Syllabus and Course Scheme
Academic year 2016-17

Master of Commerce - Business Admn.
Exam – 2017

UNIVERSITY OF KOTA
MBS Marg, Swami Vivekanand Nagar,
Kota - 324 005, Rajasthan, India
Website: uok.ac.in

Business Administration

M.COM (Prev): - 2017

(FOUR PAPERS – ALL COMPULSORY)

Paper I – Strategic Management

Paper II – Management Thinkers

Paper III –Business Environment

Paper IV – Managerial Economics & Management Accountancy

M. COM (Final) : -- 2018

(FIVE PAPERS–ONE COMPULSORY & FOUR OPTIONALS OF ANY TWO GROUPS GIVEN AS UNDER)

Compulsory Paper: Paper V – Research Methodology

Optional Papers - Any two groups of two papers each as given under :

Group- A : Entrepreneurship Area

Paper I – Innovation and Entrepreneurship.

Paper II – Management of Small Enterprise.

Group- B: Human Area

Paper I – Human Resource Development.

Paper II – Union Management Relation.

Group- C: Marketing Area

Paper I – Marketing and Customer Relationship Management.

Paper II – International Marketing.

Group – D: Finance Area :

Paper I – Principles of Financial Management.

Paper II – Security Analysis and Portfolio Management.

Group – E: Production Area:

Paper I – Production and Materials Management.

Paper II – Total Quality Management.

Dissertation : (Subject to the approval of the topic of survey work and a candidate being adjudged suitable for undertaking such work, for Regular Candidates Only).

M.Com (P.) Business Administration

Four Papers – All Compulsory

Paper I Strategic Management

Duration : 3 hours Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction :

Concept of strategy, Meaning and Importance of Strategic Management, Strategic Management Process, Levels of strategy, Approaches to strategic decision-making ; elements of strategy.

Unit II : Environmental Analysis

Organisational Environment - Concept and characteristics; Components of Environment ; Organisational Appraisal - Process and Techniques; Industry Analysis; Michael E Porter's Five Forces Model; SWOT analysis.

Unit III : Strategic Intent

Grand Strategies - Turnaround, Disinvestment and Liquidation strategies; Growth strategies - Merger, Takeover and Joint strategies; Integration and Diversification.

Unit IV : Functional Strategies and Strategic Enablers

Marketing; Production; Human Resource and Finance(Elementary knowledge only); IT and strategy; Technology and R&D; Knowledge Management; Strategy and Social Responsibility.

Unit V : Strategy Implementation and Evaluation:

Strategic Implementation - Concept and Process; Strategic Evaluation and Control- Concept, Types of Strategic Control, Techniques of strategic control.

Books Recommended

1. P.SubhaRao : Business Policy and Srategic Management, Himalaya Publishing House, Bombay.
2. Azhar Kazmi; Business Policy, Tata Mc Graw Hill, New Delhi.
3. Lomash Sukul; Business Policy and Strategic Management; Vikas Publishing House, New Delhi.
4. Glen Boseman and Arvind Pathak ; Strategic Management Text and cases; John Viley & Sons; Singapore
5. Gosh P.K.; Business policy strategic Planning and Management, Sultan Chand & Sons, Delhi
6. Srivatava R.M.; Corporate Strategic Management; Pragati Prakashan; Meerut.
7. पी.सी. जैन– रमेश बुक डिपो, जयपुर (हिन्दी व अंग्रेजी वर्जन)

Paper II -Management Thinkers

Duration : 3 hours Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Early Contributors :

Babbage, Metcalf, Gilbreths, Robert Owen, Gantt.

F.W.Taylor; Henry Fayol. Elton Mayo, Barnard, Follett.

Unit II : Motivational Models of :

A.H.Maslow; Fredrick Herzberg; Douglas McGregor; Victor H Vroom; McClelland.

Unit III : Leadership and Decision Theorists :

Herbert Simon; J.G. March; Fred Feidler; Robert Tannenbaun; Rensislikert.

Unit IV : Modern Thinkers :

Peter F Drucker; Henry Mintzberg; Michael Porter; Garry Hamel; Tom Peters.

Unit V : Indian Management Thinkers :

Kautilya, Mahatma Gandhi, S.K. Chakraborty

Books Recommended

1. Mathur Navin; Management Gurus - Ideas and Insights, National Publishing House, Jaipur.
2. Singh R.N. ; Management Thought and Thinkers.
3. Sudha G.S. ; प्रबन्ध चिन्तन

Paper III- Business Environment

Duration : 3 hours Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

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. Study of Global Business Environment.

Unit-II

Economic Environment: Economic systems, Economic organisations, Corporate Sector, Public Sector, Joint Sector, Unorganised Sector. Economic Infra- structures (Transport, Communication, Water & Power)

Unit-III

Economy & Govt: Economic role of Government- planning in India & its implications for Business Enterprises, Monetary policies, Fiscal policies, Import & Export policy,

Unit-IV

Business & Legal Environment : Main Provisions of Industries (Development & Regulation) Act 1951, Consumer's Protection Act, 1986 Regulation of stock Exchanges and the role and functions of S.E.B.I., M.R.T.P. Act. 1969, Foreign Exchange Maintenance Act, (FEMA, 2000)

Unit-V

Govt. policy for foreign collaborations & N.R.I. Investments, Industrial sickness & Govt. rehabilitation policy. Budgeting , Emerging structure of Indian Economy.

Book Recommended :

1 Francis : Business & Govt.; Himalaya Publishing House, Delhi

2 Bowen, Howard : Social Responsibilities of Business (Harper)

3 Clark J.M. ; Social Control of Business Tata McGraw Hill, Delhi

4 Ozbekbar, Hasan & Gane E. Tebert : Business Government (R.I. Institute of Management Service)

5 अग्रवाल एवं कोठारी : सरकार समाज एवं व्यवसाय

6 उपाध्याय एवं शर्मा : सरकार एवं व्यवसाय

7 M. Adhikary : Economics Environment & Pubic Policy.

8 जी. एस. सुधा : व्यवसायिक वातावरण

Paper- IV Managerial Economics & Management Accountancy

Duration : 3 hours Max. Marks – 100

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit-I

Managerial Economics- Concept, Nature and Scope, Role of Managerial Economics, Managerial Decisions and Economics, Micro & Macro Economics Definition

Unit-II

Scope and Objects of Management Accountancy,

Finanical Planning ,Working Capital, Ratio Analysis.

Demand Analysis, Demand Forecasting, Cost Analysis, Cost Output relationship.

Unit-III

Price Decision under different market structure:Pure Competition, Monopoly, Monopolistic competition, price discrimination. Theories of Profits, National Income Analysis, Economic Growth- Stages and Theories.

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 Recommened:

1 Spender : Managerial Economics

2 Varshey : Managerial Economics-Sultan Chand & Sons.

3 Boulding : Economic Analysis

4 Hicks : Value and Capital

5 Meade : Economic Analysis & Policy

6 Lewis : Theory of Economic Growth

7 Nurkse : Capital Formation in Under - Developed Countries

8 Leftwich : The price system and Resource Allocation

9 J. Betty : Management Accountancy

10 Anthosny : Management Accountancy

11 Man Mohan & Goyal : Management Accountancy

12 S.P. Gupta : Management Accountancy

13 Khan & Jain : Management Accountancy

14 बी.एल. ओझा : प्रबन्धकीय अर्थशास्त्र

15 सिंह चौधरी शर्मा: प्रबन्धकीय अर्थशास्त्र

16 अग्रवाल, अग्रवाल : प्रबन्धकीय लेखांकन

M.COM (Final)- BUSINESS ADMINISTERATION EXAM.- 2017
Compulsory Paper V : Research Methodology

Duration : 3 hrs **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit-I

Nature and scope of Research Methodology, Problem Formulation and Statement of Research objectives.

Research Process : Research Design – Exploratory, Descriptive and Experimental Research Design, Sampling.

Unit-II

Methods of Data Collection – Observational and survey Methods, Primary and Secondary Data; Making inferences of Data; Hypothesis and its testing.

Unit-III

Quantitative methods of Survey Research, Survey Techniques and its limitations, Operationalisation of Research Design, Questionnaire Design and Administration, Interview Schedule, Reliability and validity.

Unit-IV

Qualitative Research Techniques : Participant observation, Interview Guide, Case study Method, Content Analysis, Validity and Reliability in Qualitative Research, Action Research.

Unit-V

Appropriate Statistical techniques : Averages : Mean, Mode, Median; Correlation, Regression, Chi Squire, level of Significance, ANOVA, Use of SPSS and other Statistical Software Packages, Tabulation and Analysis of Data and preparation of Report.

Group A - Entrepreneurship Area
Paper I Innovation and Entrepreneurship

Duration : 3 hrs **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I

Creativity as prerequisite of innovation; Innovation and Entrepreneurship, Enterpreneurship Vs Management. Entrepreneurship and change, Global Business opportunities and entrepreneurship. Indian Multinationals and success stories of Indian Business Entrepreneurs.

Unit - II

Conceptual Issues in Entrepreneurship, Qualities and Pre-requisites of Entrepreneurs, Environmental Factors, Affecting Entrepreneurship, Role of entrepreneurship in economic development, Role and Functions of Entrepreneur in relation to new venture creation (with reference to a developing country)

Unit III

Entrepreneurship and cultural issues, Entrepreneurial Skills and Effectiveness of Entrepreneurs, Technology and Entrepreneurial Interface, Role of Training Institutions - EDII, NIESBUD and State Level Training Programmes, Role of NICS, SISI, DIC, TCO,

Unit IV

Project Management : Project Identification Preparation of New Project Appraisal, Implementation and Evaluation, Feasibility of New Project: Technical, Economic Commercial , Administrative, Financial and Social.

Unit V

Historical Back drop of Entrepreneurial Growth, Prominent Indian Business Families and Communities, The Contemporary Role Models of Indian Business – Values, Philosophies and Recent Developments. Global Entrepreneurship Monitoring.

Books Recommended :

1. **Panda, Shiba Charan,** Entrepreneurswhip Development, New Delhi, Anmol Publications.
2. **Singh, Nagendra P,** Emerging Trends in Entrepreneurship Development, New Dehi, Aseed
3. **Pareek, Udai and Vankateshwara Rao T.** Developing Entrepreneurship - A Hand book of Learning systems, Latest Edition.
4. **Taneja, Satish and Gupta, S.L. Entrepreneurship Development** - New Venture Creation, Galgotia Publishing House, New Delhi.
5. **Tandon B.C. :** Environment Entrepreneur; Chugh Publications, Latest Edition.
6. **Desai, Vasant,** Dynamics of Entrepreneurial Development and Management, Mumbai HPH, 2002.
7. **Khanna S.N.** Entrepreneurial Development, S. Chand , New Delhi (Latest edition)
8. **सुधा जी.एस. : व्यवसाय उद्यमिता का विकास, रमेश बुक डिपो, जयपुर**

Group A - Entrepreneurship Area

Paper II Management of Small Enterprise

Duration : 3Hours **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit-I

Definition of SSE, Difference between SSEs and Cottage Industry, Role in economic development, Legal Frame work, sources of information, Forms of Organisation, Feasibility report, Registration, Licensing Regulations Covering SSE.

Unit-II

Institutional assistance, Incentives etc. - Financial Assistance, opportunity scanning - Choice of Enterprise, Market Assessment of SSEs, Tax benefits, Ownership structures and organisational framework, financial management Issues in SSEs, Infrastructure for SSI, Inputs of SSE.

Unit - III

Production Planning: Choice of Technology and Selection of Site, Plant, location and layout, Production, Planning and Control.

Unit - IV

Cost of Production; Cash Flows Management, Working Capital Management, Capital Structure, Marketing the Product, Price, Distribution, Promotion.

Unit- V

Performance assessment and control, strategies of stabilisation and growth, Managing Family Enterprise, Export Marketing, Problems and Prospects of SSEs.

Books Recommended :

Vasant Desai : Organisation and Management of SSI, Himalaya Publishing House, Bombay.
Vasant Desai: Problems and Prospects of SSI in India, Himalaya Publishing House, Bombay.
Vasant Desai : Management of SSI, Himalaya Publishing House, Bombay.
B.N. Ahuja : SSI in India, Verma Bros., Delhi.
G.D.Sharma: How to start your small industry.
Dr. Shashikala : Management of SS, Deep and Deep Publication, New Delhi.

Group B - Human Area
Paper I Human Resource Development

Duration : 3Hours **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction :

Genesis; Philosophy and concept of HRD; Objectives and Importance of HRD; Globalisation and HRD, HRD Skills; Functions of a Modern HRD Department.

Unit II : HRD Process, Instruments, Sub-systems:

Steps in HRD Process; Developing HRD System, HRD Instruments; Classical and Modern Subsystems of HRD; HRD and organisational effectiveness.

Unit III : Career Planning and Development :

Concept and Importance of career planning and development; career stages; Process of career planning and development; Effective career planning; succession planning; career counselling.

Unit IV : Training and Development :

Concept of Training ; Objectives and Importance of Training; Development of Training Programme; Types of Training; Methods of Training; Training Process; Executive Development; Evaluation of Training Programme.

Unit V Emerging Issues in HRD and Performance Measurement:

HRD Audit, HRD in Service Industry, HRD in Govt. Sector.

Emerging Trends and Perspectives; Concept and Process of Performance Management; Importance of Performance Appraisal ; Performance Appraisal Techniques, Potential Appraisal.

Books Recommended

1. P.C. Tripathi " Human Resource Development S.Sons, New Delhi
2. Dr. B. Rattan Reddy " Effective Human Resource Training and Development Strategy " Himalaya Publishing House, 2004.
3. Dayal Ishwar: Designing HRD Systems, New Delhi, Concept , 1993
4. Kohil, &Uddesh and Sinha, Dhampi P. HRD Global Challenges and Strategies in 2000 A.D. New Delhi, Tata Mc Graw Hill, 1991.
5. Silvera, D.N. HRD; The Indian Experience, New Delhi 1991.
6. Rao, T.V. etc. Alternative Approaches; Strategies of Human Resource Development, Jaipur Rawat, 1988.

Group B - Human Area
Paper II Union Management Relations

Duration : 3Hours **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction to Union Management Relations :

Concept and Importance, Role of Government, Public Policies in Union Management Relations, Impact of Globalization on Union Management Relations, Role of International Labour Organisation.

Unit II : Trade Unions and Unionism :

Trade Union Development and Functions; Trade Union Structure and Trade Union Recognitions ; Leadership in Trade Unions; White collar and Managerial Trade Unions, Management and Employers' Associations.

Unit III : Conflict Resolution :

Causes of Conflict ; Collective Bargaining - Meaning , Importance and Process; Negotiation skills; Trends in collective bargaining; Role of Labour Administration; Conciliation and Arbitration and Adjudication.

Unit IV : Workers' Participation in Management :

Evolution and Concept of workers' participation in Management ; Importance ; Structure and Process of WPM ; Forms of Participation ; Strategies for Implementing WPM

Unit V : Grievance and Discipline

Meaning and causes of grievances, Machinery for handling grievances, Grievance redressal in India. Concept and importance of discipline, Essentials of a good disciplinary system procedure for taking disciplinary action.

Books Recommended

1. P.Subha Rao : Essentials of HRM and Industrial Relations.
2. Mamkoottam : Trade Unionism : Myth and Reality, New Delhi, Oxford University Press.
3. Virmani, B.R. Participative Management Vs Collective Bargaining, Vision Books, New Delhi.
4. Mamorial C.B. Dynamics of Industrial Relations, Himalaya Publications, Mumbai.
5. S.C. Srivastava Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi,1994.

Group C – Marketing Area
Paper I Marketing and Customer Relationship Management

Duration : 3hrs **Max. Marks : 100**

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction :

Meaning, Scope and Importance of Marketing; Marketing Concept- New and Old; Marketing Environment ; Marketing Approaches; Impact of Globalisation on Marketing; Rural Marketing- Need and Importance.

Unit II : Product Planning and Pricing :

Importance of Product Planning; Product Life Cycle; Brand and Trade Mark; Product Differentiation. Pricing Objectives, Pricing Strategies, Price Maintenance.

Unit III : Promotion and Distribution :

Promotion Mix; Importance of Advertising; Advertising Media; Ethics in Advertising; Effective Personal Selling; Importance of Public Relations; Dealer and Consumer Promotion.
Channels of Distribution; Storage and Warehousing.

Unit IV : Service Marketing and Marketing Research :

Concept and importance of Service Marketing, Features of Service Marketing; Meaning and Importance of Marketing Research; Process of Marketing Research; Techniques of MR.

Unit V : Customer Relationship Management (CRM) :

Concept of CRM; Importance; Process & Technology of CRM; Areas of CRM; CRM Architecture & Components; CRM in Banks & Insurance Companies.

Books Recommended

1. Philip Kotler, Marketing Management, New Delhi, Pearson
2. Rajan Saxena, Marketing Managemen, Macmillan, New Delhi
3. Ramaswamy and Mamakumari, Marketing Management.
4. R.L.Varshney and Gupta, Marketing Management
5. S.A.Sherlekar, Marketing Management, Himalaya Publishing House, Mumbai.
6. S.M. Jha, Service Marketing, Himalaya Publishing House, Mumbai.
7. भदादा एवं पोरवाल – विपणन प्रबन्ध, रमेश बुक डिपो, जयपुर
8. जे.एन.सहगल – विपणन प्रबन्ध, राजस्थान हिन्दी ग्रन्थ अकादमी, जयपुर
9. Mohammed H.P.; Customer Relationship Management, Vikas Publishing House New Delhi.
10. Neelmeghams; Marketing in India: Cases and Readings, Vikas Publishing House New Delhi.

Group C – Marketing Area

Paper II- International Marketing

Duration : 3 hrs **Max. Marks : 100**

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I :Introduction :

Concept, Scope and Importance of International Marketing; International Marketing Vs Domestic Marketing ; Factors Affecting International Marketing; Globalisation and International Marketing.

Unit II :International Marketing Decisions:

Market Selection and Entry Decisions ; Product Strategy for International Market; Branding Decisions; Development of New Products ; International Pricing Decisions;

Unit III :International Distribution System and Promotion :

National Channels of Distribution; Factors affecting Choice of Channels; International Logistics; Promotional Decisions; International Advertising ; Media Planning ; International Communication Process; International Advertising on Internet.

Unit IV :International Marketing Research :

Concept Scope and Significance of International Marketing ; Process of International Marketing Research; Collection of Primary and Secondary Data; International Marketing Research Techniques.

Unit V :Environment of International Marketing :

International Institutions - WTO, Common Markets; Free Trade Zones; Constraints of International Marketing - Fiscal and Non-Fiscal Barriers ; Bilateral Trade Agreement; Regional Trade Agreements and Organisations; Documentation and Procedures; India's Position in World Trade.

Books Recommended

1. Varshneya and Bhattacharya, International Marketing Management; S.Chand & Co., New Delhi.
2. Saxena and Kapoor, International Marketing ; Tata Mc Graw, New Delhi.
3. R.M. Joshi; International Marketing PHI; New Delhi.
4. Keedan W: Global Marketing Management; Prentice Hall New Jersy
5. कोठारी, राठौड; अन्तर्राष्ट्रीय विपणन, रमेश बुक डिपो, जयपुर
6. राजीव जैन ; अन्तर्राष्ट्रीय विपणन,
7. Rajagopal; International Marketing ; Vikas Publishing House, New Delhi.

Group D - Finance Area

Paper I Principles of Financial Management

Duration : 3 hrs **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I :Introduction :

Meaning and Importance of Financial Management, Functions of Financial Management, Financial Planning, Capital Budgeting-Meaning and importance, Methods of Evaluating Investment Opportunities.

Unit II :Cost of Capital:

Meaning and Significance of cost of Capital, Computation of Cost of Debt, Preference Capital,. Equity Capital and Retained Earnings, Combined (weighted) Cost of Capital.

Unit III :Capital Structure :

Traditional Capital and MM Hypothesis, Factors Affecting capital structure, operating and financial leverages, Measurement of leverages, Analysing Alternate Financial Plan.

Unit IV : Management of Income:

Internal Financing (Retained Earnings) - Determinants and Dangers, Dividend Policies - Amount, Regularity and Forms of Dividend Payment, Factors Determining Quantum of Dividend Payment, Stock Dividend and their Payment, Walter's Model, Gorden Model and MM Hypothesis.

Unit V : Management of Working Capital:

Meaning, Significance and Types of working capital, Financing of working capital, Sources of Working Capital.

Books Recommended

1. Hunt, William & Donaldon - Basic Business Finance.
2. Van Hrne - Financial Management and Policy.
3. Walker - Financial Management.
4. Khan and Jain - Financial Management.
5. Pandey I.M. - Financial Management.
6. Upadhyay Dr.K.M - Financial Management.
7. Kuchal S.C - Financial Management .
8. Deordan - Cost and Budget Analysis.
9. अग्रवाल तथा अग्रवाल :वित्तीय प्रबन्ध ;रमेश बुक डिपो, जयपुर)
10. Kulkarni - Financial Management.

Group D - Finance Area

Paper II Security Analysis and Portfolio Management

Duration : 3 hrs **Max. Marks: 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction :

Concept, Nature and Scope of Investment; Principles of Investment; Investment Process and Investment Stages; Risk and Return; Investors attitudes towards risk and return.

Unit II : Fundamental Security Analysis:

Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry level factors; Company Analysis- Financial Performance and forecasting ; Intrinsic value of shares.

Unit III : Technical Security Analysis :

Meaning and Significance of Technical Analysis ; Technical Analysis Vs Fundamental Analysis ; Traditional and Modern Tools of Technical Analysis; Various Forms of Efficient Market Hypothesis.

Unit IV : Portfolio Analysis:

Security Risk and Return Vs Portfolio risk and Return; Various components of Risks - Market Risk , Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs Unsystematic Risks.

Unit V: Portfolio Management :

Selection and Management of Optimum Portfolio under Markowitz model, Sharpe model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Model; Portfolio Selection under Risk ; Portfolio Appraisal and Revision.

Books Recommended

1. R Bhalla - Investment Management ; Security Analysis and Portfolio Management; S.Chand & Sons, New Delhi.
2. Donald E Fisher and Ronald T Jordan, Security Analysis and Portfolio Management, PHI Publications New Delhi.
3. V.A.Avadhani - Investment and Security Markets in India, Himalaya Publishing House, New Delhi.
4. Preeti Singh - Investment Management, Himalaya Publishing House, Mumbai.

Group E - Production Area

Paper I Production and Materials Management

Duration : 3 hrs **Max. Marks : 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I : Introduction :

Nature, Scope and Functions of Production Management: Organising for Production; Types of Manufacturing Systems; Skills Required for Production Manager.

Unit II : Production Planning and Control :

Importance of Production Planning and Control; Material Requirement Planning; Production Inventory Systems; Aggregate Planning; Job Shop Planning; Scheduling and Control; Procedures and Documentation in Production Planning and Control.

Unit III : Plant Location and Layout :

Factors Affecting Plant Location and Lay out; Types of Plant Layout; Plant Layout Decisions; Management of Industrial Power in India. Routing and Designing of Product.

Unit IV :Materials Management :

Importance and Functions; Scope of Materials Management; Materials Management in India; Purchase Procedure; Buying Policies; Economic Order Quantity.

Unit V: Stores and Inventory Management :

Principles of Storing; Coding and Identification; Stores Maintenance ; Importance and functions of Inventory Management ; Inventory control levels; ABC System of Control ; Zero Inventory management warehousing - Location and Layout and Problems of warehousing.

Books Recommended

1. Buffa E.S - Modern Production Management.
2. Mayors R.R - Production Management
3. Jhamb ; Production Planning and Control, Everest Publication, Pune.
4. Bill Scott, Manufacturing Planning System, Mc Graw Hill, London.

Group E - Production Area

Paper II Total Quality Management (TQM)

Duration : 3 hrs **Max. Marks: 100**

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

Unit I :Introduction :

Concept of Total Quality; Evolution of TQM; Concept and Importance of TQM; Components of TQ Loop; TQM in Indian Organisations, Principles of TQM.

Unit II :Tools and Techniques of TQM:

Techniques for Analysing a Quality Process, Statistical Process Control, Failure; Mode and Effect Analysis; Computer Aided Inspection; Data Collection and Analysis.

Unit III :Management of Quality Circles:

Meaning , Role and Importance of Quality Circles; Quality Circles in Japanese Organisations ; Quality Circles in Indian Context, Quality Improvement Teams; Management of QC - Zero Defect Programmes.

Unit IV :Quality Audits and Total Quality of Services :

Quality Audits ; Concept and Importance, Need Assessment and ISO 9000 Standards; Marketing Aspects of TQ; Total Quality of services; Total Quality and Safety; Six Sigma.

Unit V : Others Issues in TQM :

Humanistic Aspects of TQM ; Q-7 Tools ; Quality Costs; Functional Linkage of Quality with Reliability and Maintainability ; Failure Analysis; Optimum Decisions.

Books Recommended

1. J.M Juram and Frank M Gryna " Juram's Quality Control Hand book", McGrawhill, New york.
2. S.K.Mandal ; Total Quality Management ; Vikas Publishing House, New Delhi.
3. Sundara Raju S.M ; Total Quality Management: A Primer Tata McGrawHill,New Delhi.