

Raj Rishi Bhartrihari Matsya University Alwar (Rajasthan)

**(Syllabus for Undergraduate Programme as per NEP – 2020
and Choice Based Credit System)**



**B.Com Part-III Semester
(V&VI) (10+2+3Pattern)
Subject/Discipline –
BADM
Session - 2023-24 (w.e.f)**

B.Com Part-III (Semester V&VI)

Course Structure

Semester	Title of the Paper	DCC/DSE/ AEC/ SEC/ VAC	Credit
Semester V	BADM – Functional Management/ Human Resource Management/ Business Policy and Strategic Management (Choose any one)	DSE	6
Semester VI	BADM- Advertising and Sales Management/ E-Commerce/ Organization Behaviour (Choose any one)	DSE	6

SEMESTER - V
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
FUNCTIONAL MANAGEMENT

(Credit-06)

Unit I

Meaning, Scope, Role and Functions of Human Resource Management, Organization of Human Resources Department, Human Resources Planning, Recruitment, Selection, Placement and Induction. Job Analysis, Job Enlargement and Job Enrichment, Training and Development, Performance Appraisal and Merit Rating.

Unit II

Marketing-Meaning, Evolution, Modern Concept, Scope and Importance, Product Planning and Development, Marketing Research; Channels of Distribution, Pricing Policies and strategies.

Unit III

Finance Functions; Importance and Scope of Financial Management; Functions and Role of Finance Manager; Financial Planning. Meaning, Nature, Scope and Importance of Production Management; Production Process, Production Planning and Control; Product Design and Product Research.

Course Outcome:

After successfully completing this course, the students will be able to understand the functions of management (planning, organizing, leading, controlling), developing functional area expertise (e.g., marketing, finance, human resource), and handling essential management skills like communication, decision-making, and problem-solving

Books Recommended:

1. Functional Management; G.S. Sudha; Ramesh Book Depot, Jaipur
2. Functional Management; Dr. R. L. Nolakha; Ramesh Book Depot, Jaipur
3. Functional Management; M.J. Mathew, Pradeep Sharma, Leena Bhatia; RBSA Publication, Jaipur
4. Modern Production Management: Butta, E.S, Himalaya Publishing House
5. Material Management; Dutta, S.K., Himalaya Publishing House
6. Human Resource Management, C.B. Gupta, S.Chand & Sons, New Delhi



SEMESTER - V
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
HUMAN RESOURCE MANAGEMENT

(Credit-06)

Unit – I

Human Resource Management: Meaning and Definition, Characteristics, Importance, Objective, Role and Proficiencies of Human Resource Manager, The Changing Role of Human Resource Management.

Human Resource Planning: Introduction, Characteristics, Significance, Factors Affecting Human Resource Planning, Human Resource Planning Process.

Job Analysis and Design: Features, Significance, Process, Job Simplification, Job Rotation, Job Enlargement and Job Enrichment. Job Design: Meaning, Features and Limitations. Job Description, Job Specification.

Unit – II

Recruitment and Selection: Introduction, Features, Sources of Recruitment. Differences between Recruitment and Selection, Selection Process, The Selection Process Practices in India. Training and Development: Significance of Employee Training, Assessing Training Needs, Scope, Steps in an Employee Training Process, Methods, Evaluation of Training Programme. Performance Appraisal: Objectives, Determining the Criteria for Performance Appraisal, The Process of Performance Appraisal, Selection of the Evaluator for Conducting the Performance Appraisal; Performance Appraisal Methods, Issues in Performance Appraisal, Steps to Overcome the Problems in the Appraisal.

Unit –III

Compensation Administration: Objectives and Types of Compensation, Concept of Wages, Methods of Compensation, Pay Structure, Factors Influencing Compensation (Wages and Salary), Steps in Compensation Determination.

Incentives and Benefits: Objectives of Wage Incentives, The Wage Incentive Planning Process, Prerequisites for a Good Incentive Scheme, Types of Incentive Plans, Evaluation of Wage Incentive Schemes, Fringe Benefits.

Workers' Participation in Management: Features, Objectives, Significance, Methods, Essential Prerequisites for Effective WPM.

Employee Grievances and Discipline: Techniques of Grievance Identification, Grievance Redressal Procedure, Statutory Provisions Concerning the Grievance Redressal Procedure in India, Discipline: Concept, Disciplinary Measures.

Course Outcome:

After successfully completing this course, the students effectively manage and plan key human resource functions within organizations, examine current issues, trends, practices and



processes in HRM like competency to recruit, training, employee performance management and ability to handle employee issues, evaluate the new trends and develop employability skills in modern business.

Recommended Books:

1. Human Resource Management: L M Prasad Sultan Chand & Sons Educational Publishers, New Delhi
2. Personnel/Human Resource Management: Decenzo David A Prentice Hall of India Private Limited
3. Human Resource Management: Aswathappa , Tata McGraw Hill, New Delhi
4. Human Resource Management: Pravin Durai, Pearson, New Delhi
5. Human Resource Management: G.S. Sudha, RBD, Jaipur.

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SEMESTER - V
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
BUSINESS POLICY AND STRATEGIC MANAGEMENT

(Credit-06)

Unit- I

Business Policy: Meaning, Nature, Scope, Objectives, Importance, Business Policy and Corporate Strategy.

Strategy: Introduction, Objectives, Levels, Types, Importance and Methods for Pursuing Strategies. Strategic Management: Meaning and Definition, The History, Importance, Merits and Demerits, Strategic Management Process, Basic Models of Strategic Management and Strategic Decision- Making, Vision and Mission.

Unit- II

Strategy Formulation: Environmental Scanning- Internal and External Environment Analysis, SWOT, ETOP Analysis, Corporate Portfolio Analysis- BCG Matrix, GE 9 Cell Matrix, Competition Analysis, Porter's Five Forces Model, Competitive Advantage, Value Chain Analysis, Balance Score Card.

Unit- III

Strategic Implementation: Activating Strategies, Structural Implementation- McKinesey's 7s Framework, Behavioural Implementation, Functional and Operational Implementation, Major Issues in Strategic Implementation.

Strategic Evaluation and Control: Concept, Techniques, Process, Criteria for Evaluation- Quantitative and Qualitative. Environmental Factors Affecting Evaluation and Control. Functional Issues of Operational and Production, Marketing, Financial and Human Resource Management.

Course Outcome: -

The course is designed to develop critical thinking skills which need to perform external and internal analyses of organization and their competitive environment. It also develops understanding about global strategy formulation and business landscape mapping strategies.

Recommended Books:

1. Business Policy & Strategic Management: Kazmi Azhar, Tata McGraw Hill.
2. Strategic Management and Business Policy: Hunger and T. L. Wheeler, Pearson Education.
3. Strategic Management-Concepts and Cases: Thompson & Strickland; Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Strategic Management: Garth Saloner, Andrea Sh
5. Epard and Joel Podolny, John Wiley & Sons



6. Strategic Management: Strategy Formulation and Implementation, John A. Pearce & R.B. Robinson, AIBT Publishers & Distributors, New Delhi.

7. Strategic Planning -Formulation of Corporate Strategy: Ramaswamy and Nama kumar, MacMillan India Ltd.

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SEMESTER - VI
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
ADVERTISING AND SALES MANAGEMENT

(Credit-06)

Unit I

Advertising Concepts: Objectives and significance of Advertising: DAGMAR approach; Types of Advertising. Advertising Budget, Advertising Campaign planning; Advertising Message.

Unit II

Advertising Media Planning: Reach, Frequency. Media Scheduling: Factors Affecting selection of Media; Measuring Effectiveness; Advertising Agency- Structure and Functions.

Unit III

Role of Selling in a Planned Economy: Selling as a Career; Qualities of a Salesman; Product Knowledge; Effective Speaking; Customer Relations: Sales Organisation; Recruitment and Selection of Salesman; Training, Motivation, Remuneration of Salesman. Sales Forecasting, Consumer Psychology; Buying Motives.

Course Outcome: -

This course aims to equip students with the knowledge and skills to effectively plan, execute, and manage advertising campaigns and sales strategies. Graduates will be able to analyse markets, develop creative advertising messages, choose appropriate media, manage sales teams, and evaluate the effectiveness of marketing initiatives.

Books Recommended:

1. Batra, Myres and Akar: Advertising Management, Prentice Hall of India, New Delhi
2. Chunawalla and Sethia: Foundations of Advertising, Himalaya Publishing House, New Delhi
3. S. Shyam Prasad & Sumit Kumar: Advertising Management, Ramesh Book Depot, Jaipur
4. Anurag Sharma: Advertising and Sales Management. (Thakur Publications, Jaipur)
- 5 आर एल नौलखा विक्रय सवर्धन एव विक्रय प्रबन्ध (रमेश बुक डिपो)
- 6 जी एस सुधा विक्रय सञ्चालन ए० विक्रय प्रबन्ध (रमेश बुक डिपो)



SEMESTER - VI
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
E-COMMERCE

(Credit-06)

Unit -I

E-commerce and its Technological Aspects: Overview of Developments in Information Technology.

E-Commerce: Definition, A Brief History, Scope, Benefits and Limitations. Electronic Market, Electronic Data Interchange, Web based E-Commerce Architecture, E-Commerce Infrastructure, E-Commerce Environment and Opportunities, Types of E-Commerce.

Consumer Oriented E-Commerce:

E-Retailing: Traditional Retailing and E-Retailing, Features, Benefits, Key Success Factors and Models.

E-Services: Categories of E-Services, Web-Enabled Services, Matchmaking Services.

Unit-II

Electronic Data Interchange: Benefits of EDI, EDI Technology, EDI Standards, EDI Communications, EDI Implementation, EDI Agreements, EDI Security.

Electronic Payment Systems: Need of Electronic Payment System and The Protocols Used, Electronic Fund Transfer, Secure Electronic Transaction Protocol for Credit Card Payment.

Digital Economy: Methods of Payments on the Net – Electronic Cash, E-cheques and Credit Cards.

Unit- III

Security in E-Commerce: Virus, Cyber Crime Network Security: Encryption, Protecting Web Server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.

Issues in E-Commerce: Basic Ethical Concepts, Analysing Ethical Dilemmas, Candidate Ethical Principles, Privacy and Information Rights: Information Collected at E-Commerce Websites, The Concept of Privacy, Legal Protections.

Intellectual Property Rights: Types of Intellectual Property Protection, Governance, Corporate Digital Library.

IT Act, 2000: Features and Objectives.

Course Outcome:

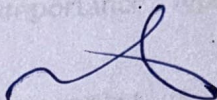
After completion of the course student should be able to understand the basic concept and technologies used in the field of E-commerce, know the processes of developing and



implementing information systems and aware of the ethical, social and security issues of information systems.

Recommended Books:

1. E-Commerce: Dr. Shivani Arora, Taxmann
2. Electronic Commerce: Technology and Application, Framework, Bharat Bhaskar, McGraw Hill Education
3. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
4. Efraim Turban, Jae Lee, David King, H. Michael Chung, "Electronic Commerce- A Managerial Perspective", Addison-Wesley.
5. An Introduction to HTML: TN Chhabra, Hem Chand Jain, and Aruna Jain, Dhanpat Rai & Co.



SEMESTER - VI
BUSINESS ADMINISTRATION (B.A.D.M.)
Discipline Specific Elective Course (DSE)
ORGANIZATIONAL BEHAVIOUR

(Credit-06)

Unit- I

Organizational Behaviour: Meaning, Definition, Characteristics and Nature, Determinants, Challenges and Opportunities, Models and Approaches.

Foundations of Individual Behaviour

Personality: Concept, Characteristics, Types, Factors Influencing Personality, Personality Theories, Personality and Values.

Learning: Concept, Characteristics, Importance, Types of Learners, The Learning Process, Learning Theories.

Attitude: Concept, Characteristics, Components, Formation, Measurement, Attitudes and Values. Perception: Concept, Characteristics, Factors Influencing Perception, Interpersonal Perception, Impression Management. Emotions and Moods in the Workplace.

Motivation: Concept, Characteristics, Importance, Factors Influencing Motivation, Theories of Motivation.

Unit- II

Foundations of Group Behaviour

Concept and Importance of Group Behaviour, Working with Teams or Group, Group Dynamics, Group Development Process, Structures, Roles, Group and Individual Behaviour, Interpersonal relations, Group Decision Making Techniques, Barriers to Effective Teams, Interpersonal Communication. Hawthorne Experiment and its Findings.

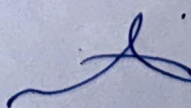
Leadership: Concept, Characteristics, Importance, Theories, Leadership Styles, Contemporary Issues in Leadership, Leaders and Managers.

Conflict and Negotiation: Concept, Characteristics, Causes and Outcomes of Conflict, Conflict Management, Importance of Negotiations in an Organization.

Unit- III

Organizational Culture: Understanding Organizational Culture, Characteristics of Organizational Culture, Creating and Maintaining Organizational Culture, Creating Cultural Change, The Role of Ethics and National Culture.

Organizational Change and Stress Management: Concept of Organizational Change, Characteristics, Importance, Stress and Organizational Productivity, Managing Stress, Techniques to overcome Stress.



Course Outcome: -

This course provides students with an understanding of the individuals, group and human behaviour in organization which helps to face challenges and ways to overcome from them.

Recommended Books:

1. Organizational Behaviour: Stephen Robbins & Seema Sanghi, Pearson Publisher
2. Organizational Behaviour: K. Aswathappa Himalaya Publishing House.
3. Organizational Behaviour: Subba Rao P., Himalaya Publishing House.
4. Organisational Behaviour: G.S. Sudha., Malik & Company.

