

**M.Com. Part - I Examination**  
**M.COM. (PREVIOUS)**  
**Subjects**

**Scheme of Examination**

M.Com.

Group (A) Economic Administration and Financial Management

Group (B) Business Management

**M.COM. (PREVIOUS)**

**SCHEME OF EXAMINATION**

Each theory paper 3 Hrs. duration 80 Marks

Dissertation / Thesis / Survey Report / Field Work. If any 100 Marks

The number of paper and the maximum marks of each paper practical shall be shown in the syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in the practical part (wherever prescribed) of a subject/Paper separately.

**Economic Administration and Financial Management**

**SCHEME OF EXAMINATION**

**Note:** The question paper shall contain three sections.

**Section-A** shall contain 10 questions, two from each unit of 1 mark each. The candidate is required to answer all the questions. The answers should not exceed 50 words.

**Section- B** shall contain 10 questions, two from each unit with internal choice. Each question shall be of 8 marks. The answers should more than 200 words and not exceed 500 words. The candidate is required to answer all the questions.

**Section-C** shall contain 5 questions of 15 marks each, one from each unit. The candidate is required to answer any two questions. The answer shall more than 500 words.

Section	Total Question	Compulsory Question	Marks Per Question	Total Marks	Words Limit
A	10	10	1	10	50
B	10	5	8	40	200
C	5	2	15	30	500

The number of paper and the maximum marks for each paper practical shall be shown in the syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in the practical part (Wherever Prescribed) of a subject / Paper separately.

1. A candidate to pass at each of the Previous and the Final Examination shall be required to obtain (i) at least 36% marks in the aggregate of all the papers prescribed for the examination and (ii) at least 36% marks in practical (s) wherever prescribed for the examination, provided that a candidate secures at least 25% marks in each individual paper. Wherever prescribed, he/she shall be deemed to have failed at the examination notwithstanding his/her having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous Examination, Division shall be awarded at the end of the Final

Examination combined marks obtained at the Previous and the Final Examination taken together, as noted below-

First Division            60%    of the aggregate marks taken together

Second Division        48%    of the Previous and the final Examination All the rest shall be declared to have passed the examination.

2. If a candidate clears any paper(s) Practical(s)/ Dissertation Prescribed at the Previous and or/final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz 25% (36% in the case of practical) shall be taken into account in respect of such paper(s) Practical (s) Dissertation are cleared after the expiry of the aforesaid period of three year, provided that in case where as candidate require more than 25% marks in order to reach the minimum aggregate as many marks out of those actually secured by him will be taken into account as would enable him to make the deficiency in the requisite minimum aggregate.

3. The Thesis / Dissertation / Survey Report / Field Work shall be typed & written and submitted in triplicate so as to reach the office of the Registrar at least 3 weeks before the commencement of the theory examinations. Only such candidates shall be permitted to offer dissertation / Fields work / Survey Report / Thesis (if provided in the scheme of examination) in lieu of a paper as have secured at least 55% marks in the aggregate of all scheme and I and II semester examination taken in the case of semester scheme, irrespective of the number of paper in which a candidate actually appeared at the examination.

## **Economic Administration and Financial Management**

### **DISTRIBUTION OF PAPERS**

There will be 9 papers in all of these 6 papers will be compulsory and three optional. A candidate will be required to offer four compulsory papers in Previous and remaining two compulsory papers and three optional papers in the Final Examinations. Each paper will be 100 marks and 3 hours duration. Dissertation in lieu of the paper can be offered at the Final Examination provided that a candidate secures at least 55% marks in the aggregate of the previous examination.

### **STRUCTURE OF THE PROGRAMME**

#### **M.Com. Previous (Four Papers-All Compulsory) 2019-20**

Paper I - Managerial Economics

Paper II - Advanced Financial Management

Paper III - Monetary Economics

Paper IV - Indian Financial System

#### **M.Com. Final 2020-21**

#### **Five Papers - Two compulsory and any three papers of any one group**

##### **Compulsory Papers**

Paper V - Economic Growth and Development

Paper VI - Rural Development and Co-Operation

**Optional Papers:** Any three papers of any one group

##### **Group A - Economic Administration**

Paper VII - Administration of Public Enterprises

Paper VIII - Industrial Economics

Paper IX - International Trade

Paper X - Quantitative Techniques

Paper XI - Case Study (Subject to the approval of the topic of survey work and a candidate being adjusted suitable for undertaking such work)

### **Group B - Financial Management**

Paper VII - Multinational Financial Management

Paper VIII - Public Finance

Paper IX - Management of Small and Medium Enterprises

Paper X - Quantitative Techniques

Paper XI - Case Study (Subject to the approval of the topic of survey work and a candidate being adjusted suitable for undertaking such work).

### **Group C - Co-Operation**

Paper VII - Theory and Practice of Co-Operation

Paper VIII - Accounting, Auditing and Credit Management

Paper IX - Co-Operative Marketing

Paper X - Co-Operative Project Planning

Paper XI - Case Study (Subject to the approval of the topic of survey work and a candidate being adjusted suitable for undertaking such work).

**Section-A** shall contain 10 questions, two from each unit of 1 mark each. The candidate is required to answer all the questions. The answers should not exceed 50 words.

**Section- B** shall contain 10 questions, two from each unit with internal choice. Each question shall be of 8 marks. The answers should more than 200 words should not exceed 500 words. The candidate is required to answer all the questions.

**Section-C** shall contain 5 questions of 15 marks each, one from each unit. The candidate is required to answer any Two questions. The answer shall more than 500 words.

## **M. COM. PREVIOUS PAPER I - MANAGERIAL ECONOMICS**

### **UNIT - I**

**Nature and Scope of Managerial Economics:** Objectives of a firm, Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

**Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand. Demand estimation for major consumer durable and non-durable products;

### **UNIT – II**

Elasticity of demand: Its meaning and importance; Price elasticity, Income elasticity and Cross elasticity, Using elasticity in managerial decisions.

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk.

### **UNIT – III**

Production Theory : Production function-production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and interrelationship; Law of variable proportions; Returns to scale.

### **UNIT - IV**

**Price Determination under Different Market Conditions:** Characteristic of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

**Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

## **UNIT – V**

**Business Cycles:** Nature and phases of a business cycle; Theories of business cycles- psychological theory, Pure Monetary Theory of Hawtrey, Over investment theory, innovation, Keynes, Samuelson and Hicks theories. Control on Business Cycles.

**Inflation:** Definitions, Characteristics and types; inflation in terms of demand-pull and cost push factors; Effects of inflation.

### **References :**

1. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
2. Chopra, O.P.: Managerial Economics, Tata McGraw Hill Delhi.
3. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
4. Dholakia, R.H. and A.L. Oza: Micro Economics for management Students, Oxford University Press, New Delhi.
5. Gough, J. and Hills: Fundamentals of Managerial Economics, MacMillan London.
6. Savatore, Dominick : Managerial Economics in a Global Economy, McGraw Hill, New Delhi.
7. Varshney RL and Maheswari KL : Managerial Economics; Sultan Chand and Sons, New Delhi.
8. Dwivedi D.N. : Managerial Economics, Vikas Publishing House, New Delhi.
9. Adhikary M. Business Economics, Excel Books, New Delhi.

## **PAPER – II ADVANCED FINANCIAL MANAGEMENT**

### **UNIT – I**

Financial Management: Meaning, nature and scope of finance; Financial goal - profit v/s wealth maximization, significance of financial management, changing role and functions of Chief Financial Officer.

**Cost of Capital: Meaning and significance of cost of Capital, Calculation of cost of debt, preference share capital, equity capital and retained earnings; combined cost of capital (weighted).**

### **UNIT – II**

Capitalization: Capital Structure, Factors Influencing Capital Structure, Features of Optimum Capital Structure, Management and Control of Investment in Inventories and Receivables.

Management of Working Capital: Meaning, Significance and Types of Working Capital; Calculating Operating Cycle Period and estimation of working capital requirements.

### **UNIT – III**

Budgeting: Meaning, Significance, Features of sound business budgeting, Sales Budget, Production Budget, Flexible Budget, Master Budget and Cash Budget.

Investment Decisions – Capital Budgeting : Nature of Investment decisions; investment evaluation criteria – Net Present Value, Internal Rate of Return, Profitability Index, Payback Period, Accounting Rate of Return.

### **UNIT – IV**

Profit Planning: Profit-Objectives, Computation of Income, Cost - Volume - Profit analysis, Project - Planning, Feasibility assessment.

### **UNIT – V**

**Financial Reports and Statements** and their Interpretation Ratio Analysis, Preparation of Funds Flow Statement and Cash Flow Statement.

**Source of Supply of Funds in India:** Short Term, Medium Term and Long Term Sources.

**References :**

- 1- Cohen, J.B. & Robbins, S.M.: The Financial Management
- 2- Walker and Baughon : Financial Planning & Policy.
- 3- Jones R.L. & Ternin, H.G. Budgeting: Key to Planning & Control.
- 4- Mock, E.J. : Reading in Financial Management.
- 5- Kuchhal, S.C. Financial Management.
- 6- Johnson, R.W. : Financial Management

**PAPER – III MONETARY ECONOMICS****UNIT – I**

Money and the Value of Money: Meaning, Importance, Concepts and Components of money. Demand for and supply of money, The quantity theory of value of money. Fisher's approach, Cambridge approach, Keynesian and Friedman's theory of money.

**UNIT – II**

Monetary Policy: Meaning, objectives, instruments and working of monetary policy. Efficacy and limitations of monetary policy in developing countries.

**Fiscal Policy:** Meaning and objectives. Fiscal policy under different conditions and economies. Relationship between fiscal and monetary policies.

**UNIT – III**

**Theories of Income and Employment Determination:** Classical Approach – Say's law, Keynesian Theory of Employment, Consumption Function, Investment Function, Multiplier and Acceleration principles, Saving and Investment.

**Theories of Interest:** Classical, Loanable Funds, Liquidity Preference and Modern Theory of Interest.

**UNIT – IV**

International Monetary Relations:

Balance of Payments: Meaning, Importance and Constituents of Balance of Payments. Dis-

**Theories of Exchange Rates: Meaning, Types and Determination of Exchange Rate, Fluctuations in Exchange Rate, Exchange Rate Management and Control.**

**UNIT – V**

**International Monetary Co-operation:** The Problem of International Liquidity. International Monetary Fund, World Bank and Other International Financial Institutions, Recent Reforms in International Monetary System.

**References :**

1. Joshi, P.N. & Kochar, M.G. : Money, Finance and Trade.
2. Halm, G.H. : Monetary Theory.
3. Hansen, A.H. : Monetary Theory & Fiscal Policy.
4. Newlyn, W.T. : Theory of Money.
5. Dilard, D. : Economics of John Maoynard Keynes - The Theory of Monetary Economics.
6. Hansen : A Guide of Keynes
7. Hawthorne, Jennie : Theory and Practice of Money.
8. Keynes, J.M. : The General Theory of Employment, Interest and Money.
9. Paul, M. Forvitiz : Monetary Policy and Financial System.
10. Johri, C.K. : Monetary Policy and Financial System.

## PAPER - IV INDIAN FINANCIAL SYSTEM

### UNIT – I

**The Financial System:** Introduction to Indian Financial System, Financial Instruments, Financial Market: Indian Money market; Indian Capital Market, Financial risk, Financial Intermediaries, Indicators of Financial Development.

### UNIT – II

**Administration of Financial Resources:** Central and State Financial Relations, The Constitutional Provisions. The Finance Commissions: Their Recommendations and Effect on Economic Policy of the Government.

**Interest Rate Structure :** Determinants of Interest Rate Structure, Differential Interest Rate, Recent Changes in Interest Rate Structure.

### UNIT – III

**R.B.I.:** Functions, Credit Creation and Credit Control, its Monetary Policy.

**Commercial Banking in India:** Branch Expansion, Deposit Mobilisation and Deployment of Credit. Operational Efficiency and Profitability of Scheduled Commercial Banks. Regional variations in Commercial Banking Development in India. Recent trends in Indian Commercial Banks. Challenges before Commercial Banks in 21<sup>st</sup> Century.

### UNIT – IV

**Internationalization of Indian Banking:** Deregulation, Liberalization, Competition and Modern Technology, Problems of Commercial Banking in India, Financial Sector Reforms in India.

**All India Development Banks:** Concept, Objectives and Functions of Development Banks. Operational and Promotional Activities of Development Banks: IFCI, ICICI, IDBI, SIDBI and UTI.

### UNIT –V

**State Level Development Banks:** Objectives, Functions and Role of State Level Banks; Working of RFC, RIICO, and RAJSICO.

### References:

1. Bhole L.M. : Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi
2. Khan M.Y. Indian Financial System : Theory and Practice; Vikas Publishing House, New Delhi.
3. Chandra Prasanna : Financial Management : Theory and Practice ; Tata McGraw Hill, New Delhi.
4. Kapila Raj and Kapila Uma : Banking and Financial Sector Reforms in India; Vol I, II, III and IV, Academic Foundations, Delhi.
5. Srivastava, R.M. : Management of Indian Financial Institutions; Himalaya Publishing House, Mumbai.
6. IDBI : Annual Reports.
7. ICICI : Annual Reports.
8. IFCI : Annual Reports.

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# M.Com. (Final) 2020-21

## Economic Administration and Financial Management

### PAPER – (V) ECONOMIC GROWTH AND DEVELOPMENT

#### UNIT – I

**The Problem of Economic Development :** Meaning and Measurement of Economic Development, Characteristics of an Under-developed country, Obstacles to Economic Development, Basic Requirements for Economic Development, Determinants of Economic Development, Human Resources and Economic Development Technology, Entrepreneurship and Economic Development.

#### UNIT – II

**Choice of Techniques :** Labour Intensive Vs. Capital Intensive Technique, Heavy Industries Vs. Light Industries, Indian Planning and Choice of Technique.

**Monetary and Fiscal Measures** for accumulation of capital and acceleration of Economic Growth. Capital Formation and Economic Development.

#### UNIT – III

**A Study of Growth and Development Models:** Meaning and nature of Growth Model, Objectives and Importance, Growth Model of Keynes, Harrod and Domar's Growth model, Rostow's stages of Economic Growth. The Big Push Theory, Doctrine of Balanced and Unbalanced Growth, Strategy of Economic Development in India. Leibenstein's Critical Minimum Effort Theory.

#### UNIT – IV

Rationale behind Economic Reforms. Need and Relevance of 'Swadeshi' in India.

**Foreign Capital** and Economic Development; Advantages and Dangers of Foreign Capital, Types of Foreign Capital, Appraisal of Foreign Aid in India.

#### UNIT – V

**Deficit Financing** as an Instrument of Economic Development. Role of State in Economic Development. Indian Economic Planning and Development. A brief Study of Indian Plans with Special reference to Objectives, Resource Mobilization, Regional Disparities and Balanced Regional Development.

**Review** of Economic Progress under Planning in India with Special reference to X, XI and XII Plan.

#### References :

1. Simon Kuznets : Economic Growth and Structure (HEB).
2. Ameen Dutta : Paths to Economic Growth (Allied Publishers)
3. Enke : Economic Development (Prentice Hall)
4. Malica Dobb : Economic Growth & Planning (Routledge & Kegan Paul).
5. Jhingan M.L. : The Economics of Development & Planning (Vikas Publishing House).
6. Dube & Sinha : Arthik Vikas and Niyojan (National Publishers)
7. Deweett, K.K. & Satish Wardhawan : Economics of Growth & Development (S. Chand & Co.).

## **PAPER – VI**

### **RURAL DEVELOPMENT AND CO-OPERATION**

#### **UNIT – I**

**Rural Economy of India :** Features, Rural Development and Programmes, Plan Strategy, Provision of Licensing Policy regarding Rural Industrialization, Role of Agriculture and Allied activities.

**Rural Population and Labour:** Rural Poverty, Un-employment and Rural Industry. Rural Employment Promotion Programmes.

#### **UNIT – II**

**Rural Development and Sources of Funds :** Quantum of Resources needed, Plan Allocations, Cooperative Credit Societies, Regional Rural Banks (RRBs) and Commercial Banks.

**Agencies for Rural Development:** District Rural Development Agencies, Cooperative Housing Financing Societies, Rural Electrification Corporation, NABARD, Voluntary Agencies for Rural Development, Khadi & Village Industries Commission.

#### **UNIT – III**

**Philosophy of Co-Operation:** General Aims, Basic Principles, Cooperation V/s Capitalism and Socialism.

**Origin and Development** of Cooperative thoughts in the West, Contribution of Robert Owen and Rochdale, Principles and Characteristics of Raiffesen Societies and Schulze Delithzsch Societies.

#### **UNIT – IV**

**Co-Operative Thought and Legal Frame Work:** Basic Features of Co-Operative legislations of 1904 and 1912 and the Rajasthan State Co-Operative Societies Act, 1965, Co-Operative Banking Regulation Act.

**The Present Trends of Management in Co-Operative Sector :** Need for Professional Management, Co-Operative Education and Training of Members and Employees and De-focalization and De-politicisation.

#### **UNIT – V**

**Special Scheme and Programmes of Rural Development :** Antyodaya, Food for Work, TRYSEM, NREP, Dairy Development Programme, Desert Development Programme, S.F.D.A., M.F.D.A., Rural Industrial Centres, Lead Bank Scheme, Rural Development and Industrial estates, Drought Prone Area Programme, Rural Landless and Employment Guarantee Programme.

**Rural Development and the Panchayati Raj.** Role of the State Government of Rajasthan in Co-Operative Movement. Critical evaluation of RAJFED and the Rajasthan State Co-Operative Housing Financing Society.

#### **References :**

1. Fay. C.R. : Cooperation at home and Abroad.
2. Calvert. H. : The Law and Principles of Cooperation.
3. Kulkarni : Theory and Practice of Cooperation.
4. Mathur, B.S. : Cooperation in India (Hindi Edition)
5. Report of the Committee on Cooperation (Mirdha Committee)
6. Review of Cooperative Movement in India (RBI Publication)
7. Review of the working group on Cooperatives, 1973.
8. Report of the committee on cooperative marketing 1964 M.L. Dantwala.
9. Cooperative Societies Act 1904 and 1912.



**OPTIONAL PAPERS (ANY THREE PAPERS OF ANY ONE GROUP)**  
**GROUP A : ECONOMIC ADMINISTRATION**  
**GR. A. - PAPER VII: ADMINISTRATION OF PUBLIC**  
**ENTERPRISES**

**UNIT – I**

**Introduction :** The role of public enterprises under different types of economic systems, The social economic benefits of public ownership; The scope and rationale of the public sector in the present day economy.

**Patterns of Public Enterprise :** Public corporation; Government company; Quasi-corporation; Departmental undertaking; Commodity board; Central board; Commission; Port trust and local authorities, Mixed corporation; Joint sector undertaking; Leasing and other forms of association in ownership and management between the state and private enterprises; The functional role of public enterprises.

**UNIT – II**

**Governing Boards:** Merits and demerits of functional and policy boards; Internal organization; Decentralization, Delegation of authority and span of control; Line and staff functions and efficacy of exhortation in public enterprises; The composition, size and tenure of governing board.

**UNIT – III**

**Personnel Administration :** Workers' participation in the administration of public enterprises; Labour relation, Trade unionism and collective bargaining, Public enterprises and model employers; Provision

of amenities and administration of welfare funds; Problems of recruitment; training and promotion and the moral of workers in public enterprises.

**UNIT – IV**

**Financial Administration:** Assessment and disbursement compensation; Patterns of the share holdings and borrowing, Investment policy, Auto finance and expansion of public enterprises. Price output and profit policy, Budgeting, purchases and sales policies, Compensation, evaluation and the criteria of efficiency.

**UNIT – V**

**Public Accountability:** Parliamentary, Presidential administrable control, Government directives and informal contacts; Autonomy of public enterprises; Comptroller and Auditor General, Control efficiency audit and expert review, Users' committees and other advisory organizations, Inter-relation of public undertakings.

Specific studies : 1. H.M.T. 2. B.H.E.L. 3. O.N.G.C. 4. R.S.R.T.C. 5. L.I.C.6. S.A.I.L.

**Reference :**

1. Robson W.A. : Nationalised Industry and Public Ownership
2. Hanson, A.H. : Public Enterprises and Economic Development
3. Hanson, A.H. : Managerial Problems in Public Enterprise.
4. Krishana Menon Committee Report of State Undertakings (November, 1959)
5. Gorwala, A.D. : Report of the Efficient Conduct of State Enterprise.
6. Ramandhan, V.V. : Structure of Public Enterprises in India.
7. Shukla, M.C. : Administrative Problems of Public Enterprises in India.
8. Khera, S.S. : Government in Business.
- 10 Administrative Reforms Commission : Report of the Study Team on Public Sector Undertaking June, 1966. Laxminarain : Public Enterprises in India.
- 11 Nigam Raj. K. : Public Sector (1971) Om Prakash : Theory and Working of State Corporations (With Special reference of India).

## GR. A - PAPER VIII: INDUSTRIAL ECONOMICS

### UNIT – I

**Nature and Scope** of Industrial Economics, Rationale of Industrialisation, Pattern, Process and Implications of Industrialisation.

**Foundations of Modern Industry:** Natural, Human and Economic Resources. Size and Location of Industries, The Determinants of Industrial Location.

Growth and Forms of Industrial Combinations; Monopoly Commission; Monopoly and Restrictive Trade Practices, Concentration of Economic Power in India.

### UNIT – II

**State and Industry:** The Need for Government Intervention in Industry, The Ways and Means of Government Regulations of Industries, Appraisal of New Industrial Policy of India.

**Effects of Industrial Policy,** Amendments and Liberalisation Policy on Industrial Sector of India. Evaluation of Industrial Licensing Policy, Concept of Public–Private–Partnership (PPP). Concept of Special Economic Zones (SEZs).

### UNIT – III

**Development Finance:** Term Lending Institutions.

**Management Problems:** Industrial Enterprises both in the Public Sector and Private Sector.

Labour Problems & Industrial Relations, Industrial Disputes, Trade Unionism, Personnel Management, Wages and Fringe Benefits & Labour Legislations.

### UNIT – IV

**Industrial Productivity:** The Concept, Measurement and Determinants. Foreign Aid and Industrial Growth. Industrial Growth and Planning in India.

### UNIT – V

**Appraisal of Industrial Economy of Rajasthan:** Industrial Development in Rajasthan during Five Year Plans. Regional Variation and Imbalance in Industrial Development of Rajasthan, Potentialities of Industrialisation in Rajasthan.

### References :

1. Forence, P.S. : Industry and State
2. Hoffman, W.G. : Growth of Industrial Economics.
3. Rosen, G : Industrial Change in India.
4. L.C. Gupta: Changing Structure of Industrial Finance in India.
5. P.S. Lokanathan : Industrial Organisation in India.
6. V.V. Giri : Labour Problems in Industry.

## GR. A - PAPER IX: INTERNATIONAL TRADE

### UNIT – I

Meaning and Significance of International Trade as distinguished from Inter Regional and Internal Trade. Theories of International Trade. Mercantilism and the Classical Schools of thought of Comparative costs. Recent Development in International Trade Theory. Terms of Trade and the Gains from Trade.

### UNIT – II

International Factor Movement: Labour and Capital Movements. Price Changes. Foreign Aid Programmes; Income effect and the Multiplier.

Theory of Protection, Customs, Quotas and Tariffs. Bilateralism in International Trade. Fiscal Policy and Trade Control. UNCTAD. WTO : GATS, TRIPs, TRIMs, Foreign Collaboration and Joint Venture.

### UNIT – III

Theories of Exchange Rate Determination: Their Relationship with International Trade. Balance of Trade and Balance of Payments. De-valuation and Exchange Fluctuations in Relation to International Trade. Role of FEMA in Foreign Exchange System in India. EXIM Bank of India.

### UNIT – IV

The International Monetary Fund, World Bank and its Affiliates. The Problem of International Liquidity, International Monetary Reforms, Current International Economic Problems.

### UNIT – V

India's Foreign Trade and Commercial Policy, India's Balance of Payments, Recent Trends. Foreign Aid to India: Problems and Future Prospects in Indian Economic Development.

Fairs and Survey, International Exhibitions. Sources of Foreign Trade Statistics in India: Methods of Collection with Special Reference to Coding System.

#### References :

1. Kindleberger : International Economics.
2. Ellsworth, P.T. : The International Economy.
3. Haberler, Gottfried : The Theory of International Trade.
4. Myrdal, Gunnar : An International Economy - Problems and Prospects.
5. Man Mohan Singh : India's Export Trends and the prospects Self Sustained Growth.

## GR. A - PAPER X: QUANTITATIVE TECHNIQUES

### UNIT – I

**Introduction to Quantitative Techniques:** Meaning and Scope of Quantitative Techniques; Role of Quantitative Techniques in Business and Industry.

**Regression Analysis:** Simple and Multiple; Its Importance and Application to Business.

**Correlation Analysis for Business Decisions:** Simple, Partial and Multiple Correlation.

### UNIT – II

**Time Series Analysis:** Different Methods of Analyzing Secular Trend, Fitting Trend Curves, Measuring Seasonal Variations and Cyclical Fluctuations.

**Probability:** Meaning and Definitions, Importance and Application of Probability, Permutation and Combination.

### UNIT – III

**Index Numbers:** Meaning and Types; Weighted Aggregative Indices; Indices of Weighted Average of (price-quantity) Relatives; Fisher's Ideal Index Number, Test of Adequacy – Time Reversal Test and Factor Reversal Test; Special Problems – Shifting the base, Splicing, overlapping Index Series, uses and Problems.

**Interpolation and Extrapolation :** Need and Importance; Methods.

### UNIT – IV

**Research Methodology:** Types of Research, Different Research, Steps of Research Methodology, Techniques of Research.

**Sampling Methods:** Importance, Essentials of Good Sampling, Merits and Demerits of Sampling Methods, Purposive Sampling, Random Sampling, Mixed Sampling and Other Methods.

**Hypothesis Testing:** Meaning and Concept, Procedure of Testing Hypothesis, Chi-square test ( $X^2$  Test).

### UNIT – V

**Analysis of Variance (ANOVA) :** Technique of Analysis of Variance, Assumptions and Applications of Analysis of Variance.

Elementary Study of Queueing Theory and Game Theory.

**Inventory Model:** Economic Parameter; Calculation of Economic Order Quantity (EOQ),

Continuous Replenishment Model, Deterministic Model with Shortages, ABC Analysis, VED Analysis, FNSD Analysis.

**Reference :**

1. K.R. Sharma, Operations Research and Quantitative Techniques, Kalyani Publications.
2. Levin and Rubin : Statistics for Management, PHI.
3. C.R. Kothari : Quantitative Techniques Vikas.
4. Jit S. Chandan : Statistics for Management Vikas.
5. Gupta & Gupta : Business Statistics, Sultan Chand & Co.

**GROUP B: FINANCIAL MANAGEMENT**

**GR. B - PAPER VII: MULTINATIONAL FINANCIAL MANAGEMENT**

**UNIT – I**

**The Multinational Financial Environment:** An overview of Multinational Financial Management, Basis of International Trade, Gains from Internationals Trade.

**International Monetary System:** International Financial Institutions, Balance of Payments, Marketing and Economic Cooperation, W.T.O.

**UNIT – II**

**Foreign Exchange Market:** Exchange Dealings, Foreign Currency - Features and Options, Management of Transaction. Theories of Foreign Exchange Rate. International Exchange System.

**UNIT – III**

**Financial Management of the Multinational Firm:** International Capital Flows, Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting, Multinational Cash Management.

**UNIT – IV**

**Financing Foreign Operations:** Euro-currency Market, Interest Rate and Currency Swaps. Depository Receipts - GDR and ADR, Country Risk Analysis.

**UNIT – V**

**International Taxation:** International Debt Problems. Role of Multi-National Corporations (MNCs), An evaluation of Multinational Financial Reforms.

**References:**

1. Teff Madura : International Financial Management.
2. Madhu Vij. : Multinational Financial Management.
3. C. Jeevanandam : Foreign Exchange & Risk Management
4. Francis Cherunilam : International Economics.

**GR. B - PAPER VIII: PUBLIC FINANCE**

**UNIT – I**

Nature and Scope of Public Finance. The Expanding Public Budgets, Role of Public Finance in Augmenting Allocative Efficiency, Distributive Justice and Economic Stability in the Economy. The Theory of Functional and Fiscal Policy of Developing Economies, Resource Mobilization. Deficit Financing, Non-Tax revenue, Profits from Public Enterprises.

**UNIT – II**

**The Theory of Public Expenditure, Functional and Economic Classification of Public Expenditure. Effects of Public Expenditure on Production and Distribution. Major trends in Public Expenditure in India.**

Theory of Public Debt. Loans Vs. Taxes, Loan & Savings as a Source of Development Finance, Internal and External Public Debt of India.

### **UNIT – III**

Public Revenue, Functional and Economic Classification of Public Revenue, Canons of Taxation, The Incidence of Taxation under Monopoly and Perfect Competition, Effects of Taxation, Measurement of degree, Progression of Taxes, Overall Progressiveness of the Whole Tax System.

### **UNIT – IV**

Theory of Federal Finance, Financial Relation between Central and State Government in India. Salient Features of Indian Tax System, Major Taxes at Central, State and Local levels, Main trends in the Revenues of the Central and State Governments in India, the New Financial Policy.

### **UNIT – V**

Salient Features of State Finance in Rajasthan Since 1956. Growth and Distribution of Revenue and Expenditure under Economic Heads, Burden of Debt of the Centre Overdrafts. Major Criteria for Transfer of Funds. Adequacy of Revenues in relation to Functions of State Government.

### **References :**

1. R. S. Musgrave : Theory of Public finance (McGraw)
2. Ved P. Gandhi : Some Aspects, India's Tax Structure (Vore & Co.)
3. R.N. Bhargava : Theory and Working of Union, Finances in India (Chanya)
4. Johan : P, Due : Government Finance
5. Philip E. Taylor : The Economics of Public Finance.
6. Chelliah, Raja J. Fiscal Policy in Under developed countries with Special reference to India (George Allen Unwin)

## **GR. B - PAPER IX: MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES**

### **UNIT – I**

**Small and Medium Enterprises:** Meaning and Definitions, Characteristics, Classification, Small Scale V/s Large Scale Industries, Ownership and Organisational Structure, Business and Legal Environment for Small and Medium Enterprises in India.

**Need of Small and Medium Enterprises,** Role & Importance of Small Scale Sector in India, Small & Medium Enterprises and Five years plans, Present position, Performance, Problems & Remedial measures of Small scale Industries in India.

### **UNIT-II**

**Preparation of a New Project :** Concept, Features, Objectives and Classification of Project, Project Appraisal, Project Life Cycle, Preparation of a Project Report.

**Setting up a Small Scale Enterprise:** Stages for setting up a unit, Project Formulation, Selection of Ownership form, Location and Layout of the unit, Factor affecting location of the unit, Effluent treatment and disposal.

### **UNIT-III**

**Product Management :** Product and Product Planning, Objectives of Product Planning and Development, Component of Product Planning, Steps in New Product Planning and Development, Product Life Cycle.

**Marketing Management:** Meaning & Definitions, Concepts and Functions of Marketing, Marketing Mix and Market Segmentation, Marketing Problems of Small & Medium enterprises, Governmental Assistance in Marketing Goods of Small Scale Sector.

### **UNIT-IV**

**Sources of Capital:** Factors affecting the requirement of Capital, Fixed Capital and Working Capital Management, Sources of Fixed Capital and Working Capital, Determinants of Working Capital, Profit Planning in Small & Medium Enterprises.

**Sickness and Challenges:** Sickness and Challenges before Small Scale Industries, Globalisation V/s Small Scale Sector.

#### **UNIT-V**

**Role of Government in Promoting Small Scale Sector:** Steps taken by Government to encourage Small Scale Industries, Incentive and Subsidy Schemes of Central & State Government.

**Institutional Support:** Need for Institutional Support, Central and State Government Agencies like SIDO, NSIC, SIDBI, SISIs, Commissionerate of Industries, RFC, RIICO & DIC.

**Small Scale Industries Policy:** Central Policy and State Policy.

#### **References :**

1. Arora & Sood: Fundamentals of Entrepreneurship & Small Bus., Mgmt. (Kalyanai Pub., Ludhiana)
2. Vasant Desai: Small Scale Industries & Entrepreneurship (H.P.H., Mumbai)
3. Kaulgud: Entrepreneurship Management (Vikas Publishing House, N. Delhi)
4. GS Sudha: Principles of Bus., Mgmt. & Entrepreneurship (Ramesh Book Depot., Jaipur)
5. Vasant Desai: Dynamics of Entrepreneurial Development and Management (H.P.H., Mumbai)
6. Hodgets – Effective Small Scale Business (H.P.H. Mumbai)
7. Vasant Desai: Management of Small Scale Industry (H.P.H. Mumbai).

### **GR. B - PAPER X: QUANTITATIVE TECHNIQUES**

#### **UNIT – I**

**Introduction to Quantitative Techniques:** Meaning and Scope of Quantitative Techniques; Role of Quantitative Techniques in Business and Industry.

**Regression Analysis:** Simple and Multiple; Its Importance and Application to Business.

**Correlation Analysis for Business Decisions:** Simple, Partial and Multiple Correlation.

#### **UNIT – II**

**Time Series Analysis:** Different Methods of Analyzing Secular Trend, Fitting Trend Curves, Measuring Seasonal Variations and Cyclical Fluctuations.

**Probability:** Meaning and Definitions, Importance and Application of Probability, Permutation and Combination.

#### **UNIT – III**

**Index Numbers:** Meaning and Types; Weighted Aggregative Indices; Indices of Weighted Average of (price-quantity) Relatives; Fisher's Ideal Index Number, Test of Adequacy – Time Reversal Test and Factor Reversal Test; Special Problems – Shifting the base, Splicing, overlapping Index Series, Uses and Problems.

**Interpolation and Extrapolation:** Need and Importance; Methods.

#### **UNIT – IV**

**Research Methodology:** Types of Research, Different Research Steps of Research Methodology, Techniques of Research.

**Sampling Methods:** Importance, Essentials of Good Sampling, Merits and Demerits of Sampling Methods, Purposive Sampling, Random Sampling, Mixed Sampling and Other Methods.

**Hypothesis Testing:** Meaning and Concept, Procedure of Testing Hypothesis, Chi-square test ( $X^2$  Test)

#### **UNIT – V**

**Analysis of Variance (ANOVA):** Technique of Analysis of Variance, Assumptions and Applications of Analysis of Variance. Elementary Study of Queueing Theory and Game Theory.

**Inventory Model:** Economic Parameter; Calculation of Economic Order Quantity (EOQ), Continuous Replenishment Model, Deterministic Model with Shortages, ABC Analysis, VED Analysis, FNSD Analysis.

**Reference :**

1. K.R. Sharma: Operations Research and Quantitative Techniques, Kalyani Publications.
2. Levin and Rubin: Statistics for Management, PHI
3. C.R. Kothari: Quantitative Techniques Vikas.
4. Jit S. Chandan: Statistics for Management Vikas.
5. Gupta & Gupta: Business Statistics, Sultan Chand & Co.
6. V. K. Kapoor: Operations Research, Sultan Chand & Co.
7. Hira & Gupta: Operations Research, S. Chand
8. S. D. Sharma: Operations Research, S. Chand
9. K. N. Nagar: Sankhiyaki Ke Mool Tatwa, Minakshi Publication
10. D. N. Elhance: Statistics, Kitab Mahal, New Delhi.

**GROUP - C : CO-OPERATION****GR. C - PAPER VII: THEORY AND PRACTICE OF CO-OPERATION****UNIT – I**

**Introduction:** Genesis of Cooperative Movement, Global and Indian; Principles of Co-operation; Cooperative Sector and Economic Growth; Cooperative institutions vis-a-vis other types of Business Organizations.

**Functional Classification of Cooperative Credit Institutions:** Credit Societies, Central and State Cooperative Banks, Land Development Banks.

**UNIT – II**

**Organization and Management of Non-Credit Cooperatives:** Marketing Cooperatives, Consumer Cooperatives, Industrial Cooperatives, Housing Cooperatives, Producer Cooperatives.

**UNIT – III**

**Management:** Working and Management of Primary, Central and Apex Institutions, their relationship and need for reorganization.

**UNIT – IV**

**Cooperatives and Professional Management:** Functional area policies and practices in cooperative sector, Human resource development, Marketing, Finance, Purchase, Processing and Manufacturing.

**UNIT – V**

**Environment:** Cooperatives and external environment, Regulatory and Policy Framework for Cooperative Functioning in India, Study of Rajasthan Co-operative Societies Act as amended up to date.

**References :**

1. I.C.A. Cooperative Management and administration.
2. B.B. Goel : Cooperative Management and Administration.
3. S.R. Bhansali : Rajasthan Cooperative Societies Act.
4. G.S. Kamet : New Dimensions of Co-operative Management.
5. T.E. Stevenson: Management of Co-operative Movement.
6. R.B. Tyagi : Recent Trends in Co-operative Management.
7. L.C. Jain : Co-operative law in India.
8. T.N. Hajela : Theory and Practice of Co-Operative in India and abroad.
9. B.S. Mathur : Co-operative in India.
10. M.Rehman : Co-operative Sector in India.
11. R.D. Bedi : Theory and Practice of Co-operation.
12. E.M. Hough The Co-operative Movement in India.

**Group C : Co-Operation**  
**GR. C - PAPER VIII: ACCOUNTING, AUDITING AND CREDIT  
MANAGEMENT**

**UNIT – I**

**Cooperative Accounting:** Principles and Objectives of Book-keeping, Single and Double Entry System, Cash Book with Discount and Transfer Columns, Petty Cash Book, Interest System.

**Journal** –Various types; Ledger – Various types; Depreciation and Reserves. Final accounts of Important Cooperative Institutions; Statutory Requirements Regarding the Maintenance of Accounts by Cooperative Institutions.

**UNIT – II**

**Auditing:** Meaning, Definition, Objectives and Advantages, Audit of Cash Transactions; Audit of Trading Transactions; Vouching of Journal and Subsidiary Books, Ledgers; Verification of Assets – Stock in Trade, Loan and bad Debts.

**UNIT - III**

**Audit of Cooperative Societies:** State Controlled Audit; Rights, Duties and Responsibilities of the Auditors of Cooperative Societies; Difference between Inspection, Supervision and Audit; Administration Audit, Audit and Social Audit Certificate.

**UNIT - IV**

**Credit Management:** Nature of Cooperative Credit, Short Term Credit Procedure, Process of Loan Application, Credit Appraisal, Recovery, Problems of Short Term Credit, Medium Term Credit.

**UNIT - V**

**Land Development Banking:** Brief History, Loan – Purpose, Security Margin, Primary Land Development Banks (LDBs) – Procedure in Preparation and Transmission of Loan Application by Primary LDBs to Central Cooperative Banks. Recoveries, Overdues, Inspection; Examination of large Records, Problems of NABARD and LDBs.

**Reference :**

1. O.R. Krishnasweame: Co-operative Accounts
2. Spicer and Paglar : Practical Audit
3. R.R. Gupta : A Text Book of Auditing
4. Khandelwal : Cooperative Audit
5. M.Rehman : Cooperative Accounting and Auditing

**GR. C - PAPER IX: CO-OPERATIVE MARKETING**

**UNIT - I**

**Industrial Co-operatives:** Importance of Village and Cottage Industries. Types and Structure; Problems of Industrial Co-operatives – Marketing, Logistic, Procurement, etc. Management and Training Problems of Handloom and Other Industrial Cooperatives.

**UNIT - II**

**Role of Various Boards in Development of Industrial Cooperatives:** Industrial Cooperatives in Indian Plans, Present Status, Problems. Relationship between board and the manager, Centrally Sponsored scheme of Consumer Co-operatives, Role of Cooperatives in holding the Price line through Public Distribution.

**UNIT - III**

**Consumer Co-operatives:** Principles, Techniques, Methods of Trading, Growth, Structure, Operations and Problems. Super Markets, Co-operatives and Fair Price Shops. Source of Finance, Pricing Policy, Purchase and Inventory Policy.

**UNIT - IV**

**Agriculture Marketing:** Special Features of Agriculture Marketing in India; Types of Markets,



Market Functionaries, Market Practices. System of Sale, Market Charges; Problems, Defects and Mal- Practices in Present System, Regulated Markets.

#### **UNIT - V**

**Role of State in Agriculture Marketing:** Role of Credit in Agriculture Marketing; Procurement of Food grains.

**Co-operative Storage Needs:** Progress and Problems; Distribution - Defects and Difficulties.

#### **References :**

1. T.N. Hazela: Theory and Practice of Cooperation.
2. B.S. Mathur: Cooperative in India.
3. Report of the first working group on Industrial Cooperatives 1958
4. Report of the Second working Group on Industrial Cooperatives 1963

### **GR. C - PAPER X: CO-OPERATIVE PROJECT PLANNING**

#### **UNIT – I**

**Project :** Meaning, Objectives and Importance of Co-operative Project Planning, Project Identification. Formulation of Project – Steps involved in Project Formulation.

#### **UNIT - II**

**Feasibility Analysis** of a Co-operative Project. Implementation of Co-operative Project and use of Network Techniques, Internal and External Constraints.

#### **UNIT - III**

**Procedure and Formalities** of Registration of Projects in the Co-operative Sector. Project Technology with emphasis on Indigenous Technology, Location, Size, Plan and Layout of Projects.

#### **UNIT - IV**

**Project Financing:** Internal and External Sources.

Cost Concepts, Demand Forecasting, Pricing and Profit Planning in the Co-operative Sector.

#### **UNIT - V**

**Specific Studies of Co-operatives:** Sugar, Dairy and Housing Projects.

#### **References :**

1. Dennis, A. Celiners: Complete Guide of Project Management, Management Guide, U.S.A.
2. M.D. Vidwn: Cooperative Law in India, Committee for Cooperative Training 1969.
3. Prashana Chandra : Projects Preparation, Implementation and Appraisal.
4. M. Mehsin : Project Planning and Control.
5. R.L. Pitale : Project Appraisal Techniques.

## **(B) M.COM. BUSINESS MANAGEMENT Syllabus 2019-2020**

### **SCHEME OF EXAMINATION**

**Note:** The question paper shall contain three sections.

**Section-A** shall contain 10 questions, two from each unit of 1 mark each. The candidate is required to answer all the questions. The answers should not exceed 50 words.

**Section- B** shall contain 10 questions, two from each unit with internal choice. Each question shall be of 8 marks. The answers should more than 200 words and not exceed 500 words. The candidate is required to answer all the questions.

**Section-C** shall contain 5 questions of 15 marks each, one from each unit. The candidate is required to answer any two questions. The answer shall more than 500 words.

The number of paper and the maximum marks for each paper practical shall be shown in the

syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in the practical part (Wherever Prescribed) of a subject / Paper separately.

4. A candidate to pass at each of the Previous and the Final Examination shall be required to obtain (i) at least 36% marks in the aggregate of all the papers prescribed for the examination and (ii) at least 36% marks in practical (s) wherever prescribed for the examination, provided that a candidate secures at least 25% marks in each individual paper. Wherever prescribed, he/she shall be deemed to have failed at the examination not with standing his/her having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous Examination, Division shall be awarded at the end of the Final Examination combined marks obtained at the Previous and the Final Examination taken together, as noted below- First Division 60% of the aggregate marks taken together

Second Division 48% of the Previous and the final Examination All the rest shall be declared to have passed the examination.

5. If a candidate clears any paper(s) Practical(s)/ Dissertation Prescribed at the Previous and or/final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz 25% (36% in the case of practical) shall be taken into account in respect of such paper(s) Praticle(s) Dissertation are cleared after the expiry of the aforesaid period of three year, provided that in case where as candidate require more than 25% marks in order to reach the minimum aggregate as many marks out of those actually secured by him will be taken into account as would enable him to make the deficiency in the requisite minimum aggregate.

6. The Thesis / Dissertation / Survey Report / Field Work shall be typed & written and submitted in triplicate so as to reach the office of the Registrar atleast 3 weeks before the commencement of the theory examinations. Only such candidates shall be permitted to offer dissertation / Fields work / Survey Report / Thesis (if provided in the scheme of examination) in lieu of a paper as have secured atleast 55% marks in the aggregate of all scheme and I and II semester examination taken in the case of semester scheme, irrespective of the number of paper in which a candidate actually appeared at the examination.

#### **Economic Administration and Financial Management DISTRIBUTION OF PAPERS**

There will be 9 papers in all of these 6 papers will be compulsory and three optional. A candidate will be required to offer four compulsory papers in Previous and remaining two compulsory papers and three optional papers in the Final Examinations. Each paper will be 100 marks and 3 hours duration. Dissertation in lieu of the paper can be offered at the Final Examination provided that a candidate secures at least 55% marks in the aggregate of the previous examination.

### **STRUCTURE OF THE PROGRAMME**

#### **SCHEME OF EXAMINATION**

Each theory paper

#### **M.COM. PREVIOUS 2019-2020**

**(Four Papers - All Compulsory)**

Paper - I	-	Modern Management
Paper - II	-	Management Thinkers
Paper - III	-	Business Environment
Paper - IV	-	Managerial Economics & Management Accountancy

#### **M.COM. FINAL 2020-2021**

**(Compulsory Papers - Three)**

Paper V	-	Marketing Management
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Paper VI	-	Human Resources Management
Paper VII	-	Production Management
<b>(Optional Papers - Any two papers from the given under)</b>		
Paper VIII	-	Development of Business Entrepreneurship
Paper IX	-	Consumer Behavior
Paper X	-	Tourism Management
Paper XI	-	Tourism Development
Paper XII	-	Material Management
Paper XIII	-	Financial Management
Paper XIV	-	Marketing Research
Paper XV	-	Advertising Management
Paper XVI	-	Industrial Relations and Social Security in India
Paper XVII	-	Strategic Management
Paper XVIII	-	Dissertation (Subject to approval of the topic of survey work and the candidate being adjudged suitable for undertaking such work)

## **FOUR PAPERS –ALL COMPULSORY**

### **PAPER I - Modern Management**

#### **Unit –I**

Evolution of Management: Pre-scientific and Post Scientific Management. Human Relations Management, Schools of Management Thought, Management approaches-systems and contingency. The Universal concept, comparative management concept, management systems in Japan.

#### **Unit-II**

Creativity in management, creative process. Types of creativity, Traits for creativity. Management by exception, M.B.O. Design of organization, Theories of organization. The art and process of delegation. Status & Role system, management committees, Matrix structure.

#### **Unit-III**

Sources of power, Power and value system, planned change, organizational Development: Concept and process. Management strategies-Objective and Planning.

#### **Unit-IV**

Management communication Interpersonal communication and information system. Transactional analysis, Leadership: Theories and styles, Content and process theories of motivation.

#### **Unit-V**

Managerial effectiveness, Criteria of Effectiveness, Managerial Control & its basic tools, Modern trends in management, Professionalization, Management of technology.

#### **Books Recommended:**

1. H.G. Hicks and Gueller: Management in Organizations.
2. Claude S. George Jr. The History of Management Thought.
3. William G. Ouchi : Theory A- How American Business can meet the Japanese Challenge.
4. MY. Yoshino: Japanese Management System tradition & Innovation.
5. Richard Panrier Pascale & Anthony G. Athos: The Art of Japanese Management.
6. Charles J.M. Million: The Japanese Industrial System.
7. Management Gurus: Naveen Mathur, National Publishing House, New Delhi.
8. Management: Rajpurohit, Gupta, Ajmera Book Company, Jaipur
9. Business Management: Gupta, Mathur: Ajmera Book Company.

## **PAPER II - MANAGEMENT THINKERS**

#### **Unit- I**

Spirituality and Management- Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management-

Personality Development, Meditation and Management of stress.

**Unit- II**

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

**Unit- III**

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

**Unit- IV**

Western Thinkers I- F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.

**Unit-V**

Western Thinkers II- Peter F. Drucker, William G. Ouchi, Tom Peters, Gary Hamel.

**Books Recommended**

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

### **PAPER III - Business Environment**

**Unit – I**

Socio-Cultural Environment: Environment of business: impact of socio-cultural values, business ethics & morality, social responsibility of business, social audit, various Environmental movements.

**Unit – II**

Economic Environment : Economic systems, economic organizations corporate sector, public sector, Joint sector, unorganized sector, Economic Infra-structures (Transport, Communication, Water & Power)

**Unit – III**

Economy & Government : Economic role of Government - Planning in India & its implications for Business Enterprises, Monetary Policies, Fiscal Policies, Import & Export Policy & Budgeting, Emerging Structure of Indian economy.

**Unit – IV**

Business & Legal Environment: Main provisions of Industries (Development & Regulation) Act 1951, Consumer's Protection Act, Regulation of Stock Exchanges and the role & functions of S.E.B.I.

**Unit – V**

M.R.T.P. Act, 1969, FEMA, Government policy for foreign collaborations and N.R.I. Investments, Industrial sickness & Government Rehabilitation policy.

**Books Recommended :**

1. Francis : Business & Government (Himalaya)
2. M. Adhikary : Economics Environment & Public Policy.

### **PAPER IV - MANAGERIAL ECONOMICS & MANAGEMENT ACCOUNTANCY**

**Unit – I**

Managerial Economics - Concept, Nature and Scope, Role of Managerial Economics, Managerial Decisions and Economics, Micro & Macro Economics, Economic Growth - Stages and Theories.

**Unit – II**

Demand Analysis, Demand Forecasting, Cost Analysis, Cost Output Relationship. Price Decision

under different market structure Pure Competition, Monopoly, Monopolistic competition, Price Discrimination. Theories of Profit, National Income Analysis.

**Unit – III**

Definition, scope and objects of Management Accountancy, Financial Planning, Working Capital, Ratio Analysis.

**Unit – IV**

Fund Flow Analysis, Cash Flow Analysis, Analysis of Long Term Capital. Capital Structure, Trend Analysis.

**Unit – V**

Preparation of Cash Budget, Capital Budget, Financial Budget, Long Term Budget, Performance Budgeting, Flexible Budgeting, Break Even Analysis, Analysis of Variances.

**Books Recommended :**

1. Varshney : Managerial Economics - Sultan Chand.
2. Boulding : Economic Analysis.
3. Meade : Economic Analysis & Policy.
4. Man Mohan & Goyal : Management Accountancy.
5. S. P. Gupta : Management Accountancy.
6. Khan & Jain : Management Accountancy.

**(FINAL) 2020-2021**

**BUSINESS MANAGEMENT COMPULSORY PAPERS (Three)**

**PAPER V – MARKETING MANAGEMENT**

**Unit-I**

Introduction: Nature and scope of Marketing, importance of marketing in liberalized Economy, Marketing environment, Approaches to marketing. Marketing concept.

Product Planning: Process of Product planning and Development, Product Differentiation, Brand and Trade Marks, Packaging, Labeling, Product line Policy. Product life cycle.

**Unit-II**

Marketing Research: Meaning of Market Research, Nature and importance of Marketing Research, Area of Marketing Research. Techniques of Marketing Research, Planning the General Procedure, Models of consumer behavior and Motivation Research.

Planning Outlets: Various channels for Consumer and Business goods, selection of the Channels of distribution.

**Unit —III**

Pricing Strategy: Factors to be considered in pricing, pricing objectives and strategies, Break even analysis, Price maintenance.

Planning Market and Sales: Sales forecast period, Uses of sales forecast, Methods of sales forecast, Market segmentation. Planning sales territories establishing sales Quotas. Assigning sales territories, Routing Salesman.

**Unit-IV**

Sales Promotion Mix: Determining the sales promotion programme, personal selling process qualities of a salesman. Advertising (Media choice, Good copy, timing, Budgeting, Testing Efficiency). Sales Promotion (dealer aids, consumer stimulation), Public Relations (methods). Marketing Organization: Purpose of marketing, Basis of Divisionalistic, Relation of the marketing departments with other departments.

**Unit-V**

Control of Marketing Operations: Need for control, phase of Control, Techniques of controlling (Budgeting, Sales analysis Distribution cost accounting and analysis). Marketing audit. Marketing of Service: Banking, Insurance and Transport.

**Books Recommended:**

1. Still, Cundiff and Govani : Fundamental of Modern Marketing
2. Kotler, Philip: Marketing Management-Analysis, Planning and Control
3. Stanton, W.J. : Fundamentals of Marketing
4. Davar, R.S.: Modern Marketing Management
5. Johnson, L.K.: Sales and Marketing Management
6. Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy
7. Srivastave, P. Kumar : Marketing in India
8. Phelps, D.M. and Westing, J.H. : Marketing Management
9. Ghanchi, J.C. : Marketing : A Management Approach Stand, T.A. and Taylor, D.A: A Management Approach of Marketing
10. Gupta, Mathur: Marketing Management: Ajmera Book Company

## **PAPER VI - HUMAN RESOURCES MANAGEMENT**

**Unit - I**

Introduction: Organization and Functions of Personnel Management, Role of Personnel Department in the organizational Set-up, Personnel Policies and procedures. Procuring Human Resources: Manpower Planning job Analysis, Recruitment and Selection, Use of interviews and Psychological tests.

**Unit - II**

Human Resource Development: Induction and Training Performance Appraisal, Merit Rating, Techniques of Management. Compensation: Bases of Compensation, Method of Job Evolution, Incentive Wages, Fringe Benefits.

**Unit - III**

Integration: Motivation and Morale, Employee Leadership, Human and Organizational Conflicts, Grievance Procedure, Handling discipline.

**Unit - IV**

Industrial Psychology: Human Relations approach, Inter-Personnel Relation, Group Dynamics, Psychological Determinates of Industrial Efficiency.

**Unit - V**

Separation: Separation Processes-Lay off, Retrenchment, dismissal and discharge. Personnel Management in Indian Perspective.

**Books Recommended:**

1. Personel Management – CB Mamoria.
2. Lakaria: Personnel Administration and Labor Relations in India.
3. Manappa & Saiyyadri - Personnel Management TMH.

## **PAPER VII- PRODUCTION MANAGEMENT**

**Unit- I**

Fundamentals of production management, Nature, Scope, Functions, Problems, Production and Productivity organizing for production Types of manufacturing systems. Production Planning, Objectives, Factors affecting Production Planning. Planning future activities, forecasting. Qualitative & Quantitative forecasting Methods, long-range forecast, planning method (P.E.R.T. and C.P.M.) Process Planning System. Techniques of process planning: Assembly charts, Process charts make or buy analysis.

**Unit-II**

Process design, Factors affecting design Relation with types of manufacturing plant location and

layout: Factors affecting location. Types of plans layout, evaluation of alternative layout Management of industrial power. Work measurement and work standards. Uses of work measurement data, procedure for work measurement. Direct work measurement. Time study, activity sampling, Indirect work measurement: Synthetic timing, Predetermined motion time system, analytical estimating.

### **Unit-III**

Methods analysis: Areas of application, Approaches to methods design, Tools of methods analysis, work simplification programme. Product design and Engineering Designing the product, product research, Product development, product improvement engineering product line simplification. Diversification and standardization, Patent legislation in India.

### **Unit- IV**

Production Control- Control functions: Routing Loading, Scheduling, Dispatching, Follow up. Quality control & inspection: Place of quality control in modern enterprises, organization of quality control. Statistical quality control inspection location for inspection, inspection procedure and records. Inspection devices.

### **Unit-V**

Financial control of production budgeting. Break-Even Analysis Standards costs and Analysis of Variance. Automation — Pre-requisites, Role in production, Bottlenecks, Role of Operations Research in Production.

### **Books Recommended:**

1. Buffa, E.S.: Modern Production Management. .
2. Mayors, P.R.: Production Management.
3. Bromm, H.N.: Production Management.
4. Betty. J.: Principles of Industrial Management.
5. Lundy J.L.: Effective Industrial Management.
6. Basu, S.K.: Seah, K.C. and Datt. N.K.: Works Organisation and Management

## **OPTIONAL PAPERS (Any two papers from the given under)**

### **Paper VIII- Development of Business Entrepreneurship**

#### **Unit – I**

Course Content: Economic development and entrepreneurship; concept; social context; psychological factors in entrepreneurship; characteristics, qualities & pre-requisites of entrepreneurs; environmental factors affecting entrepreneurship.

#### **Unit – II**

Institutional finance and entrepreneurship; mobility of entrepreneurs; different aspect of entrepreneurial organization and performance of entrepreneurial skills, effectiveness of entrepreneurs; new enterprises; economic and sociological view-point.

#### **Unit – III**

Self-employment need and mode; methods and procedures to start and expand one's own business; relation between large and small enterprises-developing ancillary units for quality production and cost-effectiveness.

#### **Unit – IV**

Preparation of new project-demand, analysis and market potentials, capital saving and project costing, working-capital requirement; calculation of break-even point; profit making in perspective.

#### **Unit – V**

Main coverage of project proposal-technical, commercial and economic, financial and managerial feasibility proforma on cost of production and profitability; entrepreneurs before independence and entrepreneurial growth after independence under planning system, role of Marwari community in industrial entrepreneurship.

### **Suggested Readings:**

1. Sharma R.A.: Entrepreneurial Change in Indian Industry, Sterling Publishers (P) Ltd.

2. Pareek, Udai & Venkatesh ware Rao, T.: Developing Entrepreneurship - A Handbook on Learning Systems, 1978.
3. Agarwal, Vinod K.: Initiative, Enterprises and Economic Choices in India: A Study of the Patterns of Entrepreneurship, Musnshiram Manoharlal Publishers (P) Ltd., New Delhi
4. Ramakrishanan, P.: New Entrepreneurship in small scale Industry in Delhi, Economic and Scientific Research Foundation, New Delhi.
5. Sharma, Krishana Lal: Entrepreneurial Performance in Role Performance, Abhinave Publishers, New Delhi, 1975.
6. Government of India, Companies News and Notes, Monthly Publication.

## **PAPER IX-CONSUMER BEHAVIOR**

### **Unit – I**

Concept, Nature and Scope, Application and Psychological Reasoning.

### **Unit – II**

Buying Behavior - organization, Changes in behavior pattern of Consumer. Individual Influences on buying behavior, Perception.

### **Unit – III**

Motivation - Consumers involvement, Attitude-Development and Change. Learning - memory and personality development.

### **Unit – IV**

Group Influence and Group Dynamics. Family Influence and influence of Society, cultural influence.

### **Unit – V**

Information and Media affecting behavior, purchase process. Consumer Awareness and change in behavior. Recent developments in Consumer behavior.

### **Books Recommended:**

1. Schiffman; Kanukl; - Consumer Behaviour. Eight Edition, Prentice Hall of India, New Delhi.
2. Hawkins, Eval – Consumer Behaviour - Building Marketing Strategy, Tata McGraw Hill, Delhi.
3. Agarwal P.K., Consumer Behaviour, Eleventh Edition, Pragati Prakashan, Merrut.

## **PAPER X-TOURISM MANAGEMENT**

### **Unit - I**

Tourism and Social cultural correlations, objectives of Tourism Role of Tourism in Socio-Economic Development. Tourism and Transport Linkage Tourism Marketing - Objectives and Strategies.

### **Unit - II**

Role of Advertising and Public Relations in Tourism. Role of Travel Agents and Tourist Guide. Tourism and International Organizations World Travel and Tourism Council - Objective and Functions. Tourism Policy and Programs in India. Tourism Perspective in eighth Five Year Plan and onwards.

### **Unit - III**

Role of Indian Tourism Development Corporation. Problems and Prospects of Tourism Industry in India. Hotel Management - Need and Importance. Hotel Management Institutes in India. Hotel Planning and Development.

### **Unit - IV**

Importance of Tourism in Rajasthan. Important Tourist Places in Rajasthan. Tourists Facilities, Role organization and Progress of RTDC. Heritage Hotels in Rajasthan - Importance, present position and prospects.

### **Unit - V**



Role of state in promoting Tourism in Rajasthan. Shortcoming of Tourism and Hotel Management in Rajasthan. Prospects of Tourism in Rajasthan.

**Books Recommended:**

1. Kunan Chattopadhyaya: Economic Impact of Tourism Development: An Indian Experience (New Delhi: Kanishka Publishers)
2. Ratandeep Singh Tourism Today-Structure, Marketing and Profile (Set in three volumes) (New Delhi - Kanishka Publishers)
3. Mario O Souza: Tourism Development & Management (Jaipur: Mangaldeep Publishers, 1998)
4. Routes and Pennor: Hotel Planning and Design, 1985.

## **PAPER XI- TOURISM DEVELOPMENT**

### **Unit - I**

Concepts, Definitions and Historical development of Tourism. Types of Tourist, Tourist Traveler, excursionist. Forms of Tourism: Inbound, out bound, domestic, International - Tourism System nature characteristics and Components of Tourism Industry, Tourism Industry and Organization.

### **Unit - II**

The Tourism impact in urban and rural Economy. Global Tourism Scenario, Indian Tourism Scenario. Growth of travel through ages, growth and development of modern tourism. Motivation for travel. The measurement of Tourism. Tourism planning and development.

### **Unit - III**

Tourism Marketing and Promotion. Accommodation - define the Hotel, types of Hotel, Supplementary accommodation, Classification, Regulation and Gradation, Volume and geographical distribution, Changing Profile of the accommodation sector.

### **Unit - IV**

The Role of Travel agency in tourism development. The role of Indian Tourism Development Corporation in development of tourism (ITDC). Objects, Functions, Performance of ITDC. Tourism and Hotel Policy of Government of India. Tourism and Hotel Policy of Government of Rajasthan.

### **Unit - V**

Tourism planning at International, National, Regional, State and Local level, Important features of five year tourism plans in India, elements, agents, processes and Typologies of tourism development.

**Books Recommended:**

1. Tourism Development - Principles and Practices-A.K. Bhatia, Published by - Sterling Publishers Pvt. Ltd. - 10, Green park Extension, New Delhi.
2. ITDC Annual report New Delhi.
3. Annual Progress Report, Tourism Department, Govt. of Rajasthan.
4. Tourism and Hotel Industry in India-Annual, M.M. (New Delhi, Prentice Hall of India)

## **PAPER XII- MATERIAL MANAGEMENT**

### **Unit-I**

Conceptual role and Importance of Materials Management, Scope and functions, Material cycle, Organisation of materials management, Goals and objectives of materials organisation, materials planning.

### **Unit-II**

Purchase function : Make or buy decision, purchase procedure, factors affecting purchase organization centralised versus decentralized purchasing, purchases practices, Legal aspects of purchasing, price payment Quality Delivery terms.

### **Unit-III**

Value analysis: Meaning, objects, application and problems. Inventory Management: Inventory classification Inventory control level, safety stock level, Peak and slack level, ABC Analysis of Inventory.

**Unit-IV**

Stores Management: Functions, Principles of stores, stores classification, coding and identification, receiving procedure, storing Issuing materials, stores record, physical verification of materials. Warehousing: Functions of warehousing manager, location and layout of warehouses, warehousing problems.

**Unit —V**

Materials handling: Objective, Principles, Types and classification of materials handling equipment, selection of materials handling equipment, Relationship with flow of materials and plant layout. Obsolescence Surplus and Scrap Management: Reasons for generation, Identification and control, Disposal.

**Books Recommended:**

1. Lee and Delber (ed.) Purchasing and Materials Management.
2. Alijan: Purchasing Handbook.
3. England and Leenders: Purchasing and Material Management.
4. Dean S. Ammer: Material Management.
5. Lamer and Donald: Purchasing and Materials Management.
6. R. Gopalkrishan and Sundersan: Integrated Material Management.
7. H.H. West idng, V. Fineen and G.J. Zone: Purchasing Management.
8. S.K. Dutta: Material Management.

## **PAPER XIII-FINANCIAL MANAGEMENT**

**Unit —I**

Perspective of Finance: Finance function, Meaning, scope and objectives of Financial Management. Capital Budgeting: Concept, nature and process, Methods and techniques of appraising investment, Proposals, Capital rationing.

**Unit—II**

Cost of Capital: Need and Importance of measuring cost of capital, measurement of cost of various components of capital, weighed average cost of capital.

**Unit-III**

Financing decisions: Key Decisions in capital structure, type of issues, selection of security mix, income and control, operating and financial leverages. Sources of long terms finance - external and internal.

**Unit-IV**

Financial Institutions. IDBI, ICICI, IRBI, EXIM Bank, RFC, Bonus Shares. Right Shares.

**Unit-V**

Working capital management determinants of working capital, management of inventories, receivables and cash, Profit: Planning and control, Break-Even analysis.

**Books Recommended:**

1. Howard and Upton: Introduction to business Finance.
2. Johnson, R.W.: Financial Management.
3. Van Hoanoi : Financial Management & Policy.
4. ‘Wertone & Bringham Managerial Finance.
5. Hampton Financial Decision Marketing.
6. Khan and Jain : Financial Management.
7. Pandey, I.M. : Financial Management.
8. Kuchhal , S.C. : Financial Management.

## **PAPER XIV-MARKETING RESEARCH**

### **Unit-I**

Definition and Nature. Purpose and Importance of Marketing Research, Limitations of Marketing Research and Information System Organization of marketing Research.

### **Unit-II**

Applications of Marketing Research, Basic Methods (Survey, Observation, Experiment). Specialized Techniques of Marketing Research (Panel, Brand, Barometer).

### **Unit-III**

Motivational Research, Advertising Research. New Product Research. Planning the General procedure. Internal business records and their uses. External Research. Sampling Theory- Selecting a sample.

### **Unit-IV**

Questionnaire designing, collection of data-tabulation of data.

### **Unit-V**

Analysis of data, Interpretation and Report writing. Application and Follow-up.

### **Books Recommended:**

#### **Brown L.O: Marketing and Distribution Research.**

1. Grisp, R.D. Marketing Research.
2. Delens, A.H.R.: Principles of Market Research.
3. Boyd, Westfall & Starch: Market Research.
4. Kulkarni, Pradhan, Patil : Modern Marketing Research.

## **PAPER XV-ADVERTISING MANAGEMENT**

### **Unit—I**

Meaning and Role of Advertising, Advertising as a management Function, Marketing Process and Advertising, Types of Advertising, Role of Advertising in adopting of new product.

### **Unit—II**

Types of advertising decisions. Organization of Advertising department, functions and importance of advertising department.

### **Unit-III**

Advertising Media- types of media, planning media mix for campaign, media scene in India, advertising strategy, advertising copy, copy formulation, Advertising Budget, Planning and Execution of advertising campaign.

### **Unit-IV**

Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research process, Survey tools, sources of data, media research, copy research, motivational research.

### **Unit-V**

Advertising ethics, Laws affecting advertising in India, Industrial Advertising, Advertising agencies role and functions, Television Advertising in India.

### **Books Recommended:**

1. S.A. Chunawalla and K.C. Sethia: Foundations of Advertising Theory and Practice (Himalaya Publishing House, Bombay)
2. B.M. Ahuja: Advertising ( Subject Publications, New Delhi)
3. R.S. Rathore : Advertising Management (Himalaya Publishing House, Bombay)
4. M.N. Mishra : Sales Promotion and Advertising Management ( Himalaya Publishing House, Bombay)
5. Aaker, Batra and Mayers Advertising Management (Prentice-hall of India Pvt. Ltd., New Delhi, India Ed.) Dirkssoh, Krooger and Nicosia: Advertising- Principal, Problems and Cases (D.B.Taraporevala Sons & Co. Pvt. Ltd Bombay).

## **PAPER XVI- INDUSTRIAL RELATIONS AND SOCIAL SECURITY IN INDIA**

### **Unit – I**

Trade Unions and Employers Organizations, Role and Functions of Trade Unions, Essentials of a Successful Trade Union, Problems of Indian Trade Unions and suggestions, Recent Trends in Trade Union Movements in India, Employers Organization and their role.

**Unit – II:** Industrial Relations: Causes of Industrial Disputes, Types and Consequences of Disputes; machinery for Prevention and Settlement of Disputes.

**Unit – III:** Collective Bargaining and Worker's Participation: Types and Process of Collective Bargaining. A Philosophy of Labor Management Relations, Present Positions.

**Unit – IV:** Social Security Administrations: Social Insurance Workman's compensation Act, Employees Provident Fund Act. Unemployment Insurance Industrial Housing - Importance, History and Measures taken by Government.

**Unit – V:** Labor Administration in India-Central and State. ILO and Labor Legislation - History: Fundamental Policy and its effect on India.

### **Books Recommended:**

1. Pigors and Myres: Reading in Personnel Administration (McGraw Hill).
2. C.B. Matoria: Labor Problems and Social Welfare in India (Hindi & English).
3. Row, V.G.: Law Relating to Industrial Disputes, (Madras Book Agency) Periodical: Personnel: American Management Association, New York.

## **PAPER XVII-STRATEGIC MANAGEMENT**

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

**Unit – II:** Environmental Scanning: Appraisal of External Environment, Dynamics of internal Environment, organizational capabilities and Appraisal, Core competence.

**Unit –III:** Strategy formulation: corporate level strategy, business level strategy, Functional Level Strategy.

**Unit – IV:** Strategy Implementation: Aspects of strategy Implementation, procedural implementation, Resource Allocation, organizational Design and Change, Corporate culture.

**Unit – V:** Strategic evaluation and control: meaning of strategic Evaluation and Control, Criteria and Techniques of strategic evaluation and Control.

### **Books Recommended:**

1. Azhar Kazmi : Business Policy and Strategic Management
2. P. Rao : Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi Kumar : Strategic Management

## **PAPER XVIII- DISSERTATION**

Subject to approval of the topic of survey work and the candidate being adjudged suitable for undertaking such work.

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