

**M.G.S. UNIVERSITY,
BIKANER**

SYLLABUS

**SCHEME OF EXAMINATION AND
COURSES OF STUDY**

FACULTY OF COMMERCE

M.COM. BUSINESS MANAGEMENT

M.Com. Previous Examination-2016
M.Com. Final Examination-2017



सूर्य प्रकाशन मन्दिर

दाऊजी रोड़ (नेहरू मार्ग), बीकानेर 5 (राज.)

NOTICE

1. The Ordinances Governing the examination in the Faculties of Arts, Fine Arts, Social Sciences, Science, Commerce, Management, Engineering, Education and Law are contained in separate booklet. The students are advised to the same.
2. Changes in Statutes / Ordinances / Rules/ Regulations / Syllabus and Books may from time to time, be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise comply with any changes that applies to years he has not completed at the time of change.
3. In each paper, 10 questions will be set, 2 questions from each unit. Candidates have to answer five questions in all taking at least one question from each unit.
4. The syllabus is given in both the languages i.e. Hindi & English, if there is any discrepancy, English version will be authentic.
5. The list of text books/ Recommended books/Reference Books as approved by the various B.O.S. are printed along with the English version only.

Note : The decision taken by the Academic Council shall be final.

सूचना

1. कला, इतिकला, सामाजिक विज्ञान, विज्ञान, वाणिज्य, प्रबन्ध अभियान्त्रिकी, शिक्षा एवं विधि संकाय की परीक्षाओं से सम्बद्ध अध्यादेश (आर्डनेंस) पृथक पुस्तिकाओं में संकलित हैं। छात्रों को सलाह दी जाती है कि उनको देखें।
 2. समय-समय पर संशोधन या पुननिर्माण कर अधिनियमों, अध्यादेशों, नियमों, विनियमों, पाठ्यक्रमों व पुस्तकों में परिवर्तन कर अधिनियमों, अध्यादेशों, नियमों, विनियमों, पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है तथा किसी भी परिवर्तन को, छात्र को मानना होगा जो पाठ्यक्रम के उन वर्गों के लिए लागू हो जिसे परिवर्तन के समय पूरा नहीं किया हो, बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से छूट न दे दी हो।
 3. प्रत्येक प्रश्न-पत्र में 10 प्रश्न होंगे। पाँच खण्डों में से प्रत्येक में 2 प्रश्न होंगे। छात्र को 5 प्रश्नों के उत्तर देने होंगे। परन्तु प्रत्येक खण्ड में से एक प्रश्न का उत्तर अनिवार्यतः देना होगा।
 4. पाठ्यक्रम हिन्दी एवं अंग्रेजी दोनों भाषाओं में दिया हुआ है। यदि कोई विसंगति प्रतीत होती है तो अंग्रेजी पाठ्यक्रम को ही प्रामाणिक माना जाय।
 5. विभिन्न पाठ्यक्रम मंडलों द्वारा स्वीकृत पाठ्यपुस्तकों, संस्तुत पुस्तकों, संदर्भ पुस्तकों की सूची अंग्रेजी पाठ्यक्रम में उपलब्ध है।
- नोट : विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

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For M.G.S. University, Bikaner

SCHEME OF EXAMINATION

Each theory paper	3 Hrs. duration	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 be necessary for a candidate to pass in the theory part as well as in the practical part (Whenever 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) atleast 36% marks in the aggregate of all the paper prescribed for the examination and (ii) atleast 36% marks in practical (s) whenever prescribed the examination, provided that if a candidate fails to atleast 25% marks in each individual paper work. Wherever prescribed, he shall be deemed to have failed at the examination not with standing his 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.
3. 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) Partice(s) Dissertation are cleared after the expert of the aforesaid period of three year, provided that in case where a 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.
4. The Thesis/Dissertation/Survey Report/Field Wrok shall be typed & written and submitted in triplicate so as to reach the office of the Register 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 papers in which a candidate actually appeared at the examination.

N.B. (i) Non-Collegiate candidates are not eligible to offer dissertation as per Provision of 170-A.

M.COM. BUSINESS MANAGEMENT DISTRIBUTION OF PAPERS

There will be 9 papers, in all. Of these 9 papers 5 will be compulsory and further a candidate will be required to offer any two groups of two papers each as optionals. A candidate will be required to offer four compulsory papers in the previous and the remaining one compulsory paper and any two groups of two papers each in the final examination. Each paper will be of 100 marks and 3 hours duration. Dissertation in lieu of a optional paper can be offered at the final examination provided that a candidate secures at least 55% marks in the aggregate of the previous examination.

M.COM. PREVIOUS

(Four Papers-All Compulsory)

Paper-I	-	Theory and Practice of Management
Paper-II	-	History of Management Thought
Paper-III	-	Business Environment
Paper-IV	-	Managerial Economics & Management Accountancy

M.Com. Final

Compulsory Paper : One

Paper V - Development of Business Entrepreneurship

Optional Papers : Any two groups of two each as paper given under :

Group A - Institutional Management

Paper I - Management of Small Scale Industries

Paper II - Management of Public Enterprises

Group B - Human Area

Paper I - Human Resources Management

Paper II - Industrial Relations and Social Security in India

Group C - Marketing Area

Paper I - Marketing Management

Paper II - Consumer Behavior

Group D - Finance Area

Paper I - Principles of Financial Management

Paper II - Financial Management and Control

Group E - Tourism Management & Tourism Development

Paper I - Tourism Management

Paper II - Tourism Development

Dissertation (Subject to the approval of the topic of survey work and a candidate being adjudged suitable for undertaking such work)

M.COM. (PREVIOUS) BUSINESS MANAGEMENT

FOUR PAPERS-ALL COMPULSORY :

PAPER I - THEORY AND PRACTICE OF MANAGEMENT

3 Hrs. Duration

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Role of Management function. Comparative Management and Universality of Concept of Management and Management Process. Management by objectives, Management by Exception.

Unit - II

Behavioral Approach to Management. Individual Behavior and Group Dynamics. Theories of organization, concept of organization, Authority, span of control. Centralization, Delegation.

Unit - III

Formal & Informal Organization, Matrix Organization. Direction, Motivation, Theories-Maslow, Herzberg and Mc Gregor, Z Theory of Urwick and Ouchui and Mc Ieland, Moral.

Unit - IV

Leadership Theories and Style. Effective Communication, Decision making.

Unit - V

Transactional Analysis. Organization Development, PERT, C.P.M., Game Theory, Linear Programming (Elementary Knowledge is require) Management of change, Resistance of change, Management of conflict.

Books Recommended :

1. Koontz Harold & O. Donnell Cyril : Management - Mcgraw Hill, New York, 1980.
2. D. Gvishiani : Organization Management.
3. Bannerji Shyamlal : Management - Oxford & IBH.
4. षर्मा, षर्मा, सुराना : प्रबन्ध के सिद्धान्त एवं व्यवहार
5. आर.सी. अग्रवाल : प्रबन्ध के सिद्धान्त एवं व्यवहार
6. सक्सेना पोरवाल : प्रबन्ध के सिद्धान्त

PAPER II-HISTORY OF MANAGEMENT THOUGHT

3 Hrs. Duration

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Various school of Management Thought with special reference to the contribution of :

1. Robert Owen.
2. Charles Babbage.
3. Harrington Emerson.
4. F. W. Taylor.

Unit - II

Specific and detailed studies of the contribution of :

1. H. L. Gantt.
2. Frank B. Gilberth.
3. Lillian M. Gilberth.
4. Hanry Fayol.

Unit - III

Specific and detailed studies of the contribution of :

1. Mary Parker Follet.
2. George Elton Mayo.
3. Chester I. Barnard.
4. Bennis

Unit - IV

Specific and detailed studies of the contribution of :

1. Peter F. Drucker
2. Herbert Simon.
3. Kurt Lewin.
4. Chris Argyris.

Unit - V

Specific and detailed studies of the contribution of :

1. Harold Leavitt
2. William Ouchi.
3. Urwick.
4. Victor H. Vroom.

Books Recommended :

1. R. N. Singh : Management Thinkers
2. G. S. Sudha : ञU/k fpUru
3. Narain Mathur : History of Management

PAPER III - BUSINESS ENVIRONMENT

3 Hrs. Duration

Max. Marks - 100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidate have to answer 5 questions in all taking one question from each unit.

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, F.E.R.A. 1973, Government policy for foreign collaborations & N.R.I. Investments, Industrial sickness & Government Rehabilitation policy.

Books Recommended :

1. Francis : Business & Government (Himalaya)
2. M. Adhikary : Economics Environment & Public Policy.
3. अग्रवाल एवं कोठारी : सरकार समाज एवं व्यवहार (त्रिवेणी प्रकाशन, अजमेर)
4. उपाध्याय एवं शर्मा : सरकार एवं व्यवसाय
5. जी.एस.सुधा : व्यवसायिक वातावरण (रमेश बुक डिपो, जयपुर)

PAPER IV - MANAGERIAL ECONOMICS & MANAGEMENT ACCOUNTANCY

3 Hrs. Duration

Max. Marks - 100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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.
7. बी.एल.ओझा : प्रबन्धकीय अर्थशास्त्र
8. सिंह, चौधरी, शर्मा : प्रबन्धकीय अर्थशास्त्र (रमेश बुक डिपो, जयपुर)
9. अग्रवाल, अग्रवाल : प्रबन्धकीय लेखांकन (रमेश बुक डिपो, जयपुर)

M.COM. (FINAL) BUSINESS MANAGEMENT COMPULSORY PAPER V (ONE)

DEVELOPMENT OF BUSINESS ENTREPRENEURSHIP

3 Hrs. Duration

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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. 1980.
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, 1975.
4. Ramakrishanan, P.: New Entrepreneurship in small scale Industry in Delhi, Economic and Scientific Research Foundation, New Delhi, July 1975.
5. Sharma, Krishna Lal: Entrepreneurial Performance in Role Performance, Abhinave Publishers, New Delhi, 1975.
6. Government of India, Companies News and Notes, Monthly Publication.
7. Taknet, (Dr.) D.K.: Industrial Entrepreneurship of Shekhawati Marwari's in India-Jaipur.
8. जी.एस. सुधा – व्यवसायिक उद्यमिता का विकास (रमेश बुक डिपो, जयपुर)

OPTIONAL PAPERS : Any two groups of two papers each.

GROUP A-INSTITUTIONAL MANAGEMENT

Group A-Paper I-Management of Small Scale Industries.

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Small scale Enterprise-a Conceptual Analysis Entrepreneurship and small scale Enterprise Development of environment for S.S.E. Competency and Institutional Role.

Unit - II

Scanning, Choice and selection of S.S.E. Feasibility and Market Development. Location and choice of technology organization of S.S.E.

Financing the New enterprise, ownership structure and organization structure.

Unit - III

Managing the S.S.E. Problems and Issue relating to financial Management, operation Management and Marketing Management.

Unit - IV

Business and Legal Environment for S.S.E. Performance Appraisal, Control and Regulation stabilization, growth and Development-Role of Govt.

Unit - V

Human Resource Management in S.S.E. Indian Economy and small Scale Enterprises Professionalization in S.S.E.

Reference Books:

1. Schumpeter - Theory of Eco. Dev.
2. Hodgets - Effective small scale Business.
3. Ruddra Dutt - Indian Economy
4. Vasant Desai - Management of Small Scale Industry.
5. Rao V.S.P. - Human Resource Management in S.S.E.

GROUP A - PAPER II - MANAGEMENT OF PUBLIC ENTERPRISES

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Genesis of Public enterprise, Public undertaking distinguished from private undertakings. The role of public enterprises under different economic systems. The social and economic benefits of public enterprises in the present day economy with special reference to India.

Unit - II

Patterns of Public Enterprises- Public Corporation, Government Companies. Quasi - Corporation Departmental Undertakings, Control Boards - Commodity Boards Commission, Joint Sector Undertaking. Governing Boards - Composition, Size and tenure, functions and powers, Internal organization, varied representation, decentralization, delegation of authority, Span of control, Line and Staff relationship, role of civil servants.

Unit - III

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 and Sale Policy, Inventory Policy, Profit policy.

Unit - IV

Personnel Administration: Labor Relations, Joint Consultative Committees and Collective bargaining, workers participation in management, wage and salary administration as compared with private sector undertakings, development of regular management cadre. Management of public relations in public enterprises. Evolution and the

criteria of efficiency, output and price policy, purchase and sale policy, inventory policy, profit policy.

Unit - V

Public Accountability - Parliamentary, Presidential and ministerial, control governmental directives and informal contacts, autonomy of public enterprise in theory and practice, social audit, bureau of public enterprises.

Comptroller and Auditor General's Control, user's committees, Critical appraisal of working of public enterprises in India. Specific studies - organization and working of:

- (i) Air India
- (ii) Rajasthan State Road Transport Corporation. (RSRTC)
- (iii) Steel Authority of India. (SAIL)
- (iv) Rajasthan Industrial Development and investment Corporation. (RIICO)
- (v) Tennessy Valley Authority (TVA) USA.

Book Recommended:

1. शर्मा, शर्मा व सुराना: भारत में लोक उद्योग (रमेश बुक डिपो, जयपुर)
2. के. एम. गुप्ता: भारत में लोक उद्योग (नवयुग साहित्य सदन, आगरा)
3. Khera S.S.: Government in Business.]
4. Om Parkash: Theory and Working of State Corporations.
5. Gupta, K.R.: Issue in Public Enterprises in India.
6. Ramandham, V.V.: Control of Public Enterprises.

GROUP B-HUMAN AREA

GROUP B-PAPER I-HUMAN RESOURCES MANAGEMENT

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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. Personnel Management – CB Mamoria.
2. Lakaria: Personnel Administration and Labor Relations in India.
3. Manappa & Saiyyadri - Personnel Management TMH.
4. एच. नार्थकोट : कार्मिक प्रबन्ध, राजस्थान हिन्दी ग्रन्थ अकादमी, जयपुर ।
5. अग्निहोत्री : भारत में औद्योगिक सम्बन्ध ।
6. अग्रवाल व पोरवाल : सेवीवर्गीय प्रबन्ध नवयुग साहित्य सदन, आगरा ।
7. शर्मा, शर्मा, सुराना – मानव संसाधन प्रबन्ध (रमेश बुक डिपो, जयपुर) ।

GROUP B-PAPER II-INDUSTRIAL RELATIONS & SOCIAL SECURITY IN INDIA

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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. भगोलीवाल टी.एन.-श्रम अर्थशास्त्र एवं सामाजिक सुरक्षा ।
3. C.B. Mamoria: Labor Problems and Social Welfare in India (Hindi & English).
4. Row, V.G.: Law Relating to Industrial Disputes, (Madras Book Agency)

Periodicals:

1. Personnel: American Management Association, New York.

GROUP C : MARKETING AREA
GROUP C-PAPER I MARKETING MANAGEMENT

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Introduction: Nature and scope and marketing. Present day importance of marketing. Marketing environment, Marketing approach, Market segmentation, Logical sequences of Marketing Management Problems.

Product Planning: Product Differentiation, style and design, fashion , brand and trademarks, packaging and labeling. Product in Policy (Simplification, standardization and diversification). The process and product life cycles, Guarantee or Warranty and service.

Unit - II

Marketing Research: Meaning of Sales Research, Market Research and Marketing Research, nature and importance of Marketing Research, Area of Marketing research, Techniques of Marketing Research; Models of Consumer Behavior and Motivation Research.

Unit - III

Planning Outlets: Various channels for Consumer and Business goods Selecting the channels of distribution, co-operation with distributive outlets.

Pricing Strategy: Factors to be considered in pricing, Pricing objective and strategic; break-even analysis, uniformity of price, price maintenance, discount policy, special selling terms, credit terms.

Planning Market and sales: sales forecast period, use of sales forecast methods, planning sales territories, Establishing sales Quotas, Assigning sales territories, Routing salesman.

Unit - IV

Sales promotion Mix: Determining the Sales Promotion Program me, Personal selling. Advertising (Media choice, good cops, Timing, Budgeting, Testing Efficiency), Sales Promotion (Dealer Aids, Consumer Stimulation).

Marketing Organization: Purpose of Marketing Organization, Basis of Divisionalisation. Relation of the Marketing Departments, Field Organization, Division of Authority and Responsibility between Head Office and field organization, Organization of Service, Location of service work, delegation and control of service work.

Unit - V

Control of Marketing Operations: Need for Control, Phases of Control, Techniques of Controlling (accounting, sales analysis, distribution, cost accounting and analysis) Service Marketing - Banking, Insurance and transport.

Note: This paper should be taught with reference to Indian conditions.

Books Recommended:

1. Maynard H.H. and Nolen, H.C.: Sales Management (Revised edn.)
2. Nystrom, Paul H. (Ed.): Marketing Handbook.
3. Phelps, D.M. and Westing, J.H.: Marketing Management.
4. Still, R.R. and Cundiff, Sales Management-Decisions, Policies and Cases.
5. S.A. Sherlekar: Marketing Management, Himalaya Publishing House, Bombay,
6. Philip Kotler: Marketing Management.
7. आर.सी. अग्रवाल एवं एन.एस. कोठारी—विपणन प्रबन्ध, मैसर्स कॉलेज बुक हाउस, चौड़ा रास्ता, जयपुर।
8. जे.एन. सहगल: विपणन प्रबन्ध, राजस्थान हिन्दी ग्रन्थ अकादमी, जयपुर।
9. भदादा तथा पोरवाल: विपणन प्रबन्ध के सिद्धान्त एवं व्यवहार (रमेश बुक डिपो, जयपुर)

Periodicals:

1. Journal of Marketing, U.S.A.
2. Harvard Business Review.
3. Sales Management, Sales Management Inc. 386, Fourth Avenue, New York, 16, N.Y.
4. Industrial Times.
5. Management Perspective.
6. Indian Management.

GROUP C-PAPER II CONSUMER BEHAVIOR

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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 culture influence.

Unit - V

Information and Media affecting behavior, purchase process.

Consumer Awareness and change in behavior. Recent development 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.

GROUP D - FINANCE AREA
GROUP D-PAPER I-PRINCIPLES OF FINANCIAL
MANAGEMENT

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Role of Financial Management and Finance Functions, Financial planning and approaches of Financial Forecasting. Forecasting.

Unit - II

Designing Capital Structure.

Sources of Finance (External and Internal Sources)

Unit - III

Cost of Capital.

Allocation of Sources - Capital Budgeting.

Unit - IV

Management of Working Capital.

Unit - V

Management of Inventories.

Management of Receivables.

Books Recommended:

1. Khan & Jain - Financial Management.
2. Pandey, I.M. - Financial Management.
3. Upadhayaya, Dr. K.M. - Financial Management.
4. Kuchal, S.C. - Financial Management.
5. अग्रवाल तथा अग्रवाल : वित्तीय प्रबन्ध (रमेश बुक डिपो, जयपुर)

Group D - Paper II Financial Management and Control

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

Unit - I

Analysis of Financial Statement - Fund Flow Analysis, Cash Flow Analysis.

Unit - II

Profit Planning and Control.

Management of Income.

Unit - III

Dividend Policy.

Cash Management.

Unit - IV

Foreign Capital and Collaboration.

Financial Institutions - RFC, IFCI, IFC, IMF, IBRD

Unit - V

Ratio Analysis

Financial Decision Leverages

Books Recommended:

1. Walker - Financial Management.
2. Khan & Jain - Financial Management.
3. Pandey, I.M. - Financial Management.
4. Upadhayaya, Dr. K.M. - Financial Management.
5. Kuchal, S.C. - Financial Management.
6. अग्रवाल तथा अग्रवाल : वित्तीय प्रबन्ध (रमेश बुक डिपो, जयपुर)

**GROUP E - TOURISM MANAGEMENT &
TOURISM DEVELOPMENT**

GROUP F-PAPER-I: TOURISM MANAGEMENT

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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

6. Singh and Deman: Hotel, Management, 1997

GROUP F-PAPER-II : TOURISM DEVELOPMENT

Duration 3 hrs.

Max. Marks-100

Note : In this question paper, 10 questions will be set, 2 from each unit. Candidates have to answer 5 questions in all taking one question from each unit.

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