



**UNIVERSITY OF RAJASTHAN**

**JAIPUR**

**SYLLABUS**

**Post -Graduate Diploma  
In  
Management of Small Scale  
&  
Agro Industries**

**Examination – 2023**

*Raj / Jas*

**Dy. Registrar (Acad.)  
University of Rajasthan  
Jaipur**

**DEPARTMENT OF ECONOMIC ADMINISTRATION  
AND FINANCIAL MANAGEMENT**

**POST-GRADUATE DIPLOMA IN MANAGEMENT OF  
SMALL SCALE AND AGRO-INDUSTRIES**

**Scheme of Examination**

1. A Candidate must obtain for a pass atleast 25% marks in each individual paper and the monograph and 36% marks in the aggregate. The classification of successful candidates will be as follows:

First Division 60% of the aggregate marks

Second Division 48%

All the rest will be declared to have passed the examination. Every candidate shall be required to offer the following six papers and each paper of three hours duration carrying 100 marks.

2. There will be five questions in all. The candidates are required to attempt all the question. There will be one question from each unit with an internal choice (either/or).
3. Every candidate for the above diploma Examination shall be required to offer the following papers. Each theory paper shall be of 3 hours duration and carry 100 marks.

Paper – I	:	Economic Environment and Legal Framework
Paper – II	:	Financial Management
Paper – III	:	Materials and Marketing Management
Paper – IV	:	Special Problems of Small Scale and Agro-Industries
Paper – V	:	Project Work and Viva-Voce

**PAPER I : ECONOMIC ENVIRONMENT AND LEGAL FRAMEWORK**

Time : 3 hours

Max. Marks : 100

- Unit I Indian Economy : Main Charactensucs, Natural Resources, Land, Forests, Minerals, Energy, Water, Human Resources, Size and growth of population, density, occupational distribution, unemployment, population policy.

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- Unit II Agro-Industries Role in Agriculture and Rural development. Growth of Agro-industries in India with special reference to Rajasthan.  
Small Scale Industries : Definition and legal frame-work, Role in Indian Economy, Organisational structure of SSI, Development of Small Scale Industries during Five Year Plans.
- Unit III Regulations governing Small Scale Industries (Factory Act and other Labour Legislations) Tax concessions and incentives to Small Scale Industries. Industries reserved for Small Scale Sector, Items reserved for purchases from Small Scale Sector.
- Unit IV Institutional Assistance to Small Scale Industries: Central Government Agencies, viz.. Small Scale Industries Board (SSIB), Small Scale Industries Development Organisation (SIDO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Extension Training Institute (SI ETI), Rajasthan State Government Agencies- Directorate of Industries, Rajasthan Small Industries Corporation, Rajasthan Industrial Development and Investment Corporation, Rajasthan Mineral Development Corporation, Rajasthan State Agro-industries Corporation and Rajasthan Financial Corporation. Industrial Estates.
- Unit V Criteria for backward districts/areas. A brief study of subsidies and other concessions provided by the Government of India; State Government.

#### Books Recommended

1. Kahn. R.R. Management of Small Scale Industries.
2. Vasant Desai . Organisation and Management of Small Scale Industries
3. Mathur, H.M. Industrial Economy of a Development Region
4. Dhar. P.N. and Lyckill. H.F. The Role of Small Enterprises in Indian Economic Development
5. Fort Foundation Development of Small Scale Industries in India-Proposals. Problems and policies
6. Lakdawata. D T. and Sandesara. J.C. Small Industry in a Big City.
7. Mohan D K. : Small Industries Procedures Handbook
8. Bhandari. P.M : Handbook of Small Scale Industries
9. Rao. R.V. Cottage and Small Industries and Planned Economy.
10. Mishra Puri : Indian Economy

#### PAPER II : FINANCIAL MANAGEMENT

Time : 3 hours

Max. Marks : 100

- Unit I Meaning and Objectives of Financial Management, Finance Function- Organisation of Finance Function Financial Planning, Capital and Capitalisation-Under capitalization and over capitalisation Capital Structure-Fixed and working capital
- Unit II Working Capital requirements, sources of working capital, working capital management. Management of Investments in Fixed Assets-Techniques of capital expenditure decisions.

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Unit III Tools of Financial Analysis-Ratio Analysis, Fund Flow Analysis and Break-even Analysis

Sources of Funds-Short term, Medium-term and Long-term.

Unit IV Institutional Finance to Small Scale Industries-Commercial Banks, State Bank of India, and its subsidiaries, Credit Guarantee Scheme of RBI, IDBI, IFCI, ICICI, IRCL LIC, State Financial Corporation's (SFCs) and State Industrial Development Corporations (with special reference to RFC and RIICO).

Unit V Difficulties in procuring institutional finance and suggestions for improving facilities for institutional finance and suggestions for improving facilities for institutional finance.

**Books Recommended**

1. Pareek. H.S. : Financing of Small Scale Industries.
2. Desai. Vasant : Organisation and Management of Small Scale Industries
3. Khan. R.R. : Management of Small Scale Industries.
4. Pandey. LM. Financial Management
5. Srivastava RM. : Financial Management.
6. Kulkarni. S.C. : Financial Management.
7. Annual Reports of IDBI, IFCI, ICICI, RFC, RIICO etc.
8. Kulshrestha R.S. Nigamon ka Vitiya Prabandan.

**PAPER III : MATERIALS AND MARKETING MANAGEMENT**

Time : 3 hours

Max. Marks : 100

Unit I Role of Materials Management in Business, Methods of Procuring of Stores-Quality specifications and standardisations. Sources of Supply. Difficulty in raw material procurement, Store keeping- its procedure and record.

Unit II Inventory planning and control, types of inventory control, ABC analysis, Economic Order Quantity, Re-order point, safety stock level, Problem of optimisation. Inventory valuation methods. Ware-housing and Material handling, Disposal of suspense items.

Unit III Methods of marketing in small scale and Agro-industries-Central Government Stores Purchase Programme Reservation of items for exclusive purchase from small scale sector. National Small Industries Corporation, Rajasthan Small Industries Corporation. Export Marketing, Export House for small scale industries. Export Marketing Assistance.

Unit IV Methods of Pricing-Skimming and Penetration Prices, Life Cycle of Products.

Channels of Distribution-Types of Distribution Channels. Selection of Appropriate channel.

Unit V Sales promotion and sales management-Techniques of Sales promotion, Advantages of Sales Promotion, Advertising Selection of Advertising Media, Sales Management-Managing the sales force. Selection Placement Training and Remuneration of Salesmen. Problems of marketing and distribution.

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### Books Recommended

- 1 Lee and Dabler Purchasing and Materials Management.
- 2 Sastry D.I.J. and Krishnamurthy. K.: Inventories in Indian Manufactures Sector.
- 3 Gokaram. P.R. : Essentials of Materials Management
- 4 Chadda. R.S. : Inventory Management in India.
- 5 Johnson. Lewis. K. : Sales and Marketing Management
- 6 Harvard. John A., Marketing Management Analysts and Decision.
- 7 Aganval. R C and bl.S. Kolhari, Vipanan Prabandha
- 8 Ponval B.L. Samgri Prabandha
- 9 Philipkotler : Marketing Management

### PAPER-IV-SPECIAL PROBLEMS OF SMALL SCALE AND AGRO-IN DUSTRIES

Time : 3 hours

Max. Marks : 100

- Unit I Labour and Personnel Problems Trade unionism and growing industrial unrest in small scale and Agro-industries situated in Industrial and urban localities, causes and remedies, Recruitment. Training and Promotion of personnel.
- Unit II Production Problems : Organisation and process of Production, Production Planning. Cost of Production. Problems of Non-availability of essential raw material and cost escalation, capacity utilisation.
- Unit III Industrial sickness : Industrial sickness in Small Scale and Agro Industries, Definition Magnitude of the Problems, symptoms and diagnosis of sickness. Nursing and Rehabilitation (Parameter of productivity, profitability, liquidity and solvency), Government policy and its impact.
- Unit IV Quality/Innovation : Standardisation and quality control in small scale and Agra Industries. Statistical Quality Control Testing Facilities for Small Scale and Agra Industries, Product and Process Research. Imposition in product Design Product Development. Adjustment to changing technology, R S D in S.S.I.
- Unit V Dealing with Government and other Agencies : Dealing with Government Departments in radian to completion ilf different legal formalities. Dealing With industries Department far financial and other assistance. Dealing with Government department for Government purchase. Dealing with Financial Institutions. Dealing with Institutions assisting Small Scale and Afro Industries
- Difficulties faced and suggestions for better dealing.

### Books Recommended

- 1 R.R. Khan : Management of Small Scale Industries.
- 2 Vasant Desai : Organisation and Management of Small Scale industries.
- 3 S K. Basu : Place problems of Small Industries.
- 4 Reserve Bank of India . Seminar of Sick Units. April 1976

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### Paper-V : Project Work and Viva-Voce

Project work of about 5,000 words based on six weeks practical training indicating the candidate own experience with regard to cases / problem approved for the purpose by the Head of the Department. The candidates project work, along with the certificates from the supervisor/teacher concerned will be required to submit before commencement of theory examination.

Project Work	-	50 Marks
Viva-Voce	-	50 Marks

  
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