## UNIVERSITY OF RAJASTHAN, **JAIPUR**

M.A./M.SC./M.COM

Annual Scheme

(EAFM)

2013-2014 (PREVIOUS)-

2014-2015 (FINAL)-

Prepaired by Checked by

## Scheme of M.Com. EAFM (Annual Scheme)

Each Theory Paper

3 Hrs. Duration

100 Marks

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

100 Marks

- 1. The number of papers 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 practical part (where prescribed) of a subject/paper separately.
- 2. A candidate for a pass at each of the Previous and the Final Examinations 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 not withstanding 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 on the combined marks obtained at the Previous and the Final Examination taken together, as noted below:

First Division
Second Division

60% of

48%

of the aggregate marks taken together of the Previous and

the Final Examination.

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All the rest will be declared to have passed the examination. If a candidate clears any Paper(s)Practical(s)/Dissertation prescribed at the previous and/or Final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz. 25% (36% in the case of practical) shall be taken into account in respect of such Paper(s)/Practical(s)/Dissertation are cleared after the expiry of the aforesaid period of three years, provided that in case where a candidate requires 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 up the deficiency in the requisite minimum aggregate.

The Thesis/Dissertation/Survey Report/Field Work shall be type-written and submitted in triplicate so as to reach the office of the Registrar atleast 3 weeks before the commencement of the theory examinations. Only such candidates shall be permitted to offer Thesis/Dissertation/Survey Report/Field Work (who secure atleast 55% marks in the aggregate of all the papers prescribed for the previous examination in the case of annual scheme irrespective of the number of papers in which a candidate actually appeared at the examination.

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 on the recommendation of the BOS concerned.

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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 a third examiner and the average of the two nearest awards shall be taken into consideration.

The external examiner for conducting the practical examination and vivavoce shall be appointed by the University through BOS.

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

Dn

### Department of Economic Administration & Financial Management University of Rajasthan, Jaipur - 302055

#### M.Com. in EAFM (Annual Scheme)

There will be 16 papers in all of these 16 papers, 08 will be compulsory and 08 optional. A candidate will be required to offer four compulsory papers and four optional paper in the previous Examination and the remaining four compulsory papers and four optional papers in the Final Examination. Dissertation in lieu of one optional paper can be offered by a collegiate/regular student secure at least 55%

Note: There wall se 5 questions in each paker with internal M.Com. (Previous) 20 marks each the limit of ensurer will be 101. Economic Analysis

- 102. Financial Management
- 103. Managerial Economics
- Financial Analysis and Control 104.

### Optional Papers (E.A. Group) Any four of the following:

- EA 105 Public Enterprises
- EA 106 Project Management
- EA 107 Industrial Economics
- **EA 108** Quantitative Techniques
- EA 109 India's Foreign Trade
- **EA 110** Industrial Development in Rajasthan
- EA 111 Agricultural Economics
- EA 112 Operational Research

## Optional Papers (F.M. Group) Any four of the following:

- FM 105 **Business Budgeting**
- FM 106 Public Finance
- FM 107 Security Analysis
- FM 108 Quantitative Techniques
- Capital Expenditure Decisions FM 109
- FM 110 Portfolio Management
- FM 111 Financial System in India
- FM 112 Operational Research

## Optional Papers (Cooperation Group) Any four of the following:

- Co-operative Project Planning COP 105
- **COP 106** Co-operative Movement in Rajasthan
- **COP 107** Rural Marketing
- **COP 108** Quantitative Techniques
- COP 109 Co-operative Movement in India
- **COP 110** Financing Co-operative Projects
- COP 111 Micro Finance
- COP 112 Operational Research

Note: M.Com. (Pre.) EAFM: Syllabus will remain same as applicable to M.Com. EAFM First Semester and Second semester.

#### M.Com. Final

#### Compulsory Papers:

- 201. Theory and Practice of Economic Administration
- 202. Cooperative Sector Management
- 203. Indian Banking System
- 204. Rural Development

### Optional Papers (E.A. Group) Any four of the following:

| EA 205 | Economic Environment in India.  |
|--------|---|
| EA 206 | Development Economics   |
| EA 207 | Infrastructure Management   |
| EA 208 | International Business Environment  |
| EA 209 | International Finance   |
| EA 210 | Economy of Rajasthan  |
| EA 211 | Dissertation / Project Report (Dissertation / Project Report can be offered |
|        | by a regular student/collegiate secure at least 55% marks in the            |
|        | aggregate of the Previous Examination.)                                     |

## Optional Papers (F.M. Group) Any four of the following:

| FM 205 | International Banking  |
|--------|--|
| FM 206 | Bank Management  |
| FM 207 | Investment Management  |
| FM 208 | Central Banking  |
| FM 209 | Project Planning & Control   |
| FM 210 | Monetary Policy  |
| FM 211 | Dissertation / Project Report (Dissertation/Project Report can be offered by a regular student/collegiate secure at least 55% marks in the aggregate of the Previous Examination.) |

## Optional Papers (Cooperation Group) Any four of the following:

| COP 205 | Cooperation & Agriculture Organization                                  |
|---------|---|
| COP 206 | Cooperation and Rural Development                                       |
| COP 207 | Cooperative Law   |
| COP 208 | International Cooperative Movement                                      |
| COP 209 | Rural Economics   |
| COP 210 | Management of Cooperative Business                                      |
| COP 211 | Dissertation / Project Report (Only for Collegiate Students securing at |
|         | least 55% Marks in M.Com. Previous)                                     |

Note: Syllabuses for M.Com. Final (EAFM) will remain same as applicable in M.Com. EAFM third semester and fourth semester.

(Prof. D.R. Jat) Convenor

- Meaning of Economics Analysis Economic Problem & functions of Economic System.
- Firm and its objective: Theories of the firm, managerial theories behavioral approaches growth theories. Satisficing theory etc. Relevance of profit maximization in the modern context.
- 3. Consumer Behavior. Determination of demand. The type of goods and the demand functions. Indifference curve analysis. Indifference preference. Slutsky's analysis of demand. Revealed preference theory of attributes. Snob appeal. Band wagon effect and the demand function. Inter-temporal demand function. Demand for durable goods.

#### Section - B

- 4. Production function-Law of Returns and Returns to scale, concept of productivity. Empirical production, Estimation of production function.
- 5. Cost function: Classification of costs, short run and Ion run cost functions, Economics and diseconomies of scale, scope economics. Estimation of cost function. Problem of estimating cost and production functions. Duality between production and cost function Efficiency and the firm.
- 6. Price and output relationship under different market structures, Perfect Competition. Monopoly, Discriminating Monopoly, Monopolistic competition, oligopoly, Social cost of Monopoly, regulatory aspects of monopoly.

#### Section - C

- 7. Pricing practices: Economics of advertisement costs. Barrier to entry Basic pricing. Transfer Pricing, Dumping and other practices. Pricing and wages. Minimum wage and price structure.
- 8. Factor pricing: Elements of factor pricing, labour pricing, Demand and supply of factors of production. Profit theories and profit management.
- 9. Technological change and the global market economy: Impact of technology and technological environmental forecasting.

#### Suggested Reading

- 1. Kousyiannis, A., Modern Microeconomics. Macmillan Press Ltd, (1998 Reprint)
- 2. Varian, Micro-Economic Analysis (ed.3) Norton, 1992
- 3. Pindyek Robert S. and Daniel L. Rubinfeld Micro Economics, Third Edition. Prentice Hall of India. New Delhi. 1996
- 4. Madala G.S. and Eklen Miller. Micro Economics, Theory and Applications, McGraw Hill, Book Company, New York.
- 5. Gould, John P., Edward P. Lazear, Micro-Economic Theory, Richard D. Irwin. Inc. Homewood llinois.
- 6. Sen Anindya Micro-Economics: Theory and Applications, Oxford University Press, New Delhi.1990
- 7. Tirole J. The Theory of Industrial Organization. Cambridge MIT Press 1988.
- 8. Mathur N.D. Managerial Economic. Shivam Book House, Jaipur
- 9. M.D. Agarwal, Gopal Singh, Economic Analysis, Ramesh Book Depot. Jaipur
- 10. Mehta. P.L. Managerial Economics-Analysis and cases, Sultan Chand and Sons, New Delhi.

#### -102 - Financial Management

#### Section - A

- 1. Finance Function: Meaning, Scope, Role, Organization Responsibility.
- 2. Sources of Supply of Funds in India: Short Term, Medium Term and Long Term. Effects of New Financing on Shareholders income, risk and control.

#### Section - B

- 3. Management of Working Capital: Determinates, Sources and Analysis of Working Capital. Estimating of Working Capital Requirements.
- 4. Management and Control of Investment in Inventories, Receivables and Cash.
- 5. Management of Securities: Underwriting Arrangements, timing and pricing of issue, Right Issue.

#### Section - C

- 6. Capital Budgeting: Pay Back Period, Return on Investment, Net Present Value Method Proposals Under Uncertainty.
- 7. Cost of Capital and its Computation.

#### References:-

- 1. Khan & Jain, Financial Management.
- 2. I.M. Panday, Financial Management.
- 3. S.C. Kuchhal, Corporation Finance.

#### - 103 - Managerial Economics Section – A

Meaning, Nature and Scope of Managerial Economics: Role and responsibilities, Fundamental Concepts of Managerial Economics. Theory of the Firm and the Role of Profit.

#### Section - B

Demand Forecasting: Need and importance. Steps in Demand Forecasting and Demand Forecasting Techniques for Established as well as New Products. Fiscal Policy Inflation. The New Economy: Definition, characteristics and Rules of the Game.

#### Section - C

Concept, Components and Measurement of national income. Social Accounting, National Income and Economic welfare. Concept of Linear Programming and its applicability in economic analysis. Business cycles Various theories of business cycles along with recent trends. Theory of Employment and income-classical and Keynesian Approaches. Consumption and investment functions and their applicability in ease of developing economics.

#### Books Recommended:

- 1. M.L. Seth: Principles of Economic (Hindi & English). Laxmi Narayan, Agra.
- 2. M.L. Jhingan, Principles of Economics (Hindi and English). Vikas, New Delhi.
- 3. J.M. Joshi: Theory of Value, Distribution & Welfare Economics, Vikas, New Delhi.
- 4. Paul A. Samuelson: Economics, MeGraw Hill International.
- 5. D.N. Divedi: Managerial Economics, Vikas, New Delhi.
- 6. N.D. Mathur: Managerial Economics, Shivam Book House. Jaipur.
- 7. P.L. Mehta: Managerial Economics, Analysis and Cases, Sultan Chand and Sons, New Delhi.

#### Financial Analysis & Control

#### Section =X

- 1. Financial Analysis: Meaning, Objectives, Importance and Limitations.
- 2. Analysis and Interpretation of Financial Statements.
- 3. Ratio Analysis: Liquidity, Profitability and Activity Ratios.

#### Section - B

- 4. Fund Flow and Cash Flow Statement.
- 5. Financial Planning: Capitalization, Capital Structure, Trading on Equity and Financial and operating Leverage.

#### Section - C

- 6. Forecasting of needs Funds: The Cash Flow System. The projected balance sheet, Long Range Financial Planning.
- 7. Project Planning: Profit Objectives, Computation of Income, Cost-Volume Profit Analysis: Profit Planning: Feasibility Assessment. Management of Income: Retained Earning and dividends policies, bonus issue.

#### References:

- 1. M.Y. Khan, Financial Sciences.
- 2. I.M. Panday, Financial Management.
- 3. J.K. Dietrich, Financial services & financial Intuition.
- 4. R.W. Johnson, Financial Management.

Obtional papers (EA Grank) Amy four of the Hollow; EA 105
Public Enterprises

#### Section - A

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

Patterns of Public enterprise: Public corporation; Government companies; quasi corporation departmental undertaking; commodity boards. Control Boards and local authorities; mixed corporation, joint sector undertaking; leasing and other forms of association in ownership and management between the state and private entrepreneurs; the functional role of public enterprises.

Government Boards: Merits and demerits of functional and policy boards, internal organization; decentralization; delegation of authorities and span of control; line and staff functions and efficiency of exhortation in public enterprise; the composition; size and tenure of governing boards.

#### Section - B

Disinvestment privatization of public enterprises, changing role of public enterprises, Case studies power sector, infrastructure sector, telecom sector and UTI.

Financial Administration: Assessment and disbursement of compensation; pattern of the share holdings and borrowing; investment policy; auto finance and expansion of public enterprise. Price, output and profit policy; Budgeting; purchases and sales policies; compensation; evaluation and the criteria efficiency; Workers participation and trade unionism in the administration of public enterprises.

#### Section-C

Public Accountability: Parliamentary, Presidential administerial Control, Government

Generals' Control; Efficiency audit and expert reviews; users' Committees and other advisory organizations; interrelations of public undertakings.

#### References: -

- 1. Hanson, A.H.: Public Enterprises and Economic Development.
- 2. Hanson, A.H.: Managerial problem in public enterprise.
- 3. Shukla, M.C.: Administrative in Business.
- 4. Om Prakash: Theory and working of State Corporation (with special reference to India).

Objective: The aim of the course is to be enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project. The course would also help to understand the role of financial services in project management and would make its students understand how to mobilize finance for domestic and international projects.

#### Section - A

- 1. Objective of Project Planning. Monitoring and control of investment projects. Relevance of social cost benefits analysis. Identification of investment opportunities. Pre-feasibility studies.
- 2. Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, financial planning, estimation of fund requirements, sources of funds. Loan syndication for the project. Tax considerations in project preparation and the legal aspects.
- 3. Project appraisal: Business criterion of growth liquidity and profitability social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate.

#### Section - B

- 4. Project review/control-Evaluation of project/PERT/CPM.
- 5. Cost and time Management issues in Project planning and management.
- 6. Financial services need for financial services various types of financial service. Fund based and Non-Fund based Characteristics and role of financial intermediaries.
- 7. Depository Institutions and financial services. Commercial Banks and their changing role. Functioning of banks. Financing Services and banking system.

#### Section - C

- 8. Non-Depository Institutions: finance companies and mutual funds and pension funds: a financial services and their role.
- 9. Financial Services and non-depository institutions. Merchant Banking Factoring. Forfeiting Leasing Securitisation Custodial services. Credit Rating Mortgages. Performance evaluation of mutual funds Depository Services.
- 10. Insurance: Insurable and non-insurable risk. Types of insurable risks. Benefit of insurance to project planners. Benefits and limitations of Risk Management Policy.

#### Suggested Reading:

- 1. Khan M.Y Financial Services.4<sup>th</sup> ed. McGraw Hill New Delhi 2001.
- 2. Prasanna Chandra, Project Preparation Appraisal and Implementation, 5<sup>th</sup> ed. Tata McGraw Hill. 2002
- 3. Dietrich J.K. Financial Services and Financial institutions: Value Creation in Theory and Practice, Prectice Hall New Jersey 1996
- 4. Clifford Gray, project Management, Richard D. Irwin 2005.

#### EA 107 E-Industrial Economics

#### Section - A

- 1. Nature and scope of Industrial Economics, Rationale of Industrialization and Foundation of Modern Industry.
- 2. Industrial Efficiency Concepts. Determinants, Measurement efficiency and Decisions-Making Process.
- 3. Market concentration Theoretical educations, Measurement of Market concentration and the Market Performance of a firm competition Act, 2002.

#### Section - B

- 4. Growth and forms of Industrial Combinations-Horizontal and Vertical integration and merger. Diversification trends.
- 5. Industrial Finance and Accounting. The need for Finance, Type of Finance, Source of Industrial Finance choice of Funding Internal Vs External sources, Role of lending institutions in India's industrial development foreign and industrial growth.
- 6. Industrial Location Analysis. The determinant of Industrial Location. A approaches to industrial Location Analysis, Operational approaches to industrial Location, Industrial Location trends in India and backward area development.
- 7. Industrial Productivity: The concept Measurement and determinants.

#### Section - C

- 8. Government Regulation of Industry: The need for Government Intervention in Industry, The Ways and Means of Government Regulations of industries, Social Control over industry. The legal frame book of Industrial Regulation in India. Appraisal of Industrial Policy of India. Specially Industries Policy of 1991.
- 9. Problem of Labour-Management relations in India, Industrial Relations Machinery including workers participation in management, trade Unionism and industrial disputes in India. Wage administration and wage policies in Indian Industries.
- 10. Industrial development in Rajasthan-Existing infrastructure, Govt. Policy Problem of large and small Industries.

## EA 108 - Quantitative Techniques

Note: The paper will contain nine questions having three questions in each section, Candidates are required to attempt five questions in all selecting at least on question from each section.

#### Section - A

- 1. Meaning and Scope of Quantitative Techniques: Role of Quantitative Techniques in Business and industry.
- 2. Time series analysis: Different methods of analyzing secular trends, fitting trend curves, measuring seasonal variations and cyclical fluctuations.
- 3. Regression analysis: Simple and multiple; its importance and application to business Simple Partial and Multiple correlations.
- 4. Statistical Quality Control: Control charts for variable and attributes Acceptance sampling.

#### Section - B

- 5. System approach to management and operation research Linear Programming (Graphic and Simplex methods) Distribution Methods and Optimal assignments. Elementary study of inventory planning. Queing theory and Game Theory.
- 6. Sample theory and its significance. Sampling analysis in case of large and small samples. Tests of significance-z 't' and 'f' tests.
- 7. Theory of attributes, Chi-Square and analysis of Variance.

#### Section - C

- 8. Research Methodology and survey Techniques.
- 9. Hypothesis testing.
- Source of primary and secondary data: Primary data collection techniques schedule, questionnaire and interview.

Note: The candidate shall be permitted to use battery operated pocket calculator that should not have more than 12 digit6 functions and 2 memories and should be noiseless and cordless.

### **Book Recommended**

- John Miter and William Wasserman: Fundamental Statistics for Business and Economics."
- 2. John E. Ullmann: Quantitative Methods in Management.
- 3. Turban and Meredith: "Fundamentals of Management Science"
- 4. N.P. Agarwal: Quantitative Techniques: Ramesh Book depot, Jaipur
- 5. D.N. Ellhame: Fundamental of Statistics.

#### Objective:

The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

#### Section - A

- 1. India's Foreign Trade: Pattern and Structure of India's foreign trade; India's trade in service. Terms of trade, India on the world trading map; Analysis of thrust export products and markers.
- 2. Foreign Trade Policy and Economic Relations: Policy making body and regulators framework. Trends and developments in India's foreign trade policy. Bilateralism and multateralism in India's trade relations; India and WTO, WTO and emerging trading environment, India's trade and economic relations with EU and other regional groupings: India and regional economic cooperation in South Asia.
- 3. Export Promotion Measures and Facilities: Export promotion measures and schemes: Export and trading houses, Import facilities for exports; Export processing/special zones (EPZs/SEZs) and 100% EOUs Policy framework and operational aspect.

#### Section - B

- 4. Institutional Arrangements and Infrastructure Support: Export promotion councils. Commodity boards/export development authorities; other service organizations: Infrastructure Support Transportation and warehousing infrastructure, Indian ports and shipping system.
- 5. Procedural and Documentary Framework An Overview. Trade operations and documentation, Procedure for getting started in export import business. Trade contract and INCO terms, Export payment terms and UCDPC; quality inspection, Excise and customs clearance.
- 6. Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance: Sources and schemes of foreign trade finance. Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage.
- 7. Foreign Exchange facilities and Regulations Foreign exchange facilities and exchange rate mechanism: Regulatory framework FEMA and its objectives and provisions: Other acts and regulations.
- 8. Foreign Investments: India's foreign investment policy and flows: India's investments abroad pattern and structure; Indian Joint ventures in foreign countries and their operations.
- 9. Balance of Payment Account India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.

#### Suggested Readings:

- 1. Ministry of Commerce. Export Import Policy, Government of India, New Delhi.
- 2. Nayyar Deepak, Foreign Trade Sector, Planning and Industrialization in India, in Trance J. Byres (ed.). The State Development Planning and Liberalization in India, Delhi, 1997.

## EA 110 -Industrial Development in Rajasthan

#### Section - A

- 1. Introduction: Need, scope and significance of industrial development in Rajasthan, Retrospect's and prospect of industrial development in Rajasthan.
- 2. Infrastructure facilities for the industrial development in Rajasthan.
- 3. Main Industries in Rajasthan: Sugar, Cement, Salt, Fertilizer, Oilseed processing, Textile, Jem & Jewellary, Marble etc.

#### Section - B

- 4. Govt. Agencies for the Industrial development in Rajasthan.
- 5. Govt. Policy: Industrial Policy of Rajasthan, Promotional Schemes and regulations.
- 6. Financial Resources: Role of financial Institutions, Role of FDI & FII in the Industrial Development.
- 7. Industrial Marketing.

#### Section - C

- 8. Industrial Relations: Availability of skilled & unskilled labour, industrial labour and their problems. Industrial relations, workers participation in management.
- 9. Problems and suggestions of Industries in Rajasthan
- 10. Industrial Environment in Rajasthan
- 11. A case study of RIICO, RFC, DICs.

# EA 111 - Agricultural Economics

- 1. Nature and Scope of Agricultural Economics. Rationale of Agriculture in Indian Economy. Agriculture Efficiency: Concept, Department and Measurement of Efficiency.
- 2. Agricultural Growth and Development in plan period with special reference to IX, Xth and XIth plan.
- 3. Agricultural Productivity: Concept, Measurement and Determinants. Risk and uncertainty factors in agriculture sector.

#### Section - B

- 4. Agricultural Inputs: Seeds, Fertilizer Pesticides Irrigation and power.
- 5. Agricultural Finance: Institutional and non Institutional Finance, Kishan Credit Card and Crop Insurance.
- 6. Agricultural Price: Price Policy, Support Price, Procurement Price, Rationale of Subsidy in Agriculture, input cost and Price Policy.

#### Section - C

- 7. Agriculture Marketing: Problems and Challenges, Export of Agriculture Product.
- 8. Infrastructure development in agriculture.



- 10. Agricultural Development in Rajasthan.
- 11. Investment in Agriculture sector.

#### Reference:

- 1. Sukhpal Singh: Rural Marketing Management, Vikas Publishing House, New Delhi.
- 2. Ruddar Datt, K.P.M. Sundharam, Indian Economy, S. Chand & Sons, New Delhi.

### EA 112 -Operation Research

Note: The Paper will contain question having three question in each section Candidate are required to attempt five question in all selecting at least one question from each section.

#### Section-A

**Operation Research**: Concept and significance of operations research: Evolution of operations research: steps in designing operations research studies; Operations research models.

Liner Programming and its Applications: Graphic method and simplex method; duality problem; Transportation problem; Assignment problem.

#### Section-B

Introduction to other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non-liner programming (introductory only)

Waiting Line Models: Waiters and services; Mathematical distribution of queues. Basic models of queuing theory and applications.

Inventory Control: Deterministic models and probabilistic models.

#### Section-C

Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

Simulation: Application of simulation techniques; Monte-Carlo approach.

Net-work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

#### References:

N.P Agarwal: Operational Research, Ramesh Book Depot Jaipur

C.R Kothari: Research Methodology

the following four of the following

## FM -- Business Budgeting

#### Section - A

1. Capital expenditure planning phases, Qualitative factors and judgment, Strategic aspects of Investment decisions.

2. Production decisions: Utilization of full production capacity. Starting a new product in place of old. Determination of product mix on the basis of key factor.

#### Section - B

3. Capital expenditure and Investment ranking techniques, Practical application of Payback. Average Rate of Return and Discounted cash flow (Time-adjusted) Techniques, Present value, Net present value, Profitability index, Benefit-Cost, Relation Internal Rate of return and Terminal value method, Capital budgeting under uncertainty: Inflation, Deflation and Indexation vis-à-vis capital budgeting.

#### Section - C

4. Investment Decisions: Investment timing and duration, Replacement of an existing asset, Investment decisions under Inflation, Investment decisions under capital Rationing.

5. Risk analysis in Capital budgeting: Nature of risk, conventional techniques to handle risk, Sensitivity analysis, Statistical techniques to handle risk, Decision trees for sequential investment decisions.

## John Public Finance

#### Section - A

Nature and scope of Public Finance: The expanding public budgets. Role of Public Finance in augmenting allocative efficiency distributive justice and economic stability in the economy.

The theory of functional and fiscal policy of developing economics. Resources Mobilization.

The theory of Public Expenditure Functional and economic classification of public expenditure, Effects of Public Expenditure on production and distribution, Major trends in public expenditure in India.

#### Section - B

Public Revenue, Functional and economic classification of public revenue. The Principles of taxation, Canons of Taxation, the incidence of taxation under monopoly and perfect competition, Effects of Taxation Measurement of degree progression of taxes. Overall progressiveness of the whole tax system.

#### Section - C

Theory of Federal Finance Financial, Relation between Central and State Government in India. Major criteria for transfer of funds. Adequacy of Revenue in relation to functions of State Government. Salient factures of Indian Tax system, Major taxes at Central, State and Local Levels, Main trends in the revenues of the Central and State Governments in India, the new financial Policy.

Salient features of State Finance in Rajasthan since 1956 growth and distribution of revenue and expenditure under major economic heads, Burdon of debt to the centre overdrafts.

## FM . Security Analysis

#### Section - A

- 1. Investment: Nature and scope of investment analysis, Elements of investments Avenues of investment, Approaches to investment analysis, concept of return and risk, Security return and risk analysis, Measurement of risk and return.
- 2. Financial Assets: Types and their characteristics, Source of financial information.

#### Section - B

- 3. Public Issue: SEBI guidelines on public issue, Size of issue, Pricing of issue, Promoters contribution appointment of merchant bankers under Taking, Brokers, Registers, and Managers, Bankers & Auotenant of shares.
- 4. Secondary Market: Role, Importance, Types of brokers, Trading mechanism, Listing of security, Depository Role and Need Depository Act 1996.

#### Section - C

- 5. Valuation of Security: Bonds, Debentures, Preference shares, Equity Shares.
- 6. Fundamental Analysis: Economic Analysis, Industry Analysis and Company Analysis.
- 7. Technical Analysis: Trends, Indicators, Indices and moving averages applied in technical analysis.

#### Reference books:-

- Security analysis and portfolio management .... P. Pandian
- Investment analysis and portfolio management madhumati. Rangarajan
- Security analysis and portfolio management Fiscer and jorden

#### Section - A

- 1. Meaning and Scope of Quantitative Techniques: Role of Quantitative Techniques in business and industry.
- 2. Time series analysis: Different methods of analyzing Secular trend, Fitting Trend Curves. Measuring Seasonal Variations and cyclical fluctuations.
- 3. Regression analysis: Simple and multiple; Its importance and application to business. Simple Partial and Multiple correlations.
- 4. Statistical Quality Control: Control Charts for variables and attributes Acceptance sampling.

#### Section - B

- 5. Systems approach to management and operations research Linear Programming (Graphic and Simplex methods). Distribution Methods optimal assignments. Elementary study of inventory planning. Queing theory and Game Theory.
- 6. Sampling theory and its significance. Sampling analysis in case of large and small, samples. Tests of significance-z 't' and F tests.
- 7. Theory of attributes, Chi-Square and Analysis of Variance.

#### Section - C

- 8. Research Methodology and Survey Techniques.
- 9. Hypothesis testing.
- 10. Sources of Primary and Secondary data: Primary data collection techniques schedule, questionnaire and interview.

Note: The candidate shall be permitted to use battery operated pocked calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

#### **Books Recommended:**

- 1. John Miter and William Wasserman: "Fundamental Statistics for Business and Economic".
- 2. John E. Ullmann: Quantitative Methods in Managements.
- 3. Turban and Meredith: "Fundamentals of Management Science".
- 4. N.P. Agrawal: Quantitative Techniques: Ramesh Book Depot, Jaipur.
- 5. D.N. Ellhame: Fundamental of Statistics.

#### 109 FM - Capital Expenditure Decisions

#### Section - A

Budgeting: Meaning, Origin and significance: Business Budgets, Surplus budgets,
Deficit budgets and its limitations in Public/Private sector institutions; Budget as an
instrument of corporate planning; Framing of Government and Business budget;
Budget organization, Budget Committee and Time framework; Annual, Half-Yearly,
Quarterly, Monthly, Weakly and Daily Budgets.

 Operational Budgets: Feature of sound business budgeting; Materials budget; Labour budget, Overhead budget. Financial budgets; (Detailed study of various methods of preparing cash budgets) Practical application of flexible budgeting; Master budget, Human Resource budgeting, Budgeting of Time and other scarce (Economic) Resources.

#### Section - B

- 3. Capital budgeting, Financial planning, type of Investment and Gestation period, Project planning and appraisal of Commercial Viability.
- 4. Performance Budgeting: The concept, Evolution and its applicability to Government and business with special reference to India. Steps in the preparation of Performance budgets, follow-up, Evaluation (including Concurrent Evaluation) and Monitoring: Information management success and limitations of performance budgeting in India with special focus on Banks, Financial Institutions and Public enterprises, budgeting control, Zero base budgeting-its theory and practice with special reference to India.

#### Section - C

5. Budgeting and Management Reports: Financial forecasting and Investment decisions, External reporting of security markets. Government (Planners/Policy-Matters) and other agencies, Preparation of various performance, Reports for presentation to various levels of management, Timeliness, Reliability and Relevance of such reports and their Practical for mutations.

#### りり FM 以記 - Portfolio Management

#### Section - A

1. Portfolio Analysis: Estimate rate of return and standards deviation of portfolio, marketwise risk and retune Optimization, single index model, portfolio total risk, portfolio market risk and unique Risk, Sharps optimization solution.

#### Section - B

2. Capital Market Theories: Capital market line and security market line, risk free lending and borrowings, factors model, arbitrages price theory, two factors and multifactor model, principal arbitrage portfolios.

#### Section - C

- 3. Efficient Market Hypothesis:
- 4. Portfolio Performance Evaluation: Measurement of return, risk adjusted measure of return market timing, evaluation criteria and processors.

#### Reference Books:

- 1. Security analysis and portfolio management P. Pandian.
- 2. Investment analysis portfolio management, Madhumati Ranganrajan.
- 3. Security analysis and portfolio management, Fiscer and jorden.

#### Section - A

Concept of Financial System; Economic Development and Financial System; Growth of Indian Financial System – pre – 1951 Scenario, 1951 to Mid-Eighties Scenario, After Mid-Eighties Scenario and present Composition.

Money Market: Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds – An Overview and RBI's Regulatory Guidelines; Commercial Banks – Role in Industrial Finance and Working Capital Finance.

#### Section-B

Capital Market: Concept, Structure and Functions of Capital Market; Primary Market-Instruments of Issue and Methods of Flotation; Secondary Market – Concept, Market Players, Trading System and Settlement.

Institutional Structure – Indian Financial Institution: Development Banks- IFCI, ICICI, SFCs and IDBI: Investment Institution –UTI and other Mutual Funds; Insurance Organization- Life Insurance Corporation of India.

#### Section - c

Institutional Structure-International Financial Institutions: Organization, Management; Functions and working of International Financial Institutions-International Monetary Fund (IMF), International Banks of Reconstructions and Development (IBRD). International Development Agency (IDF), and Asian Development Banks (ADB).

## EFM - Operation Research

#### Section-A

Operation Research: Concept and significance of operations research: Evolution of operations research: steps in designing operations research studies; Operations research models

Liner Programming and its Applications: Graphic method and simplex method; duality problem; Transportation problem; Assignment problem.

#### Section-B

Introduction to other Types of Programming: Goal programming, Integer programming; Dynamic programming; Non-liner programming (introductory only)

Waiting Line Models: Waiters and services; Mathematical distribution of queues. Basic models of queuing theory and applications.

Inventory Control: Deterministic models and probabilistic models.

#### Section-C

Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

Simulation: Application of simulation techniques; Monte-Carlo approach.

Net-work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

#### References:

N.P Agarwal: Operational Research, Ramesh Book Depot Jaipur

Obdone Papers

COP 105

#### Cooperative Project Planning

#### Section - A

1. Project-Meaning, Objectives and Importance of Cooperative Project Planning Project Identification. Formulation of Project – Steps involved in Project Formulation, Internal and External constraints, Feasibility Analysis of a cooperative project. Implementation of Cooperative Project and use of Net-work techniques.

#### Section - B

- 2. Procedures and Formalities of registration of projects in the Cooperative Sector.
- 3. Project technology with emphasis on: indigenous technology. Location, Size. Plan Layout of Projects. Projects Financing-internal and External sources.

#### Section - C

4. Cost Concepts, Demand Forecasting, Princing and Profit Planning in the Cooperative Sector. Specific studies of Cooperative-Sugar, Dairy and Housing Projects.

#### **Books Recommended:**

- 1. Dennis, A. Celiners: Completes Guide of Project Management, Management Guide, U.S.A.
- 2. M.D. Vidwn: Cooperative Law in India, Committee for Cooperative Training, 1969.

COP 106 - Cooperative Movement in Rajasthan

#### Section - A

Introduction: Evolution of Cooperative Movement in Rajas han before Independence. Cooperatives during plans. Implementation of Cooperative Principles in Rajasthan. A detailed study of the Rajasthan Cooperative Societies Act, 1965 as amended upto date. Shodha Ram Committee 1976, Mirdha Committee, Shivraman Committee (CRAFICARD) with special reference to Rajasthan.

#### Section - B

Cooperative institution in Rajasthan, Cooperative Credit – short term, medium – term and long term Credit Societies – PACS, CCBS, Apex Bank, PLDB, and SLDB/ Omdistroa; Cooperative Banks, Urban Cooperative Banks.

#### Section - C

Role of the State Government in the growth of Cooperative Movement. Drawback of development of cooperative movement in the State and suggestion for its progress. Critical evaluation of following Apex organization:

- (i) RAJFED
- (ii) CONFED
- (iii) The Rajasthan State Cooperative Housing Financing Society.
- (iv) The Rajasthan State Cooperative Union.

#### Books Recommended:

- 1. तिवाड़ी, चौधरी एवं चौधरीः राजस्थान में सहकारी कानून प्रकाशन
- 2. वी. एस. माथुरः भारत में सहकारिता

3. वी. पी. गुप्ताः सहकारिता के सिद्धात एवं व्यवहार

Cop 167 - Rural Marketing

#### Section - A

- 1. Rural Marketing: Nature, characteristics and the potential of rural markets in India; Socio-cultural, economic and other environmental factors affecting rural marketing; Attitudes and behavior of rural consumers and farmers.
- 2. Marketing of Consumer Durable and Non-Durable Goods and Services in Rural Markets: Product planning, pricing, promotion and management of distribution channels for marketing durable and non-durable goods in rural areas: Media planning; Planning and organizing personal selling in rural markets.

#### Section - B

- 3. Marketing of Agricultural Inputs: Marketing of fertilizers pesticides, seeds, tractors and other agricultural implements in rural areas, Roll of Subsidies in Agriculture Inputs.
- 4. Agricultural Marketing: Classification of agricultural products with particular reference to seasonality and perishability; Market structure for agricultural product and its performance; Processing facilities for different agricultural products; Role and types of warehousing.

#### Section - C

- 5. Agriculture Price Determination and Commodity Trading: Role of Agricultural Prices Commission: Role of Central and State Governments Institutions and organizations in agricultural marketing; Unique features of commodity markets in India.
- 6. Problems of Agricultural Marketing in India and Challenges.
- 7. Co-operative Marketing: Nature, scope and role of co-operative marketing in India and Rajasthan.

#### COP 108 COP 108 - Quantitative Techniques

- 1. Meaning and Scope of Quantitative Techniques: Role of Quantitative Techniques in business and industry.
- 2. Time series analysis: Different methods of analyzing Secular trend, Fitting Trend Curves. Measuring Seasonal Variations and cyclical fluctuations.
- 3. Regression analysis: Simple and multiple; Its importance and application to business. Simple Partial and Multiple correlations.
- 4. Statistical Quality Control: Control Charts for variables and attributes Acceptance sampling.

- 5. Systems approach to management and operations research Linear Programming (Graphic and Simplex methods). Distribution methods and optimal assignments. Elementary study of inventory planning. Queing theory and Game Theory.
- 6. Sampling theory and its significance. Sampling analysis in case of large and small samples. Tests of significance-z 't' and F tests.
- 7. Theory of attributes, Chi-Square and Analysis of Variance.
- 8. Research Methodology and Survey Techniques.
- 9. Hypothesis testing.
- 10. Sources of Primary and Secondary data: Primary data collection techniques schedule, questionnaire and interview.

Note: The candidate shall be permitted to use battery operated pocked calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

#### **Books Recommended:**

- 1. John Miter and William Wasserman: "Fundamental Statistics for Business and Economic".
- 2. John E. Ullmann: Quantitative Methods in Management.
- 3. Turban and Meredith: "Fundamentals of Management Science".
- 4. H.P. Agrawal: Quantitative Techniques: Ramesh Book Depot, Jaipur.
- 5. D.N. Ellhame: Fundamental of Statistics.

Cof 109 Co-operative Movement in India

#### Section-A

Evolution of Cooperative Movement in India. Cooperative Movement before Independence and during the plans. Globalisation and cooperatives.

#### Section-B

Organisation of the Non-Credit Cooperative Societies:

- (a) Marketing Cooperative
- (b) Consumers Cooperative
- (c) Industrial Cooperative
- (d) Housing Cooperative
- (e) Producer Cooperatives

Government Control over Cooperative - Legal & Administrative Vaidyanathan Committee Report.

#### Section-C

Critical Evaluation of following Cooperative organization:

- (a) National Cooperative Development Corporation.
- (b) National Cooperative Dairy Development Corporation.
- (c) Anand Cooperative Dairy Federation Gujrat.
- (d) IFFCO Indian Farmers Fertilizers Cooperative Organisation.

Cooperative Movement in Rajasthan-An overview of Problem and present position.

#### References:

G.S. Kamat: New Dimensions of Cooperative Management

1.I.O: Cooperative Management & Administration

B.C. Mehta: Consumer Cooperation in India

## Cof 110 - Financing Cooperative Project Section-A

1. Meaning importance and role of finance in a project.

- 2. Need and nature of financial support required for improving promoting and sustaining a project.
- 3. Concepts of product orient credit/lending.
- 4. Calculation of financial requirements in a project.
- 5. Internal and external constraints of a project.

#### Section-B

- Sources of finance for a project non-institutional and institutional-commercial Banks,
   Financial Institutions, and Development Banks.
- 7. Regional Rural Banks and Cooperative institutions in case of the projects formulated for rural development.
- 8. Short -term, Medium term and long sources of finance.
- 9. Requirement of working capital.
- 10. Capital Budgeting.

#### Section-C

- 11. Project approach to financing-concepts, objectives and choice of a project.
- 12. Project formulation and appraisal-technical economic and financial aspects of the projects.
- 13. Social cost benefits analysis. Different concepts and techniques used in the appraisal. Project management.
- 14. Monitoring and evaluation of Project-types of evaluation. Lessons to be drawn from the failure and success of project.

#### References:

G.S. Kamat: New Dimensions of Cooperative Management

I.I.O: Cooperative Management & Administration

B.C. Mehta: Consumer Cooperation in India

©₽ /// · Micro Finance

#### Section-A

- 1. Meaning and definition of micro-finance, Salient features of micro-finance, benefit of micro-finance, target groups in micro-finance.
- 2. Credit requirement for farm, non-farm, activities, for livelihood of poer person.
- 3. Need for saving, credit & insurance-role of financial intermediation (Such as SHG, MFFIs)
- 4. Formal financial institutions and rural credit such as CB, RRBs, CCBs, MFIs.

#### Section-B

- 5. Role of micro-finance in poverty alleviation in rural areas.
- 6. Micro-finance institutions. Functions and impact.
- 7. Role of Government, NGOs, and financial institutions in micro-finance scenario.

#### Section-C

- 8. Micro- finance and SHGs, collective action for poverty alleviation and empowerment of rural people.
- 9. Issue of SHs grading, role of federation of SHG.
- 10. Issues of SHGs information problem, joint liabilities group (JLG), collection of information from SHGs & there reporting to financing Institutions.

#### SECTION V: ROLE OF NABARD IN DEVELOPMENT OF MICRO-FINANCE

- 1. Information Asymmetry and trust a frame work for studying Micro-finance in India, M.S Sharma working paper IIM Ahmadabad.
- 2. Development of rural poor through self help group by Shanker Chatterjee. EBSA Publishers, Jaipur
- 3. Rural Transformation- infrastructure and micro-finance by Harsh Bhargav and Deepak Kumar, ICFAI University Press, Hyderabad.
- 4. Microfinance in India-a state of the sector report, 2007 by Prabhu Ghate. A SAGE publication, New Delhi.
- Rural Transformation-socio economic issues by Harsh Bhargav and Deepak Kumar, ICFAI University Press, Hyderabad.
- Rural credit and Micro –finance by Katuri Nageshwar Rao, ICGAI, University Press, Hyderdabad

## Cof 112 Operation Research

#### Section-A

Operation Research: Concept and significance of operations research: Evolution of operations research: steps in designing operations research studies; Operations research models

Liner Programming and its Applications: Graphic method and simplex method; duality problem; Transportation problem; Assignment problem.

#### Section-B

Introduction to other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non-liner programming (introductory only)

Waiting Line Models: Waiters and services; Mathematical distribution of queues. Basic models of queuing theory and applications.

Inventory Control: Deterministic models and probabilistic models.

#### Section-C

Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

Simulation: Application of simulation techniques; Monte-Carlo approach.

Net-work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

#### References:

N.P Agarwal: Operational Research, Ramesh Book Depot Jaipur

C.R Kothari: Research Methodology

The Concept of Economic Administration: Nature, Scope, Objectives and Techniques of Economic Administration and Constitutional provisions in India.

Economic Policies and Planning: Fiscal and Monetary Policies. Industrial Policy, Industrial Policy, Industrial Licensing, Instruments of trade regulation, State Trading Economic controls.

#### Section-B

Administration of Financial Resources: Central and State Financial relations, The Constitutional provisions.

The Finance Commissions: Their recommendations and effects on Fiscal policy of the Government, Administration of Public Debt of India. The External resources and problem.

#### Section-C

Financial Administration of the Indian Union: Centre, State and local Finances: Parliament and Public Accountability: The role of Estimates Committee Public Accounts Committee, Comptroller & Auditor General of India, Leakage in Financial Administration.

Planning Organisation and Administration: Machinery for the Formulation, Implementation, Supervision, Co-ordination and Evaluation of five year plans in India (a detailed study of planning machinery in India).

Principles of Economics

#### References:

1. Chanda, Ashok Indian Administration 2. Bhargava, R.N. Indian Public Finance

3. Prem Chand A: Control of Public Expenditure in India

4. Kaldor, N. An Expenditure Tax 5. Lewis, W.A.

6. Tandon, B.C.: Economic Planning

#### Co-operative Sector Management

#### Section-A

Concept of Co-operative Management. Principles of Co-operation and Principles of Management, Integration of the two in Co-operatives-Reference of Management functions in Co-operation Professionalisation of Co-operative Management-its merit and demerits, Limitation of Professional Management in Co-operative Institutions. Government Control over Co-operatives: Legal and Administrative.

#### Section-B

Organisation Structure of Co-operatives. Organisation Chart for Short term Medium term and Long term Credit Institutions. Management of Co-operative Banks Leadership in Co-operatives. Characteristics of a good Leadership in Co-operative Sector. Federal Structure of Co-operative Organisation-Control Over Co-operatives, Audit and Co-operative Supervision.

#### Section-C

Co-operative Training-Needs and Importance in Modern era. Role of National Co-operative Union of India in the Co-operative training system. Difference between Co-operative education and cooperative training. Role of Institutional framework of Co-operative its characteristics. Merits and demerits of Democratic governance.

#### References:

G.S. Kamat : New Dimensions of Co-operative Management.

G.S. Kamat : Cases in Co-operative Management

I.L.O. : Co-operative Management & Administration

#### Structure and Role of Indian Banking System

Structure of Indian Banking System

Central bank - Commercial banks - Cooperative banks - Regional Rural Banks-Local Area Banks: Difference between scheduled and non scheduled bank, Role of banking system in the economic growth and development

#### Private sector banks & nationalized banks

Private sector banks in India: Their progress and performance after 1969. Foreign banks in India: Their progress and performance, Regulation Regulation of Foreign banks in India

Social control over banks, Nationalisation of banks - Arguments for and against nationalisation, Objectives of nationalisation, Progress of nationalized banks pertaining to branch expansion, deposit mobilization, credit development and priority sector lending: Lead Bank Scheme

#### State Bank of India & Reserve Bank of India (RBI)

State Bank of India, Subsidiary Banks to State Bank of India.

Role of State Bank of India: As an agent of the RBI, as a commercial bank, its role in industrial finance, in foreign exchange business, in agricultural finance and rural development, and in assisting weaker sections of the Society Progress and Performance of SBI.

Evolution of the Reserve Bank of India,

Organization and Management of the RBI

Functions of the RBI:

Issue and Management of currency Banker to the government Bankers' bank: lender of the last resort, central clearance, supervision of banking system, controller of credit-Qualitative and Quantitative methods of credit control, Custodian of foreign exchange reserves Collections and furnishing of credit information

#### **Banking Sector Reforms**

Agricultural finance

Export finance Industrial finance

Rationale and objectives of reforms, Problems of nationalized banks

Recommendations of the Narasimham Committee (1)

Reforms of the committee pertaining to-

CRR (Cash Reserve Ratio),

SLR (Statutory Liquidity Ratio),

Interest rate structure, Directed credit programme, Income recognition,

Asset classification,

Capital adequacy norms Provisioning,

Management of Non Performing Assets (NPAs),

Debt Recovery Tribunals,

Recommendations of the Narasimham Committee (II)

Consolidation of banking system,

Directed credit programme,

Redefining of the NPAs

Revision in the Capital adequacy

#### Recommended Books:

- 1. Functions and Working of the RBI: Reserve Bank of India Publications.
- 2. Financial Sector Reforms and India's Economic Development: N.A.Majumdar
- 3. Central Banking and Economic Development: Vasant Desai
- 4. Monetary Economics: S.B. Gupta
- 5. Banking in India S. Panandikar
- 6. Banking: S.N. Maheshwari
- 7. Report on Trends and Progress of Banking in India: Reserve Bank of India Publication.
- 8. Annual Reports of Banks
- 9. Indian banking system Dr. Rita Swami
- 10. Indian Banking System Dr. B.R. Sangle, Dr. G.T. Sangle, Dr. Kayande Patil and Prof. N.C. Pawar
- 11. Inidan Banking System Prof. S.V. Joshi, Dr. C.P. Rodrigues and Prof. Azhar Khan

# 204 - Rural Development Section-A

Concept and Philosophy of Rural Development need & Important of Rural Development in the era of Liberalisation. Basic characteristics of Rural Economy of India. Gandhian Model v/s Rural Development Role of NGO's in Rural Development.

#### Section-B

Agencies for Rural Development at various levels. Concept of MNREGA Significance of MNREGA in Rural employment generation. Limitation in implementation of MNREGA need of Social audit in MNREGA need for rural infrastructure development.

#### Section-C

Panchayati Raj Institutions at village block level and district level. Constitution of Gram Panchayat, Panchayat Samiti & Zila Parishad. Role of Gram Panchayat in Rural Infrastructure Development. Rural Finance: Concept need and Importance. Main Sources of Rural Finance. Problem and prospects of Rural Finance in India.

#### References:

Rudardatt Sundaram

Indian Economy

N.L. Agarwal

Bharat Mein Krishi ka Arthtantra

EA 205

#### Economic Environment in India

#### Section-A

Economic Environment- Meaning, factors affecting Economic Environment, Basic features of India Economy.

Economic Policies- Agriculture Policy, Industrial Policy, Commercial Policy Fiscal Policy. Economic Planning- Meaning, Importance. Objectives & Techniques of Planning.

#### Section-B

Significance of Agriculture in Indian Economy, and New Agriculture Strategy, Agriculture Finance (Specially Kisan Credit Card), Nature and Causes of risk and uncertainty in agriculture, Measures to control risk and uncertainty. Agriculture & W.T.O

#### Section-C

Foreign Trade, Volume, Composition and Direction, Export Promotion.

Indian Economic Problems: Poverty, Unemployment, Economic Disparities and Population Explosion.

#### References:

- 1. Ruddar Dutt & K.P.M. Sundharam : Bhartiya Arthvivastha
- 2. A.N. Agrawal: Bhartiya Arthvivastha
- 3. Laxminarayan Nathuramka: Indian Economy
- 4. Chaudhary Charan Singh: Bharat ki Bkayanaha Arthvivastha Sthiti
- 5. Ruddar Dutt & Sundharam: Indian Economy
- 6. A.N. Agarwal: Indian Economy
- 7. N.L. Agarwal: Bhartiya Krishi Ka Arthtantra

#### EA 206 Development Economics Section-A

Nature and importance of economics development, common characteristics of under development countries (under Development, Underproductive agriculture-dualism-Population) Economic difference among poor countries, Innovation and Development, Labour and capital saving innovations-choice of techniques. Natural Resources, Economic Development and Environmental Degradation.

#### Section-B

Human Development: Its role, progress and direction poverty, inequality unemployment Measures NREGA, Agriculture and Food Managers in India. Population Policy.

Infrastructure development its role and growth. Inclusive growth and distributing justices Foreign Investment and Economic Development.

#### Section-C

Fiscal Developments and Public Finance for accumulation of capital and acceleration of growth, Indian Planning Development-brief study of Indian Plants with reference to objectives, Financial Resources Challenges, Policy Response and medium term Prospects.

#### **Books Recommended:**

- 1. Simon Kuznets: Economics Growth and Structure (HEB)
- 2. Amlan Datta: paths to Economic Growth (Allied Publishers).
- 3. Enke Dobb: Economic Development (Prentice Hall).
- 4. Maurice Dabb: Economics Growth and Planning (Routledge and Kegan Pcul)
- 5. Mahalanobis: Talks on Planning
- 6. Five Year Plans: Government of India.
- 7. Economics Survey: Government of India.

### EA 207 Infrastructure Management

An overview of infrastructure: Meaning ROLE IN Growth, Existence and availability, Infrastructural Gaps, main Components: Physical, economics and Social Infrastructure.

#### Section-B

Transmission, Trading Access and Exchange Energy, Petroleum and Gas, Coal, Railways, Rods, Civil Aviation, Ports, Telecommunication, Urban Infrastructure, Health, Education and Drinking Water.

#### Section-C

Investment and Financing of infrastructure projects, financial structure and corporate governance, Role of Foreign Investment, Policies and strategies during and after reforms (LPG Regime) State of conditions of infrastructure in Rajasthan-Challenges and efforts made by Government in Rajasthan. Infrastructure Financing Scenario in India

#### Books Recommended:

- 1. Lawis, W.A.: The Theory of Economic Growth.
- 2. Planning Commission, Eleventh Five Year Plan (2007-12,) Vol.II
- 3. Centre for Science and Development: The State of India's Environment, 1982, Ch.9.
- 4. Government of India, Economic Survey, (2007-08)
- 5. Ministry of Railways: Explanatory Memorandum on the Railway Budget, 2008-09.
- 6. Planning Commission, Eleventh Five Year Plan (2007-12), Vol.II, Social Sector Services.

- 8. World Bank (2008), World Development Indicators (2008)
- 9. Council for Social Development (2006), India: Social Development Report, Ch.2 and 3.
- 10. Peter Berman & Rajeev Ahuja (2008), Government Health Spending in India, Economic and Political Weekly, June 28, 2008.

National Commission for Enterprises in the Unorganized Sector (2007), Report on Condition of Work and Promotion of Livelihoods in the Unorganized Sector.

EA 208
- International Business Environment

Meaning, scope, relevance of the study of International business environment. Globalisation and International business

- Cultural environment facing Business
- Political and Legal environments
- Economic environment
- Globalisation and society

International trade and factor mobility theory, Government influence on trade, cross national cooperation and agreements.

Global foreign exchange and capital market, determination of exchange rates.

Strategies of International business community evaluation and selection. Export & Import strategies. Direct investment and collaboration strategies. Multinational finance function. Capital flows, Capital control and International business risk.

Strategic complexities in International business, Long-term planning, Models, Network, Strategic planning and uncertainty.

#### Recommended Books:

- 1. Oxford handbook of International business- Rugman, Alan M., Brewer, Thamas L.
- 2. International Business: environment and operations John Daniels, Lee Radebaugh, Daniel Sulivan.
- 3. Doing business anywhere the essential guide to going global Travis, T. John Widey & Sons (2007).
- 4. International business- Dowling. P; Liesch. P; Gray, and Hill, C.
- 5. International business- Competing in Global markets- Charles W.L Hill, McGraw Hill, 2005.

EA 209 International Finance

International Finance: Meaning Subject-matter, Scope and Problems of International Finance, Multinational Financial system, Transfer pricing-mechanism and operations.

International Trade: Necessity, Significance and Problems of International Trade, the Comparative Cost Theory of International Trade, Balance of Payments-Items and Causes of Disequilibrium and their Remedies. Methods of International Payments.

Short-Term Sources of Finance: The Role of Discounting and Accepting Houses.

Documentary Credit: Meaning, Characteristics. Parties Types, Procedures and Documents Used in a Documentary Credit.

The Euro-Currency Market: Meaning, Brief History, Factors Responsible for Growth and Working Mechanism of Euro-Currency Market, Functions of Euro-Currency Market Risk and Problems of Euro-Currency Market.

Exchange Rates: Theories, Fluctuations and Quotations, Indian system of foreign exchange

Forward Exchange: Procedure, Problem and Benefits of Dealings in Forward Exchange.

Exchange Control: Meaning, Methods and Exchange Control in India.

Long Term Sources of Finance: The Export Import Bank of U.S.A, Japan and India.

Insurance of Exporter's Credit: The Export credit and Guarantee Scheme in U.K and India,

Role of Export Credit & Guarantee Corporation in Promoting Indian Exports.

International Financial Institutions: I.M.F., World Bank and its affiliates, Asian Development Bank.

#### BOOK RECOMMENDED:

International Finance : Avadhani V.A.

Management of Indian Financial Institutions : Srivastava R.M.

Financial Management : Ravi M. Kishore

Foreign Exchange

Multinational Financial Management

An Introduction of International Economy

: G.S Lall

: Alan Shapir

B.O Soderstion

Introduction to International Economy : D.M Mithani

# EA 210 Economic of Rajasthan Section-A

Basic Characteristics of the Economy of Rajasthan. Position of Rajasthan in Indian Economy. Rajasthan's Physiographic, Population, Occupational Structure. Causes of low literacy rates in Rajasthan. Main causes of population growth in Rajasthan. Government Measures towards Population Control. Human resource Development in Rajasthan.

#### Section-B

Natural Resources: Land, Water, Livestock and Wildlife. Mineral Resources and New Mineral Policy of Rajasthan. Agriculture: Land Utilisation, Cropping Pattern and Main Crops in Rajasthan. Agriculture Development during Pal Period and Causes of Slow Growth of Agriculture during plan period, Land Reforms in Rajasthan Sources of Irrigation in Rajasthan. Famine and Drought in Rajasthan.

#### Section-C

Industry: Salient Features. Role & Importance of Small Scale industries in the industrial Development of Rajasthan. Main problem of small scale industries and suggestions to improve them. Tourism Development in Rajasthan. Main Features of Tourism in Rajasthan.

Poverty and Unemployment in Rajasthan, its causes and Remedies. Economic Reforms in Rajasthan.

#### References:

L.N. Nathuramka

Economy of Rajasthan

Government of Rajasthan

Economic Survey of Rajasthan (From 200001-

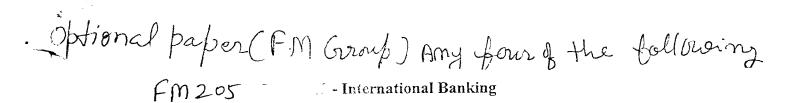
to 2010-11)

Government of Rajasthan Government of Rajasthan

Basic Statistics of Rajasthan- Latest

Statistical Abstract of Rajasthan-Latest

EA 211 Disseratation/ Project Report



#### Section-A

Growth of Central Banking, Central Banking in developing economy. Central Bank and government, Recent Trends in Central Baking.

#### Section-B

A detailed study of International Monetary and regional financial institution. The I.M.F., World Bank and its affiliates. The Asian Development Bank. The London, New York and Singapore Markets, Features and Characteristics.

#### Section-C

Off Shore banking, the Organisation of Central Banking in the United Kingdom. United States of Amercia. Union of Soviet Socialist Republic and Japan.

#### **Books Recommended:**

- 1. DeCock: Central Banking
- 2. Sen. S.N.: Central Banking on Underdevelopment Economic
- 3. Sayers, R.S.: Modern Banking
- 4. Annual Report o Central Banks of Different Countries
- 5. Chandler, L.V.: Economic of Money and Banking
- 6. Kent R.P.: Money and Banking
- 7. Brain Tew: International Institutions.

FM 206 -Bank Management

#### Unit I

Introduction of Banking: Meaning and Definition of Banking: Features of Banking: Classification of Banks, Indian Financial Market and Commercial Banks: Management of Commercial Bank: Board of director: Organisational set-up of commercial Banks on India: Profitability of Commercial Banks in India.

#### Unit II

Central banking System: Definition of Central Bank: Management and & Organisation of RBI, Function of RBI, Supervisory norms for Banks.

#### Unit III

Banking Business: Employment of Funds: Loans and Advances- Meaning and Concept, Types of Loans: Cash, Credit, Overdraft, Term Loans, Mechanism of Operation of Loan Account, Management of Loans and Advances; Legal Aspect of Loans and Advances, Primary and Collateral Securities, Modes of Creating Charges on Securities, Meaning and Concept of Hypothecation, Bank guarantee, Letter of Credit.

#### Unit IV

Merchant Banking- Introduction, Concept, role of Merchant Bankers, Investment Banking, Venture Capital Funding, Factoring Services, Bank assurance.

#### Unit- V

Non Performing Assets (NPA) Management, Prudential Norms, Capital Adequacy, Income Recognition and Asses Classification, Remedial and Corrective Measures in managing VPAs

#### **BOOK RECOMMENDED**

- 1. P.N Varshney-Banking Law and Practice, Sultan Chand, New Delhi.
- 2. R. Parameswarn and S. Natrajan-Indian Banking-Vikas, New Delhi.
- 3. R.M Srivastava-Management of Financial Institutions, Himalaya, Mumbai

## FM 207 - Investment Management

#### Unit I

Investment Concept, Investment and Gambling, Influencing factor of investment decision: Financial decision Vs Investment, Process of Investment Program.

#### Unit II

Investment Avenues: Investor Classification: bonds Preference Shares, Equity Shares, Public Issue, Private Placement, Right Issue, Government Securities, Post Office Deposits, Real Estates, venture Capital, Mutual Fund, Precious Metals, Life Insurance etc.

#### Unit III

Risk & Return: Meaning and Concept of Return, Various Techniques Used in Measurement of Return. Classification of Risk, Measurement (SD & Variance) and Management of Risk

#### Unit IV

Valuation& Analysis of Securities: Bond Theories & Valuation Models, Valuation of Bonds Preference Share, Equity Shares, Real Estate

#### Unit-V

Investment and Tax Planning: Exemption and Deduction, Equity Analysis & Equity Research Report. Fundamental Analysis, Technical Analysis, Interpreting Research Report.

#### **BOOK RECOMMENDED**

- 1. Prasanna Chandra- Investment and Portfolio Management
- 2. S.K Evein-Security Analysis and Portfolio Management
- 3. V.K Bhalla- Investment Management.

1.) Evolution of central banking

Origin and evolution of central banking.

Need and rationale of central bank.

Evolution of Reserve Bank of Indian (R.B.I.)

The Reserve Bank of India as currency authority and banker to Government

A) The Reserve Bank as currency authority:

Issue of currency notes

Asset backing for note- issue

Distribution of currency

Currency chests

Recent developments in currency management.

B) The Reserve Bank as banker to Government:

Maintenance of Government accounts.

Banker to the Central Government and the State Governments

Management of public debt

2.) Regulation and supervision of Reserve Bank over Commercial banks.

Regulation and supervision over commercial banks:

Licensing of banks, Opening of new banks, Branch Licensing, Foreign banks

Cash reserves and liquid assets

Prudential norms, capital and reserves

Control over methods of operation

Para banking activities

Control over management

Annual accounts and audit

Subsidiaries of commercial banks

Credit Information Bureau Insurance

Inspection of banks: Board for financial Supervision (BFS) and

system of inspection.

3.) The conduct of central banking in open and market

Oriented economies. Uncertainities and risk in integrated

financial system, the new orientations in traditional

functions, the changing face of monetary policy

management in open and market oriented

economics, transmission mechanism of monetary policy

Non-banking financial companies (NBFCs) Regulatory framework for NBFCs: Measures for supervision over NBFCs.

FM209
Project Planning & Control

Defining Project its objectives, Identification, Project Classification, and Capital 1. Investments: Importance and Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, facets of Project Analysis, Feasibility Study, and

Parameters of Project Formulation. Generation and Screening of Project Ideas, Strategy and Capital Allocation.

- 2. Input Analysis: Identification of Nature of resources to be used by the project, Estimation of the Magnitude to the Resource Requirement and regular Supply, Techno-Fin-Economic Analysis of the Project.
- 3. Project Control: Standards and Performance, Control and Information system, Various Analysis Approach, Performance Analysis, Monitoring of the Project, Network Techniques for Projects: Developments of Project Network, Time Estimation, Determination of the Critical Path, Scheduling when Resources are Limited, PERT, CPM Model. Control of In-Progress Project.

#### **Books Recommended**

- 1. Prasana Chandra: Project Planning, Analysis Selection, Financing, Implementation and Review.
- 2. Gordon, Lawrence A. and George E. Pinchos:, Improving Capital Budgeting: A Decision Support System Approach

FM 200 - Monetary Policy

- 1. Money and Economic System, characteristics of Money. Its static and dynamic function, Role of money in a capitalistic, socialistic and planned economy.
- 2. Concepts of Money- M1, M2, M3, M4 Demand for money in developed and underdeveloped economic, Determinants of the supply of money.
- 3. Value of money (Theories): Commodity theory of money transaction, Quantity theory of money and the Marshallian version, Fisher equation.
- 4. Cash balance approach to quantity of money, theory of saving and investment. Liquidity theory of interest.
- 5. Trade Cycle-Nature and Phases. The theories of trade cycles, Control of trade Cycles, Multiplier and accelerator.
- 6. Monetary Policy: Objects of Monetary Policy under static cyclical and growth setting, Monetary expansion, Target and indicator of monetary policy, Monetary Policy n India, Structure on Interest rate in Ind. Coordination and Conflects of Monetary policy with other policy

#### **BOOK RECOMMENDED**

- 1. Paul Einzig: Monetary Policy L; End and Means.
- 2. Sethi: Problems of Monetary Policy in underdeveloped Economy.
- 3. Kolhatkar: Modern Theory of Money.
- 4. Iyenger: Monetary Policy and Economic Growth.
- 5. Hansen: Monetary Theory in Pratice.
- 6. C. Rangarajan: Monetary Policy.

F.M 211 Disseratation / Project Report

## COP 205 - Cooperation & Agriculture Organization Section-A

Theory of co-operation: Characteristics and Basic Principles of Co-operation Comparative study of different economic organizations. Co-operative as a balancing factor between public and private sector. Role of co-operation in the development of agriculture. Management of Co-operative: Concept of Democratic Management. Role of the General Body and Board of Director. Functions, powers & duties of the Board President, Secretary/Managing Director/Management of the Society. Need of Bureaucratic managers in co-operative organizations-merits and demerits.

#### Section-B

Organisation of Agriculture: Contribution of agriculture in developing countries, its problems and prospects in Indian Economy. Farm Credit: Need for credit, Sources of credit, Role of Co-operative Institution in the field of farm credit. Kisan Credit Card, Crop Insurance Policy.

Economics of Farm labour Use: Factor affecting labour efficiency in agriculture with special reference to availability to surplus labour in developing countries.

#### Section-C

Marketing of Agricultural Products: Importance of co-operative marketing of agriculture produce. Linking of credit with marketing its problems and prospects. Agricultural Planning and Agricultural Development in India. Agricultural development in plan periods causes of slow development and suggestions.

#### **Books Recommended:**

- 1. Schultz, T.W.: Economic Organisation of Agriculture.
- 2. Desai, B.M., Desai, M.D.: The New Strategy of Agricultural Development in Operation.
- 3. Jain, S.C.: Agriculture Planning in Developed Countries.
- 4. Shukla, Tara: Economic of Under Development Agriculture.
- 5. Kulkarni, K.R.: Theory and Practice of Co-operation in India and abroad
- 6. Reserve Bank in India: Rural Credit Follow-up surveys.
- 7. Agrawal, N.L.: Bhartiya KRishi Arthtantra, Rajasthan Hindi Grant Akademy, Jaipur
- 8. Gupta, Dr. N.L.: Rajasthan Mein Krishi Vikas, Rajasthan Hindi Granth Akademy Jaipur

COP 206
- Cooperation & Rural Development

#### Section-A

Concept and significance of Rural Development. Strategy of Rural Development: current issues. Rural Development Administration-Rural Development Agencies. Role of Panchayati Raj Institution in Rural Development. Village level, Block level and District level Administration for Rural Development.

#### Section-B

Rural Infrastructure Development: Rural Road's, Rural markets, Electrification, Water Supply Education and health. Rural Development programmes: From Antodaya to IRDP. New Rural Development schemes: Swaranjanyanti Gram Swarojgar Yojana (SGSY), Jawahar Gram Samridhi yojana (JGSY), Sampurana Gramin Rojgar Yojana (SGRY). Pradhan Mantri Gram Sadak Yojana (PGSY), National Rural Employment Guarantee Act (NREGA). Main features of NREGA. Programmes related to Tribal Welfare, Drought Area Development, Desert Development, Nature and forest conservation, Woman and child development.

#### Section-C

Origin of Co-operative movement, Brief history in India and Abroad, Co-operative movement in Rajasthan. Co-operation is middle way between Capitalism & Socialism. Co-operative Marketing & Consumers Co-operatives. A Study of Rajasthan State Co-operative Bank. (Apex co-op. Bank) and RAJFED

#### **Books Recommended:**

1...

1. B.S. Mathur : Co-operation in India

2. R.D. Bedi : Theory History and Practice of Co-operation

3. F.R. Fay : Co-operation at Home and Abroad

4. B.S. Mathur : Sahakarita

5. B.P. Gupta : Sahakarita ke Sidhanta Avam Viyahar

6. V.Sharda : The Theory of Co-operation

## CoP 207 Cooperation Law

#### Section-A

- 1. Co-operative Legislation in India: Historical Development of Legislation, Co-operative Societies Act 1904 and 1912 as amended upto-date.
- 2. Main Findings of Committee on Co-operative Law, 1956 (S.T. Raj Committee).
- 3. Co-operative Legislation in Rajasthan: A detailed study of the Rajasthan Co-operative Societies Act 1965 as amended upto-date.

#### Section-B

- 1. Banking Regulation Act, 1949 as applied to Co-operative Banks.
- 2. Implementation of Co-operative Law in India and Rajasthan.
- RBI & NABARD

#### Section-C

### A Brief study of the following institutions:

- 1. National Co-operative Consumers Federation (NCCF).
- 2. National Co-operative Development Corporation (NCDC)
- 3. National Co-operative Union of India (NCUI)
- 4. Indian Farmers Fertilizers Cooperative (IFFCO)
- 5. National Agriculture Co-operative Marketing federation (NAFED)
- 6. National Institute of Co-operative Management (Vaikunth Mehta Institute, Pune) (VMNICM)
- 7. National Co-operative Dairy Federation.

#### **Books Recommended:**

- 1. Co-operative Societies Act-1904.
- 2. Co-operative Societies Act, 1912 as amended upto date.
- 3. Rajasthan Co-operative Societies ac, 1965, as amended upto-date.
- 4. Report of the Committee on Co-operation (Mirdha Committee).
- 5. Committee on Co-operative Law (S.T. Raja Committee).
- 6. Report of the Committee on Co-operative Administration, 1963.
- 7. Co-operative Law in India, M.D. Vidwans
- 8. Annual Report of the specific institutions.

# COP 208 - International Cooperative Movement Section-A

Concept and Philosophy of Co-operation. Evolution of Co-operative Movement at International Level. International accepted Principal of Co-operation. Co-operative Credit system at International Level. Problem and Prospects of Co-operative Movement Study of

International Cooperative Alliance (ICA). Co-operation is a middle way between Capitalism and Socialism.

#### Section-B

Origin and Growth of Consumers Co-operative Movement in the World. Role of Robert owen in the Development of Co-operative Movement. Consumers Co-operative Movement in England. Origin and objectives of Rochdale Equitable Pioneer Society. Progress of Retail Consumers Co-operative and Co-operative Wholesale Societies. Factors leading to the success of Consumers Co-operative Movement in England. Its problem and Remedies.

#### Section-C

Co-operative Credit Movement in Germany. Credit Structure in India Comparison of Co-operating Credit Movement between India & Germany. Principal and working of Raiffeisen Societies/Banks. Recent Trends in Co-operative Credit Societies in Germany. Characteristics of Co-operative Dairy Societies in Denmark.

#### References:

**B.S Mathur** 

Co-operation

**G.S Kamat** 

Dimensions of Co-operative Management.

K.K. Taimani

Co-operative Organisation and Management.

I.L.O.

Co-operative Management and Organisation.

COP 209

Rural Economics

Section-A

Rural Scenario of Indian Economy: Basic features of Rural Economy. Agricultural Finance: Concept of Crop loan-its need and importance. Linking Credit with marketing. Agricultural Marketing; Need and Importance. Problem of Agricultural marketing. Suggestion to Agricultural and Rural Development.

#### Section-B

Rural Industries Definition and Legal Framework. Institutional Assistance of Rural Industries. Importance, Problem and Prospects of small scale & Cottage Industries. Role of Khadi and Gramodyog in Rural Employment Generation. Role of District Industrial Centres (DICs) in the Rural Industries.

#### Section-C

Need and importance of rural infrastructure. A detailed study of Rural Roads, Rural Electrification, Supply of Drinking water and Rural Marketing Social infrastructure: Education & Health, Institutional Framework of Rural infrastructure: Panchayati Raj Institutions & NGO's.

#### References:

- 1. Rudar Datt & K.P.M. Sundharam, Indian Economy, S. Chand & Sons, New Delhi.
- 2. Vasant Desai, Organisation & Management of small scale industries, Himalya, Publishing House, Mumbai.
- 3. H.R. Swami & B.P. Gupta, Rural development & Cooperation, Ramesh Book Depot, Jaipur
- 4. Vasant Desai, Study of Rural Economics, Himalaya Publishing House, Delhi.
- 5. NABARD Bank News Review, Mumbai

# COP 210 Management of Cooperative Business Section-A

Meaning and concept of Co-operative Business. Role and Importance of Co-operative Business in the present era. Main Characteristics of Co-operative Business. Introduction to Managing Co-operative, Emergence, Endurance and Growth of Co-operatives Salient and Unique Management Challenges Co-operative.

#### Section-B

Concept and definition of Management, Essential Elements of Management. Basis Principles of Co-operative v/s Management Principles. Relation of Management Principles with Co-operation and Distinction between Private Management and Co-operative Management. Concept and Importance of Democratic Management in Co-operative Institutions. Composition and Role of General Body and Board of Director/ Executive Committee, Functions and duties of Board of Directors. Role of Registrar/ Managing Director in Co-operative Institutions. Concepts of Ideal Managerial Organisation.

#### Section-C

Need of Professional Management. Role and Importance of Professional Management in Cooperative Institutions/ Limitations of Professional Management in Co-operatives. Induction of Bureaucracy in Co-operative Institutions. Deputation and Nomination of Government Officers. Its advantages and Disadvantages. Shortcomings of Co-operative Management and suggestions for its Improvement.

#### References:

B.S. Mathur : Co-operation

B.P. Gupta : Theory and Practice of Co-operation

G.S. Kamat : New Dimensions of Co-operative Management

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