



**MAHARAJA SURAJMAL BRIJ UNIVERSITY,  
BHARATPUR**

**SYLLABUS**

**M.COM.  
BUSINESS ADMN.  
(NEW SCHEME)**



**MAHARAJA SURAJMAL BRIJ UNIVERSITY**  
**BHARATPUR (RAJ)**

**SYLLABUS**

**Faculty of Commerce**

**M.Com. in Business Administration**  
**Annual Scheme**

Previous Examination	2017-18
Final Examination	2018-19

  
अकादमिक प्रभारी

## SCHEME OF EXAMINATION

### M.Com. Business Administration

#### (Annual Scheme)

Each Theory Paper Duration: 3 Hrs.

100 Marks

Dissertation/Thesis/Survey Report/Field Work, if any

100 Marks

1. The number of paper and the maximum marks for each paper/practical shall be shown in the syllabus for the subject concerned. It will necessary for a candidate to pass in the theory part as well in practical part (where prescribed) of a subject/paper separately.
2. A candidate for a 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 at the examination, provided that if a candidate fails to secure at least 25% marks in each individual paper at the examination and also in the Dissertation/Survey Report/Field work, wherever prescribed, he shall be deemed to have failed at the examination notwithstanding his having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous and the Final Examination. Division shall be awarded at the end of the Final Examination on the combined marks obtained at the Previous and the Final Examination taken together, as noted below:

First division	60%	Of the aggregate marks taken together of the Previous and the Final Examination
Second Division	48%	

All rest will be declared to have passed the examination.

3. if a candidate clears any papers) 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 years: Provided that in case where a candidate required 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 lip the deficiency in the requisite minimum aggregate.
4. The Thesis/Dissertation/Survey Report/Field Work shall be type written and Submitted in triplicate so as [0 reach the office of the Registrar at least J weeks before the commencement of the: theory examination. Only such candidate shall be permitted [0 offers Dissertation/Field Work/Survey Report! Thesis (it provided [It least 55% marks ill the aggregate of all the papers prescribed for the previous examination in the case of annual scheme irrespective of the.....

5. The Dissertation shall carry' 50 marks and there shall be a viva-voce based on dissertation of 50 marks. The Viva-voce shall be conducted In the college/institution concern by the external examiner appointed by the university.
6. The dissertation shall be evaluated by two examiners independently and the average of the two awards shall be taken into consideration. However if the difference between two awards exceeds 20% of the Maximum marks, the dissertation shall be evaluated by third examiner and the average of the two nearest awards shall be taken into consideration.

**Note: Non-Collegiate candidates are not eligible to offer dissertation as per provisions of O.170-A.**

7. The external examiner for conducting the practical examination shall be appointed by the university through BOS.
8. There will be 9 papers in all. Out of these 9 papers, 6 will be compulsory and three optional. A candidate will be required to appear in three compulsory papers and one optional paper in the Previous Examination and the three I compulsory papers and two optional papers in the Final Examination. Dissertation in lieu of one optional paper can be offered by a collegiate/regular student secured at least 55% marks in the aggregate of the Previous Examination.
9. There will be five questions in all. The candidate will require to attempt all the questions selecting one question from each unit with an internal choice (either/or).
10. The candidate shall be permitted to use battery operated pocket calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

### **M.COM. BUSINESS ADMINISTRATION**

#### **(Annual Scheme)**

There will be nine papers in all, four in M.Com. (Previous) Bus. Admn. Examination and five papers in M.Com. Bus.Admn.( Final) Examination. A candidate for the previous examination shall be required to offer four compulsory papers. In M.Com. (Final) Business Administration. Examination the candidate is required to offer:

- (a) Two compulsory papers and
- (b) Any three optional papers mentioned in the syllabus:.

#### **M.Com Previous**

##### **Compulsory Papers:**

Paper 1 - General Management

Paper 2 - Business Environment

Paper 3 - Managerial Economics and Management Accountancy

Paper 4 - History of Management Thought

**M.Com Final**

**Compulsory Papers:**

Paper 1 - Human Resource Management

Paper 2 - Marketing Management

**Optional Papers: Any three of the following:**

Paper 1 - ~~Management of Public Enterprises~~ ✓

Paper 2 - ~~Management of Cooperative Institutions~~ ✓

Paper 3 - Industrial Relations & Social Security ,

Paper 4 - ~~International Marketing~~ ✓

Paper 5 - Financial Management .

Paper 6 - Stock Exchange .

Paper 7 - Production Management .

Paper 8 - Material Management .

Paper 9 - ~~Marketing Research~~ ✓

Paper 10 - Advertising Management

Paper 11 - ~~Tourism Management~~ ✓

Paper 12 - ~~Business Research Methods~~ ✓

Paper 13 - Human Resource Development .

**Note:** Dissertation/ Field Work may be offered in lieu of one paper in the optional group provided that a candidate secures at least 55% marks in the aggregate of all the papers prescribed for the previous examination and subject to the approval of the topic and a candidate being adjusted suitable for undertaking such work.

**M.COM (PREVIOUS) BUSINESS ADMINISTRATION**

(Annual Scheme)

**PAPER-I:**

**GENERAL MANAGEMENT**

Duration 3 hrs.

Max. Marks : 100

अकादमिक प्रभारी

### Unit-I

Evolution of Management: Pre-scientific & 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.C; Hicks and Gueller : fvlmanagement in Organisations.
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. M. Y. Yoshino: Japanese Management System tradition & Innovation.
5. Richard Parmer Pascale & Anthony G. Athos: The Art of Japanese Management.
6. Charles J.M. Millian: The Japanese Industrial System.

### PAPER-II:

### BUSINESS ENVIRONIVI ENT

Duration 3 hrs.

Max. Marks : 100

### Unit-I

Socio-cultural Environment: Environment of business, impact of socio- cultural values. Business ethics and morality. Social responsibility of business and Indian constitution.

अकादमिक प्रभारी

## Unit-II

Economic Environment: Economic systems, Economic organization (Corporate sector, Public sector, Joint sector, Co-operative sector), unorganized sector.

## Unit- III

Economic infrastructure (transport communication, water power) Industrial Licensing procedure, Import and export policy, taxation and fiscal Policy (objective and impact).

## Unit-IV

Liberalisation Policy, Policy Implication. Implications of Globalization Policy on business.

## Unit- V

Legal Environment (Study of main provision of) : The Patent Act, 1951. The Competition Act 2002, Essential Commodities Act, 1955, FEMA 1999.

### Books Recommended:

1. Aswathappa K.: 'Essentials of Business Environment " Himalaya Publishing House, Mumbai.
2. Cherunilam Francis, : 'Business Environment: Text & Cases', Himalaya Publishing House, Mum bai.
3. Chopra, B.S.,: 'Business Environment In India', rune: Symboisis Institute.
4. George A., Stenier and John F. Steiner,: 'Business Government and Society', McGraw - Hill.
5. Glos, R. and Others, : 'Business its Nature and Environment', Ohio, South Western Publication Co.
6. Aswathappa, K., Essentials of Business Environment, Himalaya Publishing House, Murnbai, 2006, 12th Ed.

### PAPER-III:

MANAGERIAL ECONICS AND ~~MANAGEMENT~~

→ Management

ACCOUNTANCY

Duration 3 hrs.

Max.Marks: 100

### Unit-I

Nature and scope of managerial economics. Role of Management Economist. Demand elasticity, demand Forecasting.

### Unit- II

Cost concepts classification. Relevant cost, cost and output, pricing decision under pure competition, monopolistic competition and discrimination monopoly, oligopoly.

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### **Unit-III**

Profit- Concept and Theories Measurement and control. National income concept : Measurement and distribution.

### **Unit-IV**

Meaning, Nature and scope of Management Accounting, Management Accounting distinguished from financial and cost accounting.

Analysis of financial statement ratio analysis, Funds now analysis, cash flow analysis. Trend Analysis.

### **Unit- V**

Budgets and Budgetary - control preparation of various types of budgets. Flexible Budgets performance Budgeting, Zero Base Budgeting. Analysis of variances-Meaning and types of variances computation and analysis of material, labour and overhead variances.

### **Books Recommended:**

1. Baumol William J. : Economic Theory and Operations Analysis, Prentice Hall, London
2. Baya, Micheal R.: Managerial Economics and Business Strategy, McGraw Hill Inc, New York
3. Chopra O.P. : Managerial Economics, Tata McGraw Hill, Delhi Dean, Joel: Managerial Economics, Prentice Hall, Delhi
4. Dholkia, R.H. and A.L. Oza : Micro Economics for Management Students, Oxford University Press, New Delhi.
5. Eaton, 8. Curtis and Diane Faton . Micro Economic, PrenticeHall, New Jersey
6. Dwivedi D.N. : Managerial Economics, Vikas Publishing House
7. M.R. Agarwal: Management Accountancy
8. Jain, Khandelwal, Singh: Management Accounting

### **PAPER-IV:**

### **HISTORY OF MANAGEMENT THOUGHT**

Duration 3 hrs.

Max. Marks : 100

### **Unit - I**

Robert Owen

Charles Babbage

Frederick Winslow Taylor

Henry Laurence Gantt

### **Unit-II**

Frank Bunker Gilberth

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अकादमिक प्रभारी



Lillian Moller Gilbreth

James Burnham

Henri Fayol

**Unit-III**

Mary Parker Follett

Oliver Sheldon

George Elton Mayo

Chester I. Barnard

**Unit-IV**

Warren G. Bennis

Peter F. Drucker

Herbet A. Simon

Kurt Lewin

**Unit- V**

Chris Argyris

Harold J. Leavitt

William G. Ouchi

L.F. Urwick

Victor H. Vroom

**Books Recommended:**

1. R. N. Singh: Management Thought and Thinkers.
2. Claude S. George (Jr.): The History of Management Thought.

**M.COM. (FINAL) BUSINESS ADMINISTRATION**

**(Annual Scheme)**

**PAPER-I:**

**HUMAN RESOURCE MANAGEMENT**

Duration 3 hrs.

Max. Marks: 100

**Unit-I**

Introduction: Organisation and functions of personnel Management. Role of personnel Department in the Organisational set-up, personnel policies and Procedures.

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अकादमिक प्रभारी



**MAHARAJA SURAJMAL BRIJ UNIVERSITY,  
BHARATPUR**

**SYLLABUS**

**M.COM.  
BUSINESS ADMN.  
(OLD SCHEME)**

## SCHEME OF EXAMINATION

M.Com *Business Administration*  
(Annual Scheme)

Each Theory Paper Duration: 3 Hrs. 100 Marks  
Dissertation/Thesis/Survey Report/Field Work, if any. 100 Marks

1. The number of paper and the maximum marks for each paper/practical shall be shown in the syllabus for the subject concerned. It will necessary for a candidate to pass in the theory part as well in practical part (where prescribed) of a subject/paper separately.
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Second Division	48%	

All the rest will be declared to have passed the examination.

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## M.COM. BUSINESS ADMINISTRATION

### (Annual Scheme)

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### M.Com Previous

#### *Compulsory Papers:*

Paper 1 – General Management

Paper 2 – Business Environment

Paper 3 – Managerial Economics and Management Accountancy

Paper 4 – History of Management Thought

### M.Com Final

#### *Compulsory Papers:*

Paper 1 – Human Resource Management

Paper 2 – Marketing Management

*Optional Papers: Any three of the following:*

Paper 1 - Management of Public Enterprises.

Paper 2 - Management of Cooperative Institutions

Paper 3 - Industrial Relations & Social Security

Paper 4 - International Marketing

Paper 5 - Financial Management

Paper 6 - Stock Exchange

Paper 7 - Production Management

Paper 8 - Material Management

Paper 9 - Marketing Research

Paper 10 - Advertising Management

Paper 11 - Tourism Management

Paper 12 - Business Research Methods

Paper 13 - Human Resource Development

Paper 7 - Production Management

**Note:** Dissertation/ Field Work may be offered in lieu of one paper in the optional group provided that a candidate secures at least 55% marks in the aggregate of all the papers prescribed for the previous examination and subject to the approval of the topic and a candidate being adjusted suitable for undertaking such work.

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**M.COM (PREVIOUS) BUSINESS ADMINISTRATION**  
**(Annual Scheme)**

**PAPER-I:**

Duration 3 hrs.

**GENERAL MANAGEMENT**

Max. Marks : 100

**Unit -1**

Evolution of Management: Pre-scientific & 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**

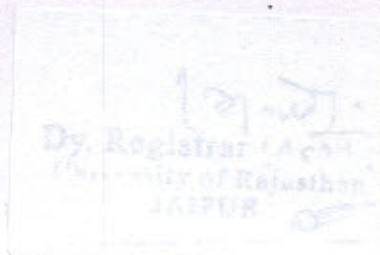
❖ Sources of power, Power and value system, planned change, organizational Development: Concept and process. Management strategies-Objective and Planning.

**Unit-IV**

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

**Unit-V**

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

**Books Recommended:**

1. H.G. Hicks and Gueller : Management in Organisations.\
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. M.Y. Yoshino: Japanese Management System tradition & Innovation.
5. Richard Panner Pascale & Anthony G. Athos: The Art of Japanese Management.
6. Charles J.M. Millian: The Japanese Industrial System.

**PAPER-II:**

**BUSINESS ENVIRONMENT**

Duration 3 hrs.

**Unit-I**

Max. Marks : 100

Socio-cultural Environment: Environment of business, impact of socio-cultural values. Business ethics and morality. Social responsibility of business and Indian constitution.

**Unit-II**

Economic Environment: Economic systems, Economic organisation (Corporate sector, Public sector, Joint sector, Co-operative sector), unorganized sector.

**Unit-III**

Economic infrastructure (transport communication, water power) Industrial Licensing procedure, Import and export policy, taxation and Fiscal Policy (objective and impact)

**Unit-IV**



Liberalisation Policy, Policy Implication. Implications of Globalization Policy on business.

#### Unit-V

Legal Environment (Study of main provision of) : The Patent Act, 1951. The Competition Act 2002, Essential Commodities Act, 1955, FEMA 1999.

#### Books Recommended:

1. Aswathappa K.: 'Essentials of Business Environment', Himalaya Publishing House, Mumbai.
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5. Glos, R. and Others, : 'Business its Nature and Environment', Ohio, South Western Publication Co.
6. Aswathappa, K., Essentials of Business Environment, Himalaya Publishing House, Mumbai, 2006, 12th Ed.

#### PAPER-III:

#### MANAGERIAL ECONOMICS AND MANAGEMENT

#### ACCOUNTANCY

Duration 3 hrs. Max. Marks : 100

#### Unit-I

Nature and scope of managerial economics. Role of Management Economist. Demand elasticity, demand Forecasting.

## Unit-II

Cost concepts classification. Relevant cost, cost and output, pricing decision under pure competition, monopolistic competition and discrimination monopoly, oligopoly.

## Unit-III

Profit- Concept and theories Measurement and control. National income concept : Measurement and distribution.

## Unit-IV

Meaning, Nature and scope of Management Accounting, Management Accounting distinguished from financial and cost accounting.

Analysis of financial statement ratio analysis, Funds flow analysis, cash flow analysis. Trend Analysis.

## Unit-V

Budgets and Budgetary - control preparation of various types of budgets . Flexible Budgets performance Budgeting, Zero Base Budgeting. Analysis of variances-Meaning and types of variances computation and analysis of material, labour and overhead variances.

### Books Recommended:

1. Baumol William J.: Economic Theory and Operations Analysis , Prentice Hall, London
2. Baya, Micheal R. : Managerial Economics and Business Strategy, McGraw Hill Inc, New York
3. Chopra O.P. : Managerial Economics, Tata McGraw Hill, Delhi  
Dean, Joel : Managerial Economics, Prentice Hall, Delhi
4. Dholkia, R.H. and A.L. Oza : Micro Economices for Management Students, Oxford University Press, New Delhi.
5. Eaton , B. Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey

6. Dwivedi D.N. : Managerial Economics, Vikas Publishing House
7. M.R. Agarwal : Management Accountancy
8. Jain, Khandelwal, Singh: Management Accounting

**PAPER-IV:**

**HISTORY OF MANAGEMENT THOUGHT**

**Unit-I** Duration 3 hrs.

Max. Marks : 100

Robert Owen  
Charles Babbage  
Frederick Winslow Taylor  
Henry Laurence Gantt

**Unit-II**

Frank Bunker Gilberth  
Lillian Moller Gillreth  
James Burnham

**Unit-III** Henri Fayol

**Unit-III**

Mary Parker Follett  
Oliver Sheldon  
George Elton Mayo  
Chester I. Barnard

**Unit-IV**

Warren G. Bennis  
Peter F. Drucker  
Herbet A. Simon  
Kurt Lewin

Unit-V

Chris Argyris

Harold J. Leavitt

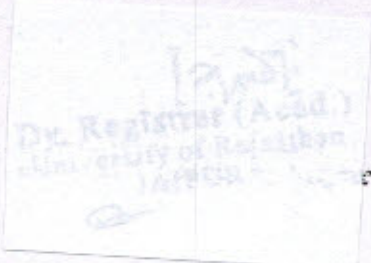
William G. Ouchi

L.F. Urwick

Victor H. Vroom

**Books Recommended:**

1. R.N. Singh: Management Thought and Thinkers.
2. Claude S. George (Jr.): The History of Management Thought.



M. COM. (FINAL) BUSINESS ADMINISTRATION

(Annual Scheme)

PAPER-I:

Duration 3 hrs. HUMAN RESOURCE MANAGEMENT

Unit -I

Max. Marks : 100

Introduction: Organisation and functions of personnel Management. Role of personnel Department in the Organisational set-up, personnel policies and Procedures.

Unit-II

Procuring Human Resources: Manpower planning, Job analysis, Recruitment Selection and placement use of interviews and psychological tests. Human Resource Development: Induction and Training, Career Development.

Unit-III

Performance and Potential Appraisal, Merit Rating, Executive Development Career planning, employee counseling.

Compensation: Base of Compensation, Methods of Job Evaluation, Wage Systems, Incentive systems. Fringe Benefits.

Unit - IV

Integration: Motivation and Morale. Employee Leadership. Human and Organisational Conflicts. Disciplinary Policy and Grievance Procedure.

Industrial Psychology: Psychological Determinants of Industrial Efficiency, Role of Industrial Psychology in solving Labour Problem.

Unit -V

Separation: Policies for redundancy and Labour separation process. Lay off-Retrenchment, Dismissal, displacement and discharge, Personnel

Management Policies and Procedures in: (i) Government (ii) Public Enterprises.

**Books Recommended:**

1. Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998
2. D'Ceazo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001
3. Saiyadain, Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
5. Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York.
6. Dessler, Garry, Human Resource Management, Prentice Hall of India,
7. Human Resource Management – Dr. C.B. Gupta – Sultan and Sons
8. Chhabra T.N., Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd. New Delhi.

Dy. Registrar (Acad.)  
University of Rajasthan  
Jaipur

8. Chhabra T.N. Human Resource Management

## PAPER-II:

### MARKETING MANAGEMENT

Duration 3 hrs.

Max. Marks : 100

#### 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 MANAGEMENT

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

Unit-I 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, 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 Divisionalisation, Relation of the marketing departments with other departments.

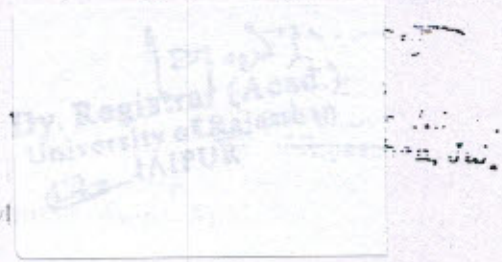
### Unit-V

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, Condiff 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. Srivastava, P. Kumar : Marketing in India
8. Phelps, D.M. and Westing, J.H. : Marketing Management
9. Ghandi, J.C. : Marketing : A Management Approach  
Stand, T.A. and Taylor, D.A: A Management Approach of Marketing



2. Kotler, Philip: Marketing M



## OPTIONAL PAPERS

(Any three of the following)

### PAPER -I:

Duration 3 hrs. **MANAGEMENT OF PUBLIC ENTERPRISES**

#### Unit-I

Max. Marks : 100

Concept of Public Enterprises: 'Public' Concept, Enterprise concept and its synthesis of public enterprises/ public undertaking distinguished from private undertakings. The Role of public enterprises under different economic systems. Social and economic benefits of public enterprises. Patterns of public enterprise- Public Corporations. Government Companies, Quasi corporation, Departmental undertakings, Control Boards, Commodity Boards. Joint Sector undertaking. Denationalization of Public enterprises, Quasi Organization.

#### Unit-II

Financial Administration, compensation, Sources of finance, debt equity ratio, state of capitalization, Evaluation and the criteria of efficiency, Performance Budgeting, output and price policy, Purchase sale policy. Inventory policy. Profit policy.

#### Unit-III

Personnel Administration: Labour Relations, Joint Consultative Committees and collective bargaining, workers participation in management, wage and salary administration as compared to private sector undertaking, development of Regular management cadre. Management of Public relations in Public enterprises. Dilution of share capital of Public Enterprise.

By Registrar (Acad.)

Unit-IV

Public Accountability-Parliamentary and Presidential and ministerial control; government directives and informal contracts, autonomy of public enterprise in theory and practice, Social audit, department of public enterprise. Comptroller and Auditor General Control.

Unit-V

Critical appraisal of working of public enterprise in India Organizational structure and management of (i) Railway board (ii) Steel Authority of India (S.A.I.L.) (iii) Oil and Natural Gas Commission (ONGC).

Books Recommended:

1. V.V. Ramanandham: Nature of Public Enterprises.
2. Khera, S.: Government in Business.
3. Om Prakash : Theory and working of State Corporation.
4. Gupta K.R. : Issues in Public Enterprises in India.
5. Ramanandham V.V.: Control of public Enterprises.
6. Chanda. A.: Indian Administration.
7. Krishna Menon Committee: Report on State Undertaking (Nov. 59)

PAPER -II:

MANAGEMENT OF CO-OPERATIVE INSTITUTIONS

Unit-I Duration 3 hrs.

Max. Marks : 100

Principles of Co-operation, types of co-operatives, Origin and development of Co-operative movement in India, Present position, Problems and suggestion, Co-operative management concept, importance, present trends.

Unit -II

Organizations structure, General body, Boards of Directors, Executive Committees, Chief Executive, Role and Function of Co-operative Manager, Qualities of Manager.

### Unit -III

Co-operative leadership, Co-operative Democracy, co-operative education - Member education, co-operative training - Objects, co-operative training in India.

### Unit -IV

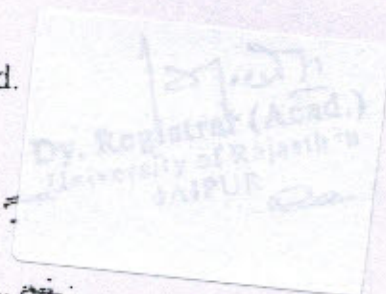
Management of Co-operative banks, Agriculture credit societies, consumer cooperative stores and marketing societies.

### Unit -V

Co-operative audit - objects, kinds, audit machinery, efficiency audit, supervision, role of registrar of Co-operative societies in Co-operative movement, public relations in Co-operatives.

### Books:

1. Stephenson: Management of Co-operative societies.
2. Guy Hauter: Studies in Management.
3. I.L.O Co-operative organizations.
4. B.S. Mathur: Co-operation in India.
5. M.C. Khandelwal: Co-operative Audit X-rayed.



**PAPER -III:**

**INDUSTRIAL RELATIONS & SOCIAL SECURITY**

**Unit-I**

Duration 3 hrs.

Max. Marks : 100

Concept of Industrial relations, Trade Unionism, Collective Bargaining, Workes participation in management, Labour administration in Tripartite machinery.

**Unit-II**

I.L.O - its organization and impact on labour legislation in India.  
Industrial Housing.

**Unit-III**

Law relating to: (i) Trade Unions (ii) Industrial disputes (iii) Minimum wages (iv) Payment of wages.

**Unit-IV**

Social security concept, Social insurance and Social assistance, Social security in India. Unemployment insurance Scheme.

**Unit-V**

Law relating to social security: (i) Employees' State Insurance (ii) Provident Fund and Pensions (iii) Workmen's Compensation (iv) Maternity Benefits.

**Books Recommended:**

1. C.S. Venkata Ratnam ( 2001), Industrial Relations : Test and Cases  
Oxford University Press Delhi.
2. Singh B.P. and T.N. Chhabra, Personnel Management & Industrial Relations. Dhanpat Rai and Co. Pvt. Ltd. Delhi, 2000.
3. Dwivedi. R.S., Managing Human Resources : Industrial Relations in Indian Enterprises. Gaigotia Publishing Company, New Delhi 2000.
4. Paul Edwards (Ed) ( 1997), Labour Adjudication in India. I.L.O. New

Delhi.

5. Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi.
6. Verma. Promod, Management of Industrial Relations, New Delhi, Oxford & IBH.1990

#### PAPER-IV:

#### INTERNATIONAL MARKETING

Duration 3 hrs.

Max. Marks : 100

##### Unit-I

Introduction: Meaning and importance of international Marketing.  
Distinction between international and export marketing Scope of international marketing, Export and economic development.

The International market: Initial selection of market.

Marketing Research: Scope, conducting marketing research and the impact of external environment.

##### Unit-II

The Export Organisation: Internal, external export houses, Trading houses.

Product Planning & Development: Domestic product development and overseas product development, quality control branding, trademarks, packaging, product life cycle, pricing, price policy, price quotation transfer pricing. Factors affecting pricing decisions.

##### Unit-III

Channels of Distribution: Factors affecting the choice, types of channels, state trading export agency, international franchising.

Promotional Measures: Institutional support –TDA TFO Export promotion councils, commodity Boards, IIFT- Governmental measures – Duty Draw Back CCS. Export Oriented Units. Free Trade Zones, Marketing Development Assistance.

#### Unit-IV

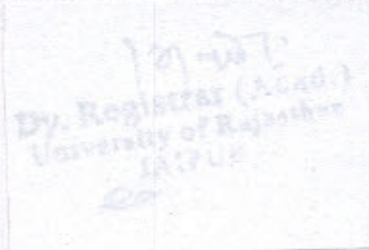
Export Finance: Meaning, Methods of Payment of bills of Exchange, letter of credit, buyers credit, suppliers credit refinancing facilities. Institutional support EXIM Bank, ECGE Export, procedure & documentation.

#### Unit-V

International Trading Organization and Blocks: Impact of GATT, UNCTAD, EEC, COMECON, SAARC, ASEAN.

#### Books Recommended:

1. Varshney & Bhattacharya: International Marketing.
2. Simon Majaro: International Marketing.
3. Jain, P.K. : International Marketing.
4. Saranaral : International Marketing.
5. Mittal, S.C. : International Marketing.
6. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)
7. Cherunilam F - International Trade and Export Management (Himalaya, 2007)



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**PAPER-V:**

Duration 3 hrs.

**FINANCIAL MANAGEMENT**

Max. Marks : 100

**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 –VI:

### STOCK EXCHANGE

Duration 3 hrs.

Max. Marks : 100

#### Unit-I

Meaning – Nature, Importance, Origin and Development of Stock exchange in India.

Organization and management of stock exchange, Membership of Stock exchange, Responsibilities and duties of stock exchange members, code of conduct. Functions of stock exchange.

#### Unit-II

Transaction of business on stock exchange – Spot and forward trading.

Speculation Distinction with bearing agreements. Kinds of securities.

#### Unit-III

New Issue market in India: Method of new issues, listing, transfer of shares and debentures (provisions of companies act, 1956 relating to issue, listing and transfer of securities).

Pricing of Securities: Price index, Fluctuations in security prices, factors effecting security prices.

#### Unit-IV

Stock exchange intermediates: Brokers, sub-broker, Merchant Banker, Registrar to an issue and share, transfer, agents and mutual funds.



Securities contracts regulation act and rules (main provisions, Securities and Exchange Board of India (SEBI) and stock exchanges in India (Act and Guidelines).

#### Unit-V

Indian Stamp Act – (Provisions relating to stamping of Securities).

Defects in the working of Stock Exchanges. Stock Exchange reforms. A detailed study of Jaipur Stock Exchange.

#### Books:

1. Sharma, Agarwal, Gupta: Working of Stock exchanges in India
2. Sharma, Agarwal, Gupta: Issues in Capital Market

### PAPER –VII:

#### PRODUCTION MANAGEMENT

Duration 3 hrs.

Max. Marks : 100

#### 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, longrange 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. Brean-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. Hansen: Quality Control.
5. Betty. J.: Prinicipal of Industrial Management.
6. Lundy J.L.: Effective Industrial Management.
7. Basu, S.K.: Seah, K.C. and Datt. N.K. : Works Organisation and Management

### PAPER –VIII:

#### MATERIAL MANAGEMENT

Duration 3 hrs.

Max. Marks : 100

#### Unit-I

Conceptional: 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 strings, 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 equipments, 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. Westidng, I.V. Fineen and G.J. Zone: Purchasing Management.
8. S.K. Dutta : Material Management.

### PAPER-IX:

#### MARKETING RESEARCH

Duration 3 hrs

Max. Marks : 100

#### Unit-I

- ❖ Definition and Nature. Purpose and Importance of Marketing Research, Limitations of Marketing Research and Information System Organisation of marketing Research.

#### Unit-II

Applications of Marketing Research, Basic Methods (Survey, Observation, Experiment).

Specialised 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:

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

### PAPER -X:

Duration 3 hrs.

### ADVERTISING MANAGEMENT

Max. Marks : 100

### 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. Organisation 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. Lte., New Delhi, India ed.)
6. Dirks, Kroeger and Nicosia: Advertising- Principal, Problems and Cases (D.B. Taraporevala Sons & Co. Pvt. Ltd Bombay)

PAPER -XI:

TOURISM MANAGEMENT

Duration 3 hrs.

Max. Marks : 100

**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, Role of advertising and public relations in tourism. Role of travel agents and tourist guide.

**Unit-II**

Tourism and International organizations World travel and Tourism Council – Objectives and Functions. Tourism Policy and Programmes in India. Tourism perspectives 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. Marketing – Objectives and strategies. Role of advertising.

**Unit-IV**

Importance of Tourism in Rajasthan. Important Tourist Places in Rajasthan. Tourist 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. Shortcomings of Tourism and Hotel Management in Rajasthan. Prospects of Tourism in Rajasthan.

**Books:**

1. Ratandeeep Singh: Infrastructure of Tourism in India, New Delhi: Kanishka Publishers, 1996
2. A.J. Burckart: The Management of Tourism. London: Heinemann
3. RTDC: Annual Reports.

4. ITDC: Annual Reports.

**PAPER -XII:**

Duration 3 hrs. **BUSINESS RESEARCH METHODS**

Max. Marks : 100

**Unit-I**

Meaning and objectives of Research, Need and Importance of Research in Business. Types of Research, Problems in Social Science Research. Identification of Research Problem. Framing of Hypothesis. Research Design – Important Concepts. Sampling Design-steps.

**Unit-II**

Collection of Data – Primary and Secondary Source. Questionnaire and Schedule. Interviews and observation, scaling – Importance and Techniques, Editing, Coding Classification and Tabulation.

**Unit-III**

Hypothesis Testing – Pragmatic and Non-pragmatic, Methods, Interpretation and Report Writing, Layout of Research Report.

**Unit-IV**

Use of Statistical Devices in Research. Intrapolation and Extrapolation. Analysis of Variance, Simple regression and Correlation.

**Unit-V**

Probability and Probability Distribution. Business Forecasting. Time Series. Decision Theory.

**Books:**

1. C.R. Kothari: Research Methodology, New Delhi: Wiley Eastern Ltd.
2. Richard Levia: Statistics of Management, New Delhi: Prentice Hall of India Pvt. Ltd.



Goode & Hatt: Methods in Social Research, New Delhi: McGraw Hill

**PAPER -XIII:**

Duration 3 hrs. **HUMAN RESOURCE DEVELOPMENT**

Max. Marks : 100

**Unit-I**

- ❖ HRD Concepts, Goals, HRD Mechanisms , processes and outcomes HRD System Design Principles, Line Managers & HRD.

**Unit-II**

- ❖ Transactional Analysis, Interpersonal Styles, Team Building, Role Efficacy, Employees Empowerment.

**Unit-III**

- ❖ Training- Concept, Importance, Training need Assessment, Training Methods, Evaluation of Training, Executive Development.
- ❖ Motivational Aspects of HRD, Counseling & Mentoring, Career Planning & Development.

**Unit-IV**

- ❖ Interpersonal Relations, Feedback-Giving and Receiving Feedback 360 Degree Appraisal System.

**Unit-V** Efficacy, Employees Empowerment

- ❖ HRD culture & Climate, learning Organisations, HRD for Workers, Quality Circles.

**Books Recommended:**

1. Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993
2. Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD,1995
3. Maheshwari, B.L. & Sinha , Dhami P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991.

4. Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992
5. Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.
6. Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.



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6 Silvera D.N. HRD in India