.	
3	Simulated annealing: Theory and applications, Timothy J. Ross, Wiley Publications.	
4	P.J. Van Laarhoven and E.H. Aarts: Simulated Annealing: Theory and Applications (Mathematics and its Applications).	
5	C.R. Kothari: Research Methodology, Wiley Eastern Ltd.	

  
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6	Richard Ievia: Statistics of Management, Prentice Hall of India Pvt. Ltd.
7	Goode Hatt; Methods in Social Research, Mcgraw Hill.

Course Title:	Business Environment	Course Code: 24MBM9T203
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Introduction of Business Environment, Concept Significance and Nature of Business Environment, Changing Dimensions of Business Environment.	13
<b>Unit II</b>	Implications of Globalization, Competition Act, 2002.	13
<b>Unit III</b>	Legal Environment of Business, Changing dimensions of Legal Environment, Intellectual Property Rights.	13
<b>Unit IV</b>	Environment Protection, Government Policy on Environment, Water Pollution Act, Air Pollution Act, Environment Pollution Act, Corporate Ethics and Governance, CSR.	13
<b>Reference Books:</b>		
1	N. Gopal Business Environment, Tata McGraw Hill	
2	Saleem Shaikh: Environment, Pearson Education of India	
3	David Publication: The Environment of Business, SAGE	
4	Aswathappa: Essentials of Business Environment, Himalaya Publishing House	

Course Title:	Research Methodology	Course Code: 24MBM9T204
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Introduction and definition of Research, characteristics of Research, Objectives of Research, Nature, and importance of Research, Research process, the difference between Research method and Research process, Scientific method, steps in Scientific method, Distinction between Scientific and Non-scientific method, Inductive and Deductive Logic.	13
<b>Unit II</b>	<b>Types and methods of Research:-</b> Introduction, Pure and Applied Research, Exploratory or Formulative Research, Descriptive Research, Diagnostic Research, Evaluation Studies, Action Research, Experimental Research, Historical Research, Surveys, Case study, Field studies, <b>Research Design:-</b> Introduction, Meaning & Definitions, Need and Importance, types of Research designs. Formulating of Research problem, Steps in Formulation of Research problem.	13
<b>Unit III</b>	<b>Hypothesis:-</b> Meaning, Significance of Hypothesis, types of Hypothesis, Sources of Hypothesis, Characteristics of Good Hypothesis. <b>Sampling:-</b> Basis, Advantages and Limitations of Sampling, Sampling Techniques, Probability, and Non-Probability Sampling methods. Sample design.	13
<b>Unit IV</b>	<b>Methods and Techniques of Data collection:-</b> Distinction between Primary and Secondary Data, Data Collection for Primary data. Processing of data.	13

  
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<b>Reference Books:</b>	
1	Srivastava, S. C.: Foundation of Social Research and Economics Techniques, Himalaya Publishing House, 1990.
2	Sharma H.D. and Mukherji S. P.: Research Methods in Economics and Business, New York: The Macmillan Company, 1992.
3	Gerber R. and Verdoom, P.J.: Research Methods in Economics and Business, New York, The Macmillan Company, 1992.
4	Krishnaswami O.R.: Methodology of Research in Social Sciences, Himalaya Publishing House, 1993.
5	Courtis J.K. (ed.) Research and Methodology in Accounting & Financial Management, 1980.
6	Menden HYall and Varacity: Reinmuth J.E.: Statistics for Management and Economics (2 <sup>nd</sup> Edition), 1982.

Course Title:	<b>MANAGERIAL ECONOMICS</b>	Course Code: <b>24MBM9T205</b>
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Nature and scope of Managerial Economics, Role of Managerial Economist, Demand Elasticity, Demand forecasting.	<b>13</b>
<b>Unit II</b>	Cost: Concepts, Classification of Cost, Cost and Output Relationship.	<b>13</b>
<b>Unit III</b>	Price Decision under Perfect Competition, Pure Competition and Monopolistic Competition	<b>13</b>
<b>Unit IV</b>	Theories of Income, Profit, Wages and Rent.	<b>13</b>
<b>Books Recommended</b>		
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 Title:	<b>MARKETING RESEARCH</b>	Course Code: <b>24MBM9T206</b>
<b>Total Lecture hour 52</b>		<b>Hours</b>
<b>Unit I</b>	Marketing Research: An Introduction, research design, marketing information system and marketing research, problems in conducting marketing research.	<b>13</b>
<b>Unit II</b>	Marketing research process, Problem identification, Developing research proposal, Primary Data collection, Secondary Data sources.	<b>13</b>
<b>Unit III</b>	Preparation of questionnaire, Sample design-Sampling methods and Sample size determination, field work and data collection.	<b>13</b>

  
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<b>Unit IV</b>	Data analysis and report preparation: Data editing, tabulation, editing, report preparation and presentation.	<b>13</b>
<b>Reference Books:</b>		
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 Stanley F.: Marketing Research: Text and Cases.	
4	Green, Paul E. 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.	

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