

**DEPARTMENT OF COMMERCE  
M.COM SYLLABUS**

<b>Semester I:</b>		<b>Credits</b>
COM-PG-C101	Business Environment	4
COM-PG-C102	Accounting for Services	4
COM-PG-C103	Organisational Behaviour	4
COM-PG-C104	Statistics for Business Decisions	4
		Total 16
<b>Semester II:</b>		
COM-PG-C201	Financial Management and Control	4
COM-PG-C202	Marketing Management	4
COM-PG-C203	Corporate Accounting and Reporting	4
COM-PG-O201	Retail Management	4
		Total 16
<b>Semester III:</b>		
COM-PG-C301	Advanced Cost and Management Accounting	4
COM-PG-C302(A)	Financial Services	4
COM-PG-C303(A)	Financial Markets and Instruments	4
<b>OR</b>		
COM-PG-C302 (B)	Entrepreneurship	
COM-PG-C303 (B)	Management of Small Enterprises	
COM-PG-O 304	NGO Management and Micro Finance	4
		Total 16
<b>Semester IV:</b>		
COM-PG-C401	Strategic Management.	4
COM-PG-C402(A)	Investment Management	4
COM-PG-C403(A)	Fund Management in Commercial Banks	4
<b>OR</b>		
COM-PG-C402 (B)	Venture Creation	4
COM-PG-C403(B)	Border Trade and Export Procedure	4
COM-PG-C404	Project Work	4
		Total 16
		Grand Total 64 Credits

**COM-PG-C101: BUSINESS ENVIRONMENT**

**Unit I: Introduction to Local and Regional Components**

Business environment - Micro environment, macro environment- concepts and significance, components; Changing dimensions of business environment with reference to NER; Techniques of environmental scanning and monitoring.

Industrial Policy Resolution 1956, New Economic Policy 1991, shift in focus, recent developments, SEZs, NEIIPP 2007.

**Unit II: Global Dynamics for Business**

*Privatization:* Disinvestment- concept-forms; Public sector reforms, changing role of public sector, performance, challenges and prospects.

*Globalization:* Meaning, factors facilitating and impeding globalization in India; Impact of globalization on Indian industry, globalization of Indian business.

### **Unit III: Socio- Political and Legal Environment**

*Socio-Cultural environment:* Critical elements of socio- cultural environment; Social institutions and systems; Social values and attitudes; Social groups, rising middle class in India; Emerging rural sector.

*Corporate Governance and Social Responsibility of Business:* Concepts, importance and Indian experience.

*Political & Legal Environment:* Critical elements of political environment; Salient features of the Consumer Protection Act 1986, the Foreign Exchange Management Act 1999, and the Competition Act 2002.

### **Unit IV: Business Environment in North East**

Industrial Policy for North East India-NEIIPP, 2007. Role and achievement of NEC, DONER, NEDFI in economic development of NER.

New Development Initiatives in NER, Vision Document 2020;

Look East Policy and the N.E.Region.

### **Suggested Readings:**

1. Adhikary M, Economic Environment Business Theory & The Indian Case, Sultan Chand & Sons.
2. Anant K Sundaram and J Stewart Black, the International Business Environment – Text and Cases, Prentice Hall.
3. Aswathappa K, Essentials of Business Environment, Himalaya.
4. Cherunilam, Francis, Global Economy and Business Environment, Himalaya Publishing House.
5. Ganesh G, Privatization in India, Mittal.
6. Government of India, Economic Survey (latest issues).
7. Misra S K and Puri V K, Economic Environment of Business, Himalaya.
8. Narasimham M, Economic Reforms - Development & Finance, UBSPD.
9. North East Vision 2020, DoNER.
10. Raj Agarwal, Business Environment, Excel.

## **COM-PG-C102: ACCOUNTING FOR SERVICES**

### **Unit I: Accounting for Hotels, Hospitals and Educational Institutions**

*Accounting for Hotels:* Accounting for cash, accounting for sales, allowances to guest, preparation of Final Accounts, Special Adjustments and features and ratios (Theory + Numerical)

*Accounting for Hospitals:* Types of hospitals, Items of income and expenditure, Preparation of financial statement, Profit & Loss A/c and Balance Sheet (Theory + Numerical)

*Accounting for Educational Institutions:* Introduction, Books of accounts, Annual statement of accounts, Receipts and Payments Account, Income & Expenditure Accounts and Balance Sheet.

### **Unit II: Accounting for Transportation and Electricity Companies**

Accounting for Transport Companies

Accounting for Electricity companies

### **Unit III: Accounting for Banking and Insurance Companies**

Preparation of financial Statements of Banking sector companies

Preparation of financial Statements of Insurance sector companies

### **Unit IV: Accounting for Government and Cooperative Organisations**

*Government Accounting:* Fundamentals; Switch over from cash to accrual basis accounting.

*Local Government:* Municipal Department, Panchayat;  
*Cooperative Organisations:* Basic books of accounts

**Suggested Readings:**

1. Coltman, M.M. & Jagels, M.G.(2007): Hospitality Management Accounting - John Wiley & Sons Inc. USA.
2. Comptroller and Auditor General of India, 'Report of the Task Force on Accounting and Budget Formats for Urban Local Bodies', Government of India, New Delhi
3. Herkimer, Allen G (2006) Understanding Health Care Accounting, An Aspen Publication
5. Kulkarni, G. R.:(2004) Managerial Accounting for Hotels, Vikas Publishing House.
6. Maheshwari, S.N. & Maheshwari, S.K.(2009): Advanced Accounting (Vol. II), S Chand New Delhi.
7. Mukherjee, A & Hanif, M ( 2009) : Modern Accounting, Vol-I and II Tata Mc Graw Hills.
8. Piland, Neill F. & Glass, Kathryn P.(2010): Chart of Accounts for Health Care Organisations, Medical Group management Association (AMACOM)
9. The Institute of Chartered Accountants of India, 'Technical Guide on Accounting and Financial Reporting by Urban Local Bodies', Accounting Standards Board, New Delhi.
10. Tulsian, P.C.:(2008) Advanced Accounting (Vol. I), Pearson Education.
11. William J Ward(2009) :Hand Book of Health Care Accounting and Finance, an Aspen.

**COM-PG-C 103: ORGANISATIONAL BEHAVIOUR**

**Unit I: Introduction**

Organisational Behaviour-Meaning and its relationship with Managers, Management and Society, Contributing Disciplines, Challenges and opportunities.  
Ethics and Organizational Behaviour.

**Unit II: Individual Behaviour**

Foundations of Individual Behaviour  
Personality, Perception, Attitude & Learning  
Motivation theories

**Unit III: Group Behaviour**

Foundations of Group behaviour  
Groups and Teams, Group Dynamics  
Communication  
Organisational conflict - Conflict Resolution, Transactional Analysis

**Unit IV: Leadership**

Leadership – Concept, Functions, Role, Styles Power and Politics.  
Leadership Theories - Trait, Behavioural and Situational Leadership approaches  
Contemporary Issues in Leadership

**Suggested Readings**

1. Hellriegel. 2013, Organizational Behavior, Thompson Press (Indian Edition).
2. Hersey & Blanchard, Management of Organisational Behaviour, Prentice Hall of India.
3. Luthans, Fred, Organisational Behaviour McGraw Hill.
4. Nelson, Quick & Khandelwal, 2011 Organizational Behavior Cengage Learning, India
5. Robbins, Stephen P., Timothy A Judge & Neharika Vohra 2012, Organisational Behaviour, Pearson, N. Delhi
6. Slocum, Fundamentals of Organizational Behavior, Thompson Press (Indian Edition)
7. Atkinson & Raynor (eds) 1978, Personality, Motivation & Achievement, John Wiley & Sons.

8. Dwivedi, 2006, Human Relations & Organizational Behavior. MacMillan India.
9. Greenburg & Baron 2003, Behaviour in Organizations, Prentice Hall of India. New Delhi.

## **COM-PG-C 104: STATISTICS FOR BUSINESS DECISIONS**

### **Unit I: Probability, Theoretical distribution**

Definition of probability and different approaches  
Independent and Dependent Events – Mutually Exclusive Events  
Theoretical Distributions – Binomial, Poisson and Normal

### **Unit II: Sampling Theory**

Population and Samples, Types of Sampling  
Sampling of Variables – Sampling of Attributes  
Sampling Distribution  
Point and Interval Estimation

### **Unit III: Statistical Inference**

Testing of Hypothesis: Parametric Tests – ‘t’, ‘Z’ (for large and small samples) and ‘F’ tests, ANOVA.  
Non-parametric Statistics-Chi-Square Test, M-W Test

### **Unit IV: Forecasting Technique**

Simple Regression and Correlation Analysis  
Concept and interpretation of Multiple Regression Analysis  
Time Series- Measurement of Trend and Seasonal Variation

### **Suggested Readings**

1. Aczel and Sounderpandian.2006, Complete Business Statistics, TMH, N. Delhi,
2. Anderson, Sweeney and Williamm.2004, Statistics for Business and Economics, Thomson, South Western
3. Elhance, D. 2004, Fundamentals of Statistics, Kitab Mahal, N. Delhi.
4. Gupta, S.P. 2003, Statistical Methods S. Chand & Sons, N. Delhi
5. Levin & Rubbin.2008, Statistics for Management, Prentice Hall of India, N. Delhi
6. Levin D.M, Ramsey, P Mark & L. Berenson.1995, Basic Business Statistics: Concepts and Applications, Prentice Hall of India, N. Delhi.
7. Mills, Richard L.1995, Statistics for Applied Economics & Business, Mc Graw Hill.
8. Sharma, J.K. 2004, Business Statistics, Pearson, New Delhi.
9. Shrama, Anand.2005, Statistics for Management, Himalaya Publishers, New Delhi.
10. Siegal, Sidney.1992, Non Parametric Statistics for Behavioural Science, Mc Graw Hill.

## **COM-PG-C 201: Financial Management and Control**

### **Unit I: Introduction**

*Financial Management*: Meaning, nature and scope, goal – profit, wealth, value maximization.

*Finance functions* – Investment financing and dividend decisions.

Relationship of Finance with other disciplines, time value of money

*Sources of Finance*: Long-term, medium-term, and short-term;

### **Unit II: Capital Budgeting and Cost of Capital**

*Capital Budgeting*: Nature of investment decisions, investment evaluation criteria - Net

present value, Internal rate of return, profitability index, payback period; Capital rationing, risk analysis in capital budgeting.

*Cost of Capital:* Meaning and significance; calculation of cost of debt, preference capital, equity capital and retained earnings, Weighted average Cost of Capital.

### **Unit III: Capital Structure**

*Leverages: Operating and Financial Leverage:* Measurement of leverages; Effects of operating and financial leverage on profit; analysing alternate financial plans; total leverage.

*Capital Structure Theories:* NI NOI, and M-M approach ; determining capital structure in practice.

### **Unit IV: Dividend Policies and Working Capital Management**

*Issues in Dividend decisions:* Concepts and issues, forms of dividends, types of dividend policy (Walter's model, Gordon's model);

*M-M hypothesis:* dividend and uncertainty, relevance of dividend. Forms of dividends; Stability in dividend policy; corporate dividend behaviour, Dividend policy in practice), Dividend policy in practice in Indian context.

Walter's model, Gordon's model.

*Management of Working Capital:* Meaning, significance and types of working capital; Estimation of working capital requirements; factoring services.

*Management of Cash, Receivables and Inventory:* Dimensions of working capital management financing of working capital and norms of bank finance; Baumol's Model.

### **Suggested Readings:**

1. Archer, Stephen, H., Choate G Marc, Racette, George(2010); Financial Management; John Wiley, New York.
2. Bhattacharya, Hrishikesh(2005) Working Capital Management: Strategies and Techniques, Prentice Hall.
3. Block, Stanley B, Geoffrey A Hilt(2003) Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.
4. Brealey, Richard A and Steward C. Myers(2011) Corporate Finance, McGraw Hill; New York.
5. Chandra, Prasanna(2010) Financial Management, Tata McGraw Hill.
6. Hampton, John(1998) Financial Decision Making, Prentice Hall.
7. Khan MY, Jain PK(2008) Financial Management; Tata McGraw Hill.
8. Pinches, George E(1998) Essentials of Financial Management; Harper and Row, New York.
9. Van Horne, J.C. & J.M Wachowicz Jr(2010) Fundamentals of Financial Management, Prentice Hall.

## **COM-PG-C 202: Marketing Management**

### **Unit I: Introduction**

*Introduction:* Meaning and scope of marketing; Evolution of Marketing concepts; Analysing the micro and macro environment in Indian context.

*Connecting with Customers:* Customer relationship management (CRM); consumer behaviour- Factors influencing consumer behaviour; Market segmentation and its bases; positioning strategy; Rural marketing.

### **Unit II: Product and Pricing Decision**

*Product mix decisions;* Creating brand equity - building brand equity; Choosing brand elements; Devising a branding strategy; Brand positioning.

*Pricing strategy*: Factors determining the price; Pricing policies and strategies.  
*Services Marketing* – Distinctive characteristics of services; Marketing strategies for service firms; Managing service quality.

### **Unit III: Distribution and Logistics**

*Designing and Managing Channels*: Importance and types of channels; Channel-design decisions; Channel management decisions.

Concepts of Retailing, Wholesaling, Supply Chain Management, and logistics; Types of retailers - marketing decisions; Trends in Indian retail sector.

### **Unit IV: Promotion and Contemporary Development**

*Designing an Integrated marketing communications (promotion strategy)*: Marketing communications mix and their characteristics; Hierarchy-of-effects model; Steps in developing effective communications; Factors in setting the marketing communications mix.

*Advertisement* – setting the objectives, advertising budget, advertising campaign, reach, frequency and impact, major media types.

*Personal Communications* – direct marketing; Interactive marketing; Principles of personal selling.

*Contemporary Issues in Marketing*- E-Marketing, Social Marketing

### **Suggested Readings:**

1. Arun Kumar and N Meenakshi,(2006) Marketing Management, Vikas.
2. McCarthy and Perreault, (2004) Basic Marketing Managerial Approach, Irwin.
3. Philip Kotler and Armstrong, (1999) Principles of Marketing Prentice Hall.
4. Philip Kotler, (2004) Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall.
5. Philip Kotler, Keller Koshy and Jha, (2000) Marketing Management – A South Asian Perspective, Pearson.
6. Ramaswamy and Namakumari, (2010) Marketing Management, Macmillan,
7. Srinivasan R. (2008) Case Studies in Marketing: The Indian Context, Prentice Hall.
8. Stanton, Etzel and Walker, (2007) Fundamentals of Marketing, McGraw Hill.
9. Still, Cundiff and Govoni, (1997) Sales Management: Decisions, Strategies and Cases, Prentice Hall.

## **COM-PG-C 203: Corporate Accounting and Reporting**

### **Unit I: Preparation of Financial Statements**

Balance Sheet, Income Statement, Cash Flow Statement (AS-3) and Statement of changes in equity. Accounting for Price Level Changes

### **Unit II: Accounting for Mergers and Acquisitions**

Accounting for Amalgamation (AS-14) and Absorption, Business Combinations including purchase method; Consolidation at Acquisition (Including Inter Company Transactions & Unrealized Intercompany Profits); Translation of Foreign Currency Transactions (AS-11); Translation of Foreign Currency Financial Statements (AS-11)

### **Unit III: Accounting for Group Companies**

Consolidation of Financial Statements (AS-21)-treatment of intra-group transactions and balances, pre-acquisition dividends and fair value adjustments, Treatment of goodwill (positive & negative) on consolidation, Treatment of minority interests  
Preparation of Consolidated Balance Sheet, Consolidated Income Statement and Consolidated Cash flow Statement (involving one and two direct subsidiaries, indirect

subsidiaries, associates and joint ventures)

#### **Unit IV: Corporate Disclosure**

Corporate Disclosure: Purpose, Type of Disclosure, Fair Disclosure and its objectives

Determinants of the extent of Disclosure

Disclosure of Accounting Policies (AS-1)

Related Party Disclosure (AS-18)

Voluntary Disclosure Theory, Environmental and Social Disclosure

#### **Suggested Readings**

1. Arulanandam & Raman, (2011) Advanced Accounting, Himalaya Publications, New Delhi
2. Basu & Das, (2010) Practice in Accountancy, Rabindra Library, Kolkata
3. Hanif & Mukherjee, (2011) Corporate Accounting, TMG, New Delhi
4. Maheshwari & Maheshwari, (2011) Advanced Accountancy, Vikash Publications, New Delhi
5. Shukla & Grewal, (2011) Advanced Accounting, S. Chand, New Delhi
6. Srinivasan, (2012) Law & Practice relating to Company Accounting Standards, Taxmann, New Delhi
7. Mohapatra, A K Das (2011), International Accounting, PHI, New Delhi
8. Rawat, D S, (2012) Accounting & Auditing Standards, Taxmann, New Delhi
9. ICAI, (2012) Compendium of Statements & Standard Accounting, ICAI, Delhi

### **COM-PG-O204: Retail Management**

#### **Unit I: Introduction**

*Importance of Distribution in Marketing Mix:* Role of Marketing channels; Types of Marketing Channels, Management of Distribution Channels; Selection Compensation Motivation and Control.

*Fundamentals of Retailing:* Nature, Importance, Contemporary scenario of retailing in India, Retailing Cycle; Types; Ownership based, store based, non-store based; Marketing Systems

#### **Unit II: Strategic Planning and location**

*Strategic Planning in Retailing:* Understanding retailing environment and customers, designing retailing information systems, and research.

*Location and Organisational Decisions:* Trading area analysis, site selection, Organisational Patterns in retailing

#### **Unit III: Operational Management**

*Operations Management:* Budgeting and resource allocation, Store format and size decisions. Store layout and space allocation, Store security aspects, Credit management.

*Merchandise Management:* Product assortment decisions, Merchandise forecasting, Buying and handling merchandise, Inventory Management, Merchandise Pricing, Merchandise labeling and packaging.

#### **Unit IV: Retail Promotion and Control**

*Retail Promotion:* Building retail store image, role of atmosphere, layout planning, retail promotion mix strategy, retail stores sales promotion scheme.

*Retail control and technology induction:* Controlling retail operations, technological developments and retailing.

## References

1. R Sudarshan, S Raviprakash, M Subramanya Sarma (2007), Retail Management :Principles and Practices, Jain Publishers New Delhi.
2. Piyush Kumar Sinha, Dwarika Prasad Uniyal (2007), Managing Retailing, Jain Publishers, Newd Delhi.
3. Neelesh Jain (2008), Retail Management: A Realistic Approach, Global India Publications ,New Delhi.
4. Barry Barman (2011) Retail Management: A Strategic Approach, Pearsons India, New Delhi.
5. Gibson G Vedamani (2003), Retail Management, Jaico Publishing House, Amazon.com
6. Michael Lewey, Barto Weitz, Ajay Pandit (2012), Retailing Management Eighth Edition , Tata McGraw Hills, New Delhi.
7. Roger Cox (2006) Retailing: An Introduction, Pearsons India , New Delhi.
8. U C Mathur (2010), Retail Management: Text and Cases, I. K . International Pvt. Ltd.
9. Ronald Bond (2008) Retail in Detail 4th Edition, Entrepreneur Press, Google Books.

## COM-PG-C301: ADVANCED COST & MANAGEMENT ACCOUNTING

### Unit I: Introduction

Management Accounting in Social Context

Organisation for Management Accounting

Designing Cost & Management Accounting System in an Organisation

Target costing

Behavioural Aspects of Management Accounting

Changing world of Management Accounting - Strategic Cost Management Framework

### Unit II: Cost Analysis for Managerial Decision

Cost Concepts, Terminology and Classifications

Cost centres and activities

Absorption Costing, Variable Costing and Differential Costing

Cost-Volume- Profit Analysis, Make or Buy Decision

Pricing Decision for Domestic and Export Order including Transfer Pricing

Key Factor Utilisation Decision

Shut Down Decision

Input Mix Decision

### Unit III: Performance measurement

Activity Based Costing

Throughput Accounting

Economic Value Added

Balanced Scorecards

Comparison of ABC, EVA and BSCs

### Unit IV: Cost Analysis for Control

Standard Costing and Variance Analysis

Budgetary Control and profit Planning

Zero Base Budgeting

Activity Based Budgeting

Responsibility Accounting and Control Reports

### Suggested Readings

1. Horngreen, C.T, 2008, Introduction to Management Accounting, Prentice Hall of India, N. Delhi.

2. Lal Jawahar, 1996, Managerial Accounting, Tata McGraw Hill, New Delhi.
3. Saxena & Vashist. 2002, Advanced Cost and Management Accounting, Sultan Chand & Sons, New Delhi.
4. Atkinson et.al, 2008, Management Accounting, Prentice Hall of India, N. Delhi.
5. Sharma & Gupta, 2004, Management Accounting, Kalyani Publisher, New Delhi.
6. Anthony, R.N, Dearden, J and Vancil, R.F.1995, Management Control System: Cases and Readings, Richard D. Irwin.
7. Reeve, James. M. 2000 Readings and Issues in Cost Management, South western College Publishing, NY USA.
8. Shank, J. & Govindarajan, V. 1993, Strategic Cost Management, The Free Press.

## **COM-PG-C 302(A): FINANCIAL SERVICES**

### **Unit I: An Overview of Financial Services**

Meaning, classifications and traditional activities; Financial sector reforms and financial innovations in India; Banking and non-banking services.

Merchant banking; Loan syndication; Venture capital; Custodian services; Advisory services; Depository services; Securitization; Under-writing services (Banks and Insurance); Credit rating; Credit cards; Services in foreign exchange market; Innovative financial instruments; Micro credit services; Challenges facing the financial market.

### **Unit II: Financing methods of Hire Purchase and Lease**

**Hire-Purchase:** Conceptual framework, salient features, advantages, types and terms of agreement in hire - purchase; Hire-purchase and Credit sales; Hire-purchase and Installment sales; Legal Framework; Taxation Aspects; Banks and Hire-purchase business; Bank Credit for Hire-purchase business.

**Leasing:** Meaning, steps and types of Leasing; Advantages and disadvantages of Leasing ; Leasing and Hire-purchase; Legal aspects of Leasing; Problems of lease companies; RBI guidelines on leasing and finance companies.

### **Unit III: Housing Finance and Venture Capital**

**Housing finance:** Housing finance policy and role of National Housing Bank (NHB); Housing and Urban Development Corporation (HUDCO); Role of housing finance corporations and the housing schemes; Recent developments.

**Venture capital:** Meaning, features, scope and significance; Venture capital guidelines; Methods of venture financing; Indian venture capital scenario.

### **Unit IV: Credit rating and Mutual Funds**

**Credit Rating:** Meaning, functions and significance of credit rating; Credit rating in India; Rating process and methodology; Credit rating agencies in India; Debt rating systems of CRISIL, ICRA and CARE; Limitations of rating; Future of credit rating in India.

**Mutual Funds:** Meaning, importance and classification of mutual funds; Organization of the Funds; Operation of the Funds, facilities available to investors, guidelines from the government of India; Net Asset Value (NAV); Mutual funds in India; Regulation of mutual funds in India, recent reforms in mutual funds.

### **Suggested Readings:**

1. Bhatia, B.S. and Batra, G.S (2009). Management of Capital Markets, Financial Services and Institutions, Deep and Deep Publications, New Delhi.
2. Gordon and Natarajan (2011): Financial Markets and Services, Himalaya Publishing House.
3. Gurusamy (2010), Financial Systems and Services, Thomson.

4. Khan, M.Y. (2010) Indian Financial System – Theory and Practice, Vikas
5. L.M. Bhole (2012) Financial Institutions and Market, Tata McGraw Hill.
6. Pathak: (2011) Financial Markets and Services, Pearson.
7. Singh, H.K. and Singh, Meera (2011): Mutual Funds and Indian Capital Market, Kanishka Publishers' Distributors, New Delhi.
8. Vasant Desai: (2009) Indian Financial System, Himalaya Publishers, Mumbai.

### **COM-PG-C303(A): FINANCIAL MARKETS & INSTRUMENTS**

#### **Unit I: Money Market, Govt. Security Market and Foreign Exchange Market**

Financial Market: Its Classification and relationship with economic development  
Interest Rate and Financial Market.

Segments of Money Market and Features: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits;  
Reforms in Money Market.

#### **Unit II: Govt. Security Market and Foreign Exchange Market**

Foreign Exchange market and Govt Security Market: Features and Reforms;  
Regulation of Money Market, Foreign Exchange market, and Govt Security Market.  
Money Market, Foreign Exchange market, and Govt Security Market- present status

#### **Unit III: Capital Market**

Segments and Features: Primary and Secondary Market, Equity and Debt Market, and Cash/Spot Market and Derivative Market; Industrial Security Market: Methods of Issue, Listing of securities; Regulation: SEBI; Fair market practice and Investor Protection.  
Reforms, Trends and Developments in Security market.

#### **Unit IV: Innovative Financial Instruments and Financial Services**

Innovations in Bond features; Hybrid Securities: Convertible Debentures and bonds;  
Derivatives: Options, Futures and Swaps; Innovative financial services: Venture financing, Angel financing, Securitisation, Mergers and Acquisitions, and Micro Financing.

#### **Suggested Readings (All latest Editions)**

1. Bhole, L.M.(2011) , Financial Institutions and Markets, Tata McGraw Hill, New Delhi
2. Fabozzi, F. J. and Modigliani, F.(2005), Capital Markets: Institutions and Instruments, Prentice Hall of India, New Delhi
3. Khan, M. Y.(2010) Financial Services, Tata McGraw, New Delhi
4. Khan, M. Y. (2009) Indian Financial System, Tata McGraw Hill, New Delhi
5. Madura, J.,(2011) Financial Institutions and Markets, Thomson (India), New Delhi
6. Dietrich, J.K, (2008) Financial Services & Financial Institutions, Prentice Hall, New Jersey
7. Frasen, D. R. and Rose, P. S.(2008), Financial Institutions and Markets in a Changing Worlds Business Publications Inc. Texas
8. Marshall, J. F and Bansal, V. K,(2002), Financial Engineering, Prentice Hall of India, New Delhi.

### **COM-PG-C302(B): ENTREPRENEURSHIP**

#### **Unit I: Introduction**

Entrepreneurship-meaning and definition, Entrepreneurship Theories- Sociological, Economic, Psychological and Managerial Theories, Entrepreneurship process- Setting, preparation,

Management and survival, Growth, Entrepreneurship transition, Entrepreneurship- problems and prospects in India and North-East Region,  
Entrepreneurial Behaviour and Skills, Entrepreneurial Culture Vs Administrative Culture  
Entrepreneurship vs. Intrapreneurship, New facets of entrepreneurship.

### **Unit II: Entrepreneur**

Nature, Characteristics and importance, Role of an entrepreneur: different views-Psychological, social, economic and Managerial Classification of entrepreneurs  
Entrepreneurial traits and motivation Entrepreneur distinguished from manager and leader.  
Entrepreneurial function at different stages of enterprise life cycle.  
Sources of entrepreneurial supply, Entrepreneurial Ethics, Success stories of some Indian entrepreneurs.

### **Unit III: Entrepreneurship in Different Context and Forms**

Rural Entrepreneurship, International Entrepreneurship, Group Entrepreneurship  
Social Entrepreneurship, Corporate Entrepreneurship, Indigenous Entrepreneurship  
Women Entrepreneurship, Entrepreneurship in Backward Region

### **Unit IV: Entrepreneurship Development**

Models of Entrepreneurship development, Designing Entrepreneurship Awareness Programme,  
Designing Comprehensive EDPs, Evaluating an EDP  
EDPs in India and NE India– An evaluation

### **Suggested Readings:**

1. Coulter Entrepreneurship in Action, 2008, Prentice Hall of India, N. Delhi, 2008.
2. Desai, Vasant: Entrepreneurial Development, 2000, Vol I, Himalaya Publications, N. Delhi.
3. Drucker, Peter, 1996, Innovation and Entrepreneurship, Heineman.
4. Hisrich, R.D & Peter, M.P.2006, Entrepreneurship, Tata McGraw Hill.
5. Holt, 2008, Entrepreneurship: New Venture Creation, Prentice Hall of India, N. Delhi.
6. Kanungo, R 1998, Entrepreneurship and Innovation, Sage Publication, N Delhi.
7. Kuratko & Hodgetts 2007, Entrepreneurship: Theory, Process, Practices, Thomson Learning Inc.

## **COM-PG-C 303(B): MANAGEMENT OF SMALL ENTERPRISES**

### **Unit I: Management in Small Business: An Introduction**

Environment of Small Enterprise Management  
Small Enterprise management process vs. Large Enterprise mgt. process  
Venture start up process. Tax incentives and financial Incentives for small enterprises in India.  
Institutional Support for Small Business-Central / State level Institution.

### **Unit II: Functional Management in Small Enterprise-I**

Frame work of Human Resource Management  
Human Resource Planning in Small Enterprise  
Grievance Handling and Employees Welfare Management  
Financial Health Analysis  
Break Even Analysis  
Pattern of Financing and Risk Management  
Important issues of Working Capital Management in Small Business

### **Unit III: Functional Management in Small Enterprise-II**

Management of Product and Product Life Cycle

Promotional Activities for Small Business  
Pricing Policy for a small Business  
Distribution Strategy and channels for Small Business

#### **Unit IV: Production, Cost and Quality Control in Small Enterprises**

Strategic Cost Analysis- Strategic position, Value Chain and Cost Drivers  
Location & Layout and their influence on operation  
Production Planning, Scheduling and Control in Small Business  
Quality Control and Cost Consciousness in Small Business

#### **Suggested Readings**

1. Longenecker, Moore, Petty &Palich.2008, Managing Small Business, South Western Cengage Learning.
2. Broom,H.N. 1990, Small Business Management, South Eastern Publishing.
3. Haff, Stein and Burgess 1982, Small Business Management Fundamental, Tata MCOM C-Graw Hill.
4. Sansol, C.L.1998, Entrepreneurship and Small Business Management, Har Anand Publications.
5. Stegall,I.S., Steinmet, Z. and J.B. Kline1993, Managing the Small Business, Taraporevala Publications.
6. Desai, Desai Vasant 2004, Small Industrial Organization and Management,Himalaya Publishing House.
7. Shank, John and Govindarajan, Vijay, 1993, Strategic Cost Management, Free Press, New York.
8. Hall, B. & Royace, Brahmanon L., 2000, Small Business Management, John Wiley and Sons.
9. Elwood, Buffa.1995, Modern Production Management, John Wiley & Sons.
10. Baruah, R. K.2002, Financing Small Scale Industries, Omson's Publication, New Delhi.

### **COM-PG-C 304: NGO MANAGEMENT AND MICRO FINANCE**

#### **Unit I: Introduction**

Concept and background, role of NGOs, types of NGOs, history of NGOs  
Concept of civil society, role of civil society in social change, civil society movement in India  
Agencies supporting NGOs  
Globalization and liberalization and its impact on the role of NGOs  
Legal Framework for NGOs

#### **Unit II: Functional Management of NGOs**

Finance function in an NGO, Financial Statement for NGOs, Budgetary Control in NGOs  
Growth and development of NGO marketing, Strategic Marketing Planning, Segmentation and positioning, Designing Marketing Mix, Promotion Strategy  
Staffing Function in NGO, Human Relation Management in NGOs

#### **Unit III: Microfinancing: Conceptual Framework**

Micro Finance: Models and Products; Self Help Groups: Concepts and dynamics; Legal Forms for Micro Finance Institutions; Regulation and Supervision of MFIs; Micro Finance Industry: Status and Trends.

#### **Unit IV: Sustainability Issues in Microfinance**

Micro entrepreneurship and Women empowerment; Outreach, Efficiency and Sustainability; Subsidy  
Dependence and Sustainability; Mission drift in microfinancing; Rating of MFIs: Criteria and

Mechanisms.

### **Suggested Readings**

1. Anderson & Kotler: Strategic Marketing for Non-Profit Organisation, Pearson Education, New Delhi
2. J.H.Ovasdi, 2004, NGO Management, MacMillan India Ltd.
3. Padki and Vaz, 2006. Management Development in non-profit Organisations, Sage Publ,
4. Peter F. Drucker (1990) Managing the Non-Profit Organization: Principles and Practices, Harper Collin Publishers, New York USA.
5. Thomas Wolf, 1999, Managing a Nonprofit Organization in the Twenty-First Century, Prentice Hall Press, New York.
6. Waymer,et.al 2007, Nonprofit Marketing, Sage Publishers
7. Armendariz, B and Morduch Jonathan, The Economics of Microfinance, PHI, India
8. Fisher, T and Sriram M S, (Ed), 2006. Beyond Micro Credit- putting Development Back into Micro-Finance, Vistaar Publication, New Delhi.
9. Harper, M, 2003, Practical Micro Finance- A Training Guide for South Asia, Vistaar Publications, New Delhi.
10. Karmakar, K.G, 2005, Rural Credit and Self Help Groups- Micro-Finance Needs and Concepts in India, Sage Publications, New Delhi.

## **COM-PG-C401: Strategic Management**

### **Unit I: Corporate Strategy**

The importance of Strategic Management  
Strategic Content, Process and roles  
Corporate Vision, Mission & Philosophy  
Strategic Management in different contexts  
Ethics and Social Responsibility

### **Unit II: Strategic Analysis**

External Assessment, Porter's 5 Competitive Forces  
Industry Analysis - The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM)  
Internal Assessment- Resource Based View (RBV), The Value Chain and the Internal Factor Evaluation (IEF).

### **Unit III: Strategic Options**

Porter's Generic Strategies  
Integration Strategies, Intensive Strategies.  
Diversification and Differentiation Strategies,  
Functional Strategy- Manufacturing, Financial, Marketing, Human Resource, Research & Development.

### **Unit IV: Strategy Implementation & Evaluation**

Organising Implementation-Staffing, Leading and Job Design.  
Strategy Implementation for international business.  
Strategy Evaluation - Techniques of Evaluation & Control

### **Suggested Readings**

1. Fred David.(2005) Strategic Management, Prentice Hall, New Delhi, 2005.
2. Thompson & Strickland.(2005): Crafting & Executing Strategy, Tata McGraw Hill.
3. Hitt, Hoskinsson & Ireland.(2007): Management of Strategy –Concepts and cases, South

Western Cengage Learning.

4. Pearce, Rovinson & Richard.(2005): Strategic Management, Tata McGraw Hill.
5. Wheelen & David Hunger.(2005): Strategic Management & Business Policy, PHI.
6. Ghemawat, Pankaj.(2005): Strategy & the business landscape, Pearson, New Delhi.
7. Gupta, Golakota & Srinivasan.(2005): Business Policy and strategic management, PHI
8. Srinivasan.(2007): Strategic Management: The Indian Context, PHI.

## **COM-PG-C402(A): Investment Management**

### **Unit I: Introduction**

*Investments:* Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis.

Stock Market Indices; Procedure for Computation of BSE SENSEX, NIFTY.

### **Unit II: Risk and Return Analysis**

Security return and risk analysis, measurement of return and risk.

Effect of combining the securities; Portfolio Performance Evaluation: Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures.

Portfolio Analysis: Estimating rate of return and standard deviation of portfolio.

### **Unit III: Valuation and Analysis**

*Valuation of securities:* bonds, debentures, preference shares, equity shares, and Derivatives.

*Fundamental Analysis:* Economic analysis, Industry analysis and Company analysis; Technical Analysis: Methods.

### **Unit IV: Investment Theories and Financial Derivatives**

Efficient Market Hypothesis; and Capital Market Theory.

Markowitz Risk-return optimisation; Single Index Model or Market Model; Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimisation solution; Factor models: Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage, arbitrage portfolios.

*Derivatives:* meaning, objectives, and scope; Futures: meaning, types, mechanics of market, price determination, hedging, interest rate markets, Swaps.

### **Suggested Readings:**

1. Bhalla: (2008) Investment Analysis, S. Chand & Co. Delhi.
2. Clark, James Fransis, (2002) Investment- Analysis and Management, McGraw Hill, International Edition.
3. Donald, E. Fisher and Ronald J. Jordan (2002) Security Analysis and Portfolio Management, Prentice Hall, New Delhi
4. Fabozzi, Frank J (2009) Investment Management, Prentice Hall, International Edition
5. John C Hull: (2010) Options Futures and Other Derivatives , Prentice Hall India, New Delhi.
6. Machi Raju, H.R (2004) Merchant Banking; Wiley Eastern Ltd., New Delhi.
7. Sharpe, William F, Gordon J Alexander and J.V Bailly, (2010) Investments, Prentice Hall of India. New Delhi.
8. Shapre, William F (1999) Portfolio Theory and Capital Markets; McGraw Hill, New York.
9. Francis J. Clark (2009) Management of Investments; McGraw Hill, New York.

## COM-PG-C402(B): Venture Creation

### Unit I: Introduction

Meaning and Definition of Industrial Venture. Concepts, meaning and definition of Micro, Small, Medium enterprises, rural enterprises, women enterprises, ancillarisation; Importance and development of ancillary industries in India.

The Micro, Small and Medium Enterprises Development Act 2006 (MSMED Act), salient features.

### Unit II: Project Formulation and Appraisal

*Project Formulation and Project Appraisal:* Business Idea Generation Evaluation and Rating Development of a Business Plan. Project Report, meaning, significance, contents, formulating a project report, specimen of a project report.

Project Appraisal: Technical feasibility, Commercial feasibility, Financial Feasibility, Organisational feasibility, Economic viability, Social acceptability( Social Cost-Benefit Analysis). Application of Capital Budgeting Techniques, Risk and Sensitivity analysis.

### Unit III: Launching Enterprise

*Launching the Enterprise:* Registration; Approvals and Clearance, Product specific, environment and pollution related clearances; Quality certification - ISO, World Intellectual Property Organization and impact of intellectual property rights on MSMEs; Legal formalities to be complied with.

*Global aspects of entrepreneurship:* Exporting- need, strategies, legal formalities, export procedure and documentation, incentives; Barriers to exporting; Role of APEDA (Agricultural and Processed Food Products Export Development Authority), EXIM (Export Import Bank of India) and other government agencies.

*Seeking Finance*

### Unit IV: Project Implementation and Control

Need and Significance, Network analysis, Project organisation Project Implementation, Project Control. Case Studies: Successful entrepreneurial ventures; Failed entrepreneurial ventures; Turnaround entrepreneurial ventures.

### Suggested Readings:

1. Abrahams, Rhonda,(2010) The Successful Business Plan- Secrets and Strategies, Prentice Hall.
2. Akhouri, M, M, (2007) Cases on Entrepreneurship, NIESBUD.
3. Chandra, Prasanna,(2010) Projects: Planning Financing, Implementation and Review, Tata McGraw Hill.
4. Coulter Mary,(2006) Entrepreneurship in Action, Prentice Hall.
5. Colombo Plan Staff College for Technical Education, Manila,(2010) Entrepreneurship Development, Tata McGraw Hill.
6. Desai, Vasant,(2007) Dynamics of Entrepreneurial Development and Management; Himalaya.
7. Desai, Vasant, (2008)Project Management and Entrepreneurship, Himalaya
8. Holt,David, H,(2004) Entrepreneurship- New Venture Creation; Prentice Hall.
9. Khanka,S,S,(2002) Entrepreneurship Development, S Chand.
10. Naroola, Gurmeet,(2008) The Entrepreneurial Connection: East Meets West in the Silicon Valley, Tata McGraw Hill.

## COM-PG-C403(A): Management of Funds in Commercial Banks

### Unit I: Introduction

*Liquidity Management in Commercial Funds:* Theories of Liquidity Management; Priorities in Employment of Bank Funds; Problems in resource allocation in India.  
*Management of Capital Funds in Commercial Banks:* Meaning and functions of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy

### Unit II: Primary and Secondary Reserves

*Primary Reserves:* Nature and purpose of primary reserves; legal reserves-nature and function; Working reserve-nature and function; Cash management in commercial banks.  
*Secondary Reserves:* Nature and functions of Secondary reserves; factors influencing secondary reserves; Estimation and management of secondary reserves

### Unit III: Deposits and Loans

*Management of Bank deposits:* Relevance of Marketing approach to deposit mobilization in banks: Concept of Bank Marketing; Formulation marketing strategies for commercial banks-opportunity analysis, target market, Competitive positioning; Implementing marketing strategy.  
*Management of Bank Loans:* Characteristics of Commercial loans: loan policy in a commercial bank; Evaluating loan application-credit information, Credit analysis, Credit Decision; Priority Sector lending policies of commercial banks in India.

### Unit IV: Investment Management and Performance Evaluation

*Management of Bank investments:* Nature and principles of security investment of commercial banks: Formulating investment policy: Volume and pattern of investment of commercial banks in India.  
*Performance Evaluation and Monitoring in Banks:* Performance of Banks-Branch expansion, Deposit mobilization and credit deployment; Profitability performance; Structure and pattern of income and Expenditure in Commercial Banks in India.

### Suggested readings:

1. Jadhav, Narendra(2008) Challenges to Indian Banking, ed., Mc Millan , New Delhi
2. Joel, Bessis(2006) Risk Management in Banking, John Wiley,
3. Kotch, Timothy W(2010) Bank Management, Dryden Press, Chicago.
4. Sinkey, Joseph F. Jr (2002) Commercial Banks Financial Management , Prentice Hall India , New Delhi
5. Tannan, M. L( 2011) Banking Law and Practice, Indian Law House , Delhi.
6. Khan M Y (2008) Indian Financial System: theory and Practice; Vikas Publishing House, New Delhi.
7. Mishkin Frederics S (2010) The Economics of Money Banking and Financial Markets; Harper Collins, NY.

## COM-PG-C403 (B): Border Trade

### Unit I: Introduction

Definition and Meaning of International Trade, Border trade, Theories of International Trade, Concept of Border Trade: Definition and meaning of Border Trade, Brief historical trade and trade route perspective of NER (North East Region) ,Nature of North East Border/NER (North East Region) and Border Trade. Problems of Border Trade in NER.

## **Unit II: Border Trade with Neighbouring Countries**

Border Trade with Neighbouring Countries (China, Myanmar, Bhutan, Bangladesh): Structure of Export and Import, Volume of Trade. , Indo-China Trade, Indo-Myanmar Trade, Indo-Bhutan Trade, Indo-Bangladesh Trade. Trade Associations and Agreements

## **Unit III: Informal international Trade with special reference to North-East India**

Informal/Unofficial Trade: Unofficial Trade between NER and neighbouring countries; Reasons for Unofficial Trade, Implications, Scope & Challenges in Regularization. Look-East Policy, Historical Background, Trade prospects and implications for India's N-E region  
Export from NER: Potential, Problems, Infrastructure, Development and Policy formulation. Liberalization of Border Trade-SAARC, SAFTA, BIMSTEC. Globalization and NER

## **Unit IV: Export –Import formalities**

Procedure and Documentation

### **Suggested Readings:**

1. Sristidhar Dutta(2002 ), Cross Border Trade of North-East India The Arunachal Perspective, Pinnacle technology. New Delhi
2. V. L. Rao, Srinath Baruah, R. Upendra Das(1997 ), India's Border Trade with select neighboring countries, Research and Information System for the Non-aligned and Other Developing Countries.New Delhi
3. Bimal J. Deb, Keya Sengupta, B. Datta-Ray(2008),Globalisation and North-East India Concept publishing Company.New Delhi
4. Das, Gurudas et al(Eds), (2005), Indo-Myanmar Border Trade: Status, Problems and Potentials,Akansa Publishing House.New Delhi
5. Das Gurudas and Purkayastha R.K.(2004), Border Trade North East India and Neighbouring Countries, Akansa Publishing House. New Delhi.