

**UNIVERSITY OF RAJASTHAN,**  
**JAIPUR**


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

(E A F M)

**2013-2014 (PREVIOUS)-I/II SEMESTER**

**2014-2015 (FINAL)- III/IV SEMESTER**

Prepared by Pushk

Checked by   
1249

2. **Eligibility:**

A candidate who has secured more than 50% or CGPA of 3.0 in the UGC Seven Point scale [ 45% or CGPA 2.5 in the UGC Seven Point Scale for SC/ST/Non-creamy layer OBC] or equivalent in the Bachelor degree in Science or Engineering or Technology or Medicine or Pharmaceutical Science shall be eligible for admission to First Semester of a Master of Commerce course.

3. **Scheme of Examination:**

- (1) Each theory paper EoSE shall carry 100 marks The EoSE will be of 3 hours duration. Part 'A' of theory paper shall contain 10 Short Answer Questions of 20 marks, based on knowledge, understanding and applications of the topics/texts covered in the syllabus. Each question will carry <sup>Two</sup> ~~one~~ mark for correct answer.

- (2) Part "B" of paper will consist of Four questions with internal choice (except in cases where a different scheme is specifically specified in the syllabus\_ of 20 mark each. The limit of answer will be five pages.
- (3) Each Laboratory EoSE will be of four/six hour durations and involve laboratory experiments/exercises, and viva-voce examination with weightage in ratio of 75:25.

#### 4. Course Structure:

The details of the courses with code, title and the credits assign are as given below.

##### Abbreviations Used

##### Course Category

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

##### Contact Hours

L: Lecture

T: Tutorial

P: Practical or Other

S: Self Study

##### Relative Weights

IA: Internal Assessment (Attendance/Classroom Participation/Quiz/Home Assignment etc.)

ST: Sessional Test

EoSE: End of Semester Examination

##### **First Semester**

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1.	EFM 101	Economic Analysis	CCC	9	6	3	0	3	0
2.	EFM 102	Financial Management	CCC	9	6	3	0	3	0
3.		Core-Elective	ECC	9	6	3	0	3	0
4.		Core Elective	ECC	9	6	3	0	3	0
				36					

CCC(18), ECC(18)

2.

### Second Semester

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1.	EFM 201	Managerial Economics	CCC	9	6	3	0	3	0
2.	EFM 202	Financial Analysis and Control	CCC	9	6	3	0	3	0
3.		Core-Elective	ECC	9	6	3	0	3	0
4.		Core Elective	ECC	9	6	3	0	3	0
				36					

CCC(18), ECC(18)

### Third Semester

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1.	EFM 301	Theory and Practice of Economic Administration	CCC	9	6	3	0	3	0
2.	EFM 302	Cooperative Sector Management	CCC	9	6	3	0	3	0
3.	EFM 321	Project Work (Internal)	PRJ	9	6	3	0	3	0
4.		Core Elective	ECC	9	6	3	0	3	0

CCC(18), ECC(9), PRJ(9)

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## Fourth Semester

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1.	EFM 401	Indian Banking System	CCC	9	6	3	0	3	0
2.	EFM 402	Rural Development	CCC	9	6	3	0	3	0
3.	EFM 421	Project/ <del>Work</del> <i>Discretion</i>	PRJ	9	6	3	0	3	0
4.		Core Elective	ECC	9	6	3	0	3	0

CCC(18), ECC(9), PRJ(9)

Elective Core Courses/ Self-Study Elective Core Courses:

## Specialization Groups

A. EA: Economic Administration Group

B. FM: Financial Management Group

C. CO: Cooperation Group

All ECC Courses shall be taken from same group.

Elective Course Code	Specialization	Paper	Prerequisite	Semester
EFM A01	EA	Public Enterprises		First
EFM A02	EA	Project Management		First
EFM A03	EA	Industrial Economics		First
EFM A04	EA	Quantitative Techniques		First
EFM A05	EA	India's Foreign Trade	EFMA01/A02/A03/A04	Second
EFM A06	EA	Industrial Developments in Rajasthan	EFMA01/A02/A03/A04	Second
EFM A07	EA	Agricultural Economics	EFMA01/A02/A03/A04	Second

EFM A08	EA	Operational Research	EFMA01/A 02/A03/A04	Second
EFM A09	EA	Economic Environment in India	EFMA05/A 06/A07/A08	Third
EFM A10	EA	Development Economics	EFMA05/A 06/A07/A08	Third
EFM A11	EA	Infrastructure Management	EFMA05/A 06/A07/A08	Third
EFM A12	EA	International Business Environment	EFMA09/A 10/A11	Fourth
EFM A13	EA	International Finance	EFMA09/A 10/A11	Fourth
EFM A14	EA	Economy of Rajasthan	EFMA09/A 10/A11	Fourth
EFM B01	FM	Business Budgeting		First
EFM B02	FM	Public Finance		First
EFM B03	FM	Security Analysis		First
EFM B04	FM	Quantitative Techniques		First
EFM B05	FM	Capital Expenditure Decisions	EFMB01/B 02/B03/B04	Second
EFM B06	FM	Portfolio Management	EFMB01/B 02/B03/B04	Second
EFM B07	FM	Financial System in India	EFMB01/B 02/B03/B04	Second
EFM B08	FM	Operational Research	EFMB01/B 02/B03/B04	Second
EFM B09	FM	International Banking	EFMB05/B 06/B07/B08	Third
EFM B10	FM	Bank Management	EFMB05/B 06/B07/B08	Third
EFM B11	FM	Investment Management	EFMB05/B 06/B07/B08	Third
EFM B12	FM	Central Banking	EFMB09/B 10/B11	Fourth
EFM B13	FM	Project Planning & Control	EFMB09/B 10/B11	Fourth
EFM B14	FM	Monetary Policy	EFMB09/B 10/B11	Fourth

EFM C01	CO	Cooperative Project Planning		First
EFM C02	CO	Co-operative Movement in Rajasthan		First
EFM C03	CO	Rural Marketing		First
EFM C04	CO	Quantitative Techniques		First
EFM C05	CO	Co-operative Movement in India	EFMC01/C 02/C03/C04	Second
EFM C06	CO	Financing Co-operative Projects	EFMC01/C 02/C03/C04	Second
EFM C07	CO	Micro Finance	EFMC01/C 02/C03/C04	Second
EFM C08	CO	Operational Research	EFMC01/C 02/C03/C04	Second
EFM C09	CO	Cooperation & Agriculture Organization	EFMC05/C 06/C07/C08	Third
EFM C10	CO	Cooperation and Rural Development	EFMC05/C 06/C07/C08	Third
EFM C11	CO	Cooperation Law	EFMC05/C 06/C07/C08	Third
EFM C12	CO	International Cooperative Movement	EFMC09/C 10/C11	Fourth
EFM C13	CO	Rural Economics	EFMC09/C 10/C11	Fourth
EFM C14	CO	Management of Cooperative Business	EFMC09/C 10/C11	Fourth

### EFM 101 -Economic Analysis

#### Section – A

1. Meaning of Economics Analysis Economic Problem & functions of Economic System.
2. 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 long 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. Pindyck 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 Illinois.
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.

## EFM -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.

**EFM 201 - 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 case 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, McGraw 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.

## EFM 202 - Financial Analysis & Control

### Section - A

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.

## EFM 301 -Theory and Practice of Economic Administration

### Section-A

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).

**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. : *Principles of Economics*
6. Tandon, B.C. : *Economic Planning*

**EFM 302 - 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*

## EFM 321 – Project Work

### EFM 401 - Indian Banking System

#### 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

Agricultural finance

Export finance

Industrial finance

#### Banking Sector Reforms

Rationale and objectives of reforms, Problems of nationalized banks

Recommendations of the Narasimham Committee (I)

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.I. Sangle, Dr. Kayande Patil and Prof. N.C. Pawar
11. Indian Banking System - Prof. S.V. Joshi, Dr. C.P. Rodrigues and Prof. Azhar Khan

**EFM 402 - Rural Development**  
**Section-A**

Concept and Philosophy of Rural Development need & Importance 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.

9.

## 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

## EFM 421 – Project Work

### EFM A01- 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 administrative Control, Government directives and informal contacts; autonomy of public enterprises Controller and Auditors

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).

### EFM A02 - Project Management

**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.

**EFM A03-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.



## EFM A04- 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 one 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.
10. 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 digit functions and 2 memories and should be noiseless and cordless.

### Book Recommended

1. 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.

## EFM A05- India's Foreign Trade

### 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 markets.
2. Foreign Trade Policy and Economic Relations: Policy making body and regulators framework. Trends and developments in India's foreign trade policy. Bilateralism and multilateralism 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.

### EFM A06 -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, Gem & Jewellery, 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.

### EFM A07- Agricultural Economics

#### Section - A

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.

*A.*

9. New Agriculture Policy: Green and White revolution.
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.

**EFM A08 -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

## EFM A09- 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

## EFM A10- 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 Paul)*
5. Mahalanobis: *Talks on Planning*
6. Five Year Plans: *Government of India*.
7. Economics Survey: *Government of India*.

## EFM A11-Infrastructure Management

### Section-A

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.

7. Government of India, Economic Survey, (2007-08)
  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.

### **EFM A12 - 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, Thomas L.
2. International Business: environment and operations – John Daniels, Lee Radebaugh, Daniel Sullivan.
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.

### **EFM A13- 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 rate.

**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:**

<b>International Finance</b>	:	Avadhani V.A.
<b>Management of Indian Financial Institutions</b>	:	Srivastava R.M.
<b>Financial Management</b>	:	Ravi M. Kishore
<b>Foreign Exchange</b>	:	G.S Lall
<b>Multinational Financial Management</b>	:	Alan Shapir
<b>An Introduction of International Economy</b>	:	B.O Soderstion
<b>Introduction to International Economy</b>	:	D.M Mithani

*Economy*  
**EFM A14- 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<br>(to 2010-11) | : | Economic Survey of Rajasthan (From 200001- |
| Government of Rajasthan                 | : | Basic Statistics of Rajasthan- Latest      |
| Government of Rajasthan                 | : | Statistical Abstract of Rajasthan- Latest  |

**EFM B01 - 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 Pay-back. 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.

**EFM B02 - 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 features of Indian Tax system, Major taxes at Central, State and Local Levels, Main trends in the revenues of the Central and State Governments in India, the new financial Policy.

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

### EFM B03 - 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, Indicos 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

## EFM B04 - Quantitative Techniques

### 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.

## EFM B05 - Capital Expenditure Decisions

### Section - A

1. 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, Weekly and Daily Budgets.



2. 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.

### EFM B06 - Portfolio Management

#### Section – A

1. Portfolio Analysis: Estimate rate of return and standards deviation of portfolio. marketwise risk and return 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, arbitrage 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.

Q

## EFM B07 - Financial System in India

### 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 B08 - 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

**EFM B09 - International Banking****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 America. 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.*

**EFM B10 – 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 Asset Classification, Remedial and Corrective Measures in managing VPAs

**BOOK RECOMMENDED**

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

**EFM B11 - 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.

## EFM B12- Central Banking

### 1.) Evolution of central banking

Origin and evolution of central banking.

Need and rationale of central bank.

Evolution of Reserve Bank of India (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. Uncertainties and risk in integrated

financial system, the new orientations in traditional

functions, the changing face of monetary policy

management in open and market oriented

economies, transmission mechanism of monetary policy

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

## EFM B13 - Project Planning & Control

1. Defining Project its objectives, Identification, Project Classification, and Capital 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

#### **EFM B14 - 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 under-developed 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 Conflicts 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 Praticce.
6. C. Rangarajan: Monetary Policy.

## EFM C01 - 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, Pricing 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.

## EFM C02 - Cooperative Movement in Rajasthan

### Section - A

Introduction: Evolution of Cooperative Movement in Rajasthan 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 चौधरी: राजस्थान में सहकारी कानून प्रकाशन
2. वी. एस. माथुर: भारत में सहकारिता

3. वी. पी. गुप्ता: सहकारिता के सिद्धांत एवं व्यवहार

### EFM C03 - 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.

### EFM C04 - 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.

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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.

**EFM C05 - 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  
 I.I.O: Cooperative Management & Administration  
 B.C. Mehta: Consumer Cooperation in India

**EFM C06 - 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**

6. 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

## EFM C07 - 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 poor 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

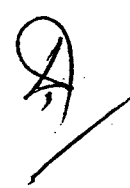
5. Role of micro-finance in poverty alleviation in rural areas.
6. Micro-finance institutions. Functions and impact.
7. Role of Government, NGOs, and financial institutions in micro-finance scenario.

### 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.
5. Rural Transformation-socio economic issues by Harsh Bhargav and Deepak Kumar, ICFAI University Press, Hyderabad.
6. Rural credit and Micro -finance by Katuri Nageshwar Rao, ICGAI, University Press, Hyderabad



## EFM C08 - 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

## EFM C09 - 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

### EFM C10 - 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 Roads, Rural markets, Electrification, Water Supply Education and health. Rural Development programmes: From Antodaya to IRDP. New Rural Development schemes: Swarnajayanti Gram Swarajgar Yojana (SGSY), Jawahar Gram Samridhi yojana (JGSY), Sampurna 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. 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

### EFM C11 - 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.
3. 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.

### EFM C12 - 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

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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. |

### EFM C13 - 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

**EFM C14 - 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 Co-operative 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