M COM SYLLABUS

Under

Choice Based Credit System (CBCS)

DEPARTMENT OF COMMERCE
School of Economics, Management and Information Sciences
NORTH EASTERN HILL UNIVERSITY
UMSHING – 793022, SHILLONG, MEGHALAYA

2008
M COM SYLLABUS

A brief outline

The proposed M.Com syllabus has a distinct objective to equip the students with knowledge, skills and attitude to become more suitable for the present and emerging job market. The courses are intended to impart intensive knowledge and training in the subject and help the students to acquire wider perspectives both for research and professional application. The syllabus has been designed student-centered where; there is flexibility for the students to have a greater choice of courses appropriate to their interests, needs and long term goals.

The courses are offered with Choice Based Credit System thus facilitating the students to have Core Courses minimum 60 Credits spread over 4 semesters for mastering in the subject, (for award of Master degree in M.Com) by acquiring the required depth and at the same time to select open courses of his/her choice and based on his/her aptitude from any subject offered by the departments/centers at Shillong Campus.

The syllabus also includes a good number of open courses (each carrying 2 Credits) of interdisciplinary nature out of which three each shall be offered in 2nd and 3rd semester in order to suit the needs of interest of the students.
# M COM COURSE STRUCTURE

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core</strong></td>
<td></td>
</tr>
<tr>
<td>COM C- 101 Business Environment</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 102 Organization Behavior</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 103 Corporate Accounting</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 104 Statistics for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>COM C- 105 Managerial Economics</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester II</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core</strong></td>
<td></td>
</tr>
<tr>
<td>COM C- 201 Advanced Financial Management</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 202 Marketing Management and Policy</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 203 Corporate Reporting Practices</td>
<td>4</td>
</tr>
<tr>
<td><strong>Open</strong></td>
<td></td>
</tr>
<tr>
<td>COM O- 201 Service Management</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 202 NGO Management</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 203 Tax Planning and Management</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 204 Management Thought, Process and Practice</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 205 Information Technology and Business</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 206 Insurance</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester III</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core</strong></td>
<td></td>
</tr>
<tr>
<td>COM C- 301 Financial Markets and Instruments</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 302 Entrepreneurship</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 303 Cost and Management Accounting</td>
<td>4</td>
</tr>
<tr>
<td><strong>Open</strong></td>
<td></td>
</tr>
<tr>
<td>COM O- 301 Industrial relation</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 302 Marketing Research</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 303 Financial Risk Management</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 304 Organizational Development and Change</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 305 Management of Small Enterprise</td>
<td>2</td>
</tr>
<tr>
<td>COM O- 306 Business Survey and Research</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester IV</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core</strong></td>
<td></td>
</tr>
<tr>
<td>COM C- 401 International Business</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 402 Strategic Management</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 403 Security Analysis &amp; Portfolio Management</td>
<td>4</td>
</tr>
<tr>
<td>COM C- 404 Project Planning &amp; Control</td>
<td>3</td>
</tr>
<tr>
<td>COM C- 405 Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

(Each credit = 12 contact hours)
COM C- 101 BUSINESS ENVIRONMENT

Objective: To provide knowledge of the policies and legal provisions of the Government with respect to the business environment in India.

Unit -I: Theoretical Framework of Business Environment (12 classes):
- Concept, Significance & Nature of Business Environment
- Elements of Business Environment
- Government -Business Interface
- Changing Dimensions of Business Environment
- Business - Economic System Interface

Unit - II: Economic Environment of Business (12 classes):
- New Industrial Policy, Public Sector Policy- Disinvestment Policy and EXIM Policy
- Industrial Policy for North East India
- Industrial Development under different Plan Periods
- Government Policy on Foreign Investment
- Foreign Collaboration & Indian Experience
- WTO & Trade Liberalisation

Unit -III: Legal Environment of Business (12 classes):
- Changing dimensions of Legal Environment: FEMA and Competition Act
- Intellectual Property Rights and Patent Law
- Government Policy on Environment: Water Pollution Act, Air Pollution Act, Environment (Protection) Act
- Tax laws with a Special emphasis on VAT & Service Tax
- Factors influencing emergence of Labour Laws, Importance of Labour Laws

Unit -IV: Social Environment (12 classes):
- Social Responsibility of Business- Models
- Business Ethics- Ethical dilemmas and Managing ethics
- Corporate Governance
- Contemporary issues in CSR and governance
Core Readings

5. Singh & Shekhar.: Environmental Policy in India (IIPA, New Delhi, 1996)

Additional Readings

1. Dutt, Rudder and Sundaram, KPM.: Indian Economy (S. Chand and Co., N. Delhi, 2005)
4. Alternative Survey Group.: Structural Adjustment in India – An Assessment (New Age Int. (P), N. Delhi, 2000)
5. Taxman's.: Economic Laws (Taxman’s Publications, N. Delhi, 2002)

Current Readings

Economic and Political Weekly
Economic Survey of India
Financial Dailies
Objective: To acquaint the students with the determinants of Inter-personal and Inter-Group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.

Unit – I: Introduction (12 classes):
- Basics of Organizations
- Organisational Behaviour-Meaning and its relationship with Managers and Management
- Contributing Disciplines
- Challenges and opportunities
- Ethics and Organizational Behaviour

Unit – II: The Individual (12 classes):
- Work Place diversity
- Foundations of Individual Behaviour
- Personality, Perception, Attitude & Learning
- Motivation with special reference to the contributions made by Elton Mayo, Herzberg, McGregor, McClelland, Chris Argyris, & Victor Vroom.

Unit – III: The Group (12 classes):
- Foundations of Group behavior
- Groups and Teams, Group Dynamics
- Communication
- Organisational conflict - Sources, Levels and Types, Traditional & Modern approach,
- Conflict Resolution, Transactional Analysis
- Negotiation and Inter-group behaviour

Unit – IV: Leadership (12 classes):
- Leadership and Management
- Trait, Behavioural and Situational Leadership approaches
- Fiedler’s contingency theory, Blake & Mouton’s Leadership Grid, Charismatic & Transformational Leadership, Authentic Leadership
- Leadership Styles,
- Contemporary Issues in Leadership; Power and Politics.
**Core Readings**

1. Robbins, Stephen P.: *Organisational Behaviour*  
   (Prentice Hall of India, N. Delhi, 2008)
2. Hellriegel: *Organizational Behavior*  
   (Thompson Press (Indian Edition), 2007)
3. Luthans, Fred: *Organisational Behaviour*  
   (McGraw Hill, 2005)
4. Nelson: *Organizational Behavior*  
   (Thompson Press (Indian Edition), 2007)
5. Slocum: *Fundamentals of Organizational Behavior*  
   (Thompson Press (Indian Edition), 2007)
   (Prentice Hall of India, N. Delhi, 2000)

**Additional Readings**

1. Schermerhorn, Hunt & Osborn: *Organizational Behaviour*  
2. McGregor, Douglas.: *The Human Side of Enterprise*  
   (Tata McGraw-Hill, N. Delhi1960)
3. Greenburg & Baron: *Behaviour In Organizations*  
   (Prentice Hall of India. New Delhi. 2003)
4. Miner *Organizational Behaviour: Essential Theories of Motivation and Leadership*  
   (Prentice Hall of India. New Delhi. 2008)
4. Dwivedi *Human Relations & Organizational Behavior*  
   (Macmilan India, 2006)
5. Atkinson & Raynor (eds) *Personality, Motivation & Achievement*  
   (John Wiley & Sons, 1978)

**Current Readings**

Harvard Business Review  
Sloan Management Review  
Indian Management  
Vikalpa  
Decision  
IIM (B) Journal of Management
COM C-103 CORPORATE ACCOUNTING

Objective: This paper aims to provide students with a thorough knowledge in a number of advanced topics of corporate accounting.

Unit: I Preparation of Financial Statements (12 classes):
- 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 (12 classes):
- 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 (12 classes):
- 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 Accounting for Special Entities (12 classes):
- Preparation of Financial Statements for Banking Companies
- Preparation of Financial Statements for Insurance Companies
- Accounting for Hotel and Transport and Lease (AS-19) Companies
### Core Readings

1. Arulanandam & Raman: *Advanced Accounting*  
   (Himalaya Publication, New Delhi).
2. Basu & Das: *Practice in Accountancy*  
   (Rabindra Library, Kolkata).
3. Gupta, R L & Radhaswamy, M: *Advanced Accounting*  
   (S. Chand, New Delhi).
4. Hanif & Mukherjee: *Corporate Accounting*  
   (TMG, New Delhi).
5. Jain & Narang: *Advanced Accounting*  
   (Kalyani Publication, New Delhi).
6. Maheshwari & Maheshwari: *Advanced Accountancy*  
   (Vikash Publications, New Delhi).
7. Sehgal, A & Sehgal, D: *Corporate Accounting*  
   (Taxmann, New Delhi).
8. Shukla & Grewal: *Advanced Accounting*  
   (S. Chand, New Delhi).
9. Srinivasan, Anand G: *Law & Practice relating to Company Accounting Standards*  
   (Taxmann, New Delhi).
10. Mohapatra, A K Das: *International Accounting*  
    (PHI, New Delhi).
11. Rawat, D S: *Accounting & Auditing Standards*  
    (Taxmann, New Delhi).

### Additional Readings

1. Anthony, R N & Reece, J S: *Accounting Principles*  
   (Richard Irwin, Inc.)
2. Barker, P & O'hOgartaigh, C: *Group Accounts - Theory and Practice*  
   (Oaktree Press 1st Edn)
3. Narayanswamy, R: *Financial Accounting – A Managerial Perspective*  
   (PHI, New Delhi).
   (TMG, New Delhi).

### Current Readings

Chartered Accountant
COM C-104 STATISTICS FOR DECISION MAKING

Objective: To acquaint students with the application of statistical tools and techniques in the area of business decision-making.

Unit – I: Probability, Theoretical distribution and Sampling (12 classes):
Definition of probability and different approaches
Independent and Dependent Events – Mutually Exclusive Events
Theoretical Distributions – Binomial, Poisson and Normal
Population and Samples, Types of Sampling
Sampling of Variables – Sampling of Attributes
Sampling Distribution
Point and Interval Estimation

Unit – II: Statistical Inference (12 classes):
Testing of Hypothesis: Parametric Tests – ‘t’, ‘Z’ (for large and small samples) and ‘F’ tests
Non-parametric Statistics-Chi-Square Test, M-W Test
Analysis of Variance

Unit – III: Forecasting Technique (12 classes):
Simple Regression and Correlation Analysis
Multiple Regression Analysis
Time Series- Measurement of Trend and Seasonal Variation
**Core Readings**

1. Gupta, S.P.: *Statistical Methods*  
   (S. Chand & Sons, N. Delhi, 2003)

2. Levin & Rubbin.: *Statistics for Management*  
   (Prentice Hall of India, N. Delhi, 2008)

3. Aczel and Sounderpandian.: *Complete Business Statistics*  
   (TMG, N. Delhi, 2006)

   (Kitab Mahal, N. Delhi, 2004)

5. Anderson, Sweeney and Williamm.: *Statistics for Business and Economics*  
   (Thomson, South Western, 2004)

**Additional Readings**

   (Prentice Hall of India, N. Delhi, 1995)

   (Mc Graw Hill, 1995)

3. Siegal, Sidney.: *Non Parametric Statistics for Behavioural Science*  
   (Mc Graw Hill, 1992)

4. Shrama, Anand.: *Statistics for Management*  
   (Himalaya Publishers, New Delhi, 2005)

5. Springer Series.: *Statistics*  
   (Springer Publisher)

   (Pearson, New Delhi, 2004)
Objective: To provide knowledge of Managerial Economics and their applications in managerial decision making.

Unit – I: Introduction (12 Classes):
Nature and Scope of Managerial Economics,
Relationship with economic theory, decision sciences, and functional areas of business
Theory of the Firm: Reasons for existence of the firms & their functions, the objective and value of the firm, constraints on the operation of the firms, limitations of the theory of the firm.
Tools of Analysis: Marginal Analysis, Optimisation, Decision and Game Theory-Concepts
The International Framework of Managerial Economics

Unit – II: Demand Analysis (12 classes):
The demand for a commodity: Individual’s demand, market demand, and the firm demand
Price, Income & Cross elasticity of demand
Using elasticises in managerial decisions.
Theories of consumer behaviour

Unit-III: Pricing Practices and Risk Analysis (12 classes):
Price and Output relationship under different market structures
Pricing Theories
Pricing of multiple products
Price discrimination
International price discrimination & Dumping, Transfer Pricing
Risk and Uncertainties in managerial decision making
Measuring risk with probability distribution
Utility Theory and risk aversion
Core Readings

1. Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
4. Maheswari: Managerial Economics (Prentice Hall of India, N. Delhi, 2008)
7. Hirchey, M Economics for Mangers (Thomson South-Western, 2007)

Additional Readings

5. Dean, Joel.: Managerial Economics (Prentice Hall of India, N. Delhi, 2002)

Current Readings

Economic and Political Weekly
Indian Economic Review
Financial Dailies
Objective: To develop an understanding of finance functions and relevant techniques of financial management.

Unit – I: Foundations of Finance (12 classes):
- Goals and Functions of Finance
- Legal, Operating and Tax Environment for financial decisions
- Sources short term Finance
- Sources of Long term finance-Retained earnings, Common Stock and Right Issues, ADRs and GDRs
- Long Term Debt, Preferred Stock, Convertible Securities, Warrants and Exchangeable, ECBs, FCCBs, Lease Finance.

Unit – II: Working Capital Management (12 classes):
- Working capital- Meaning, Concept and Cycle
- Working Capital Management Strategy
- Estimation of Working Capital
- Management of Cash and Marketable Securities
- Management of Accounts Receivables and Inventory

Unit – III: Cost of Capital and Capital Budgeting: (12 Classes):
- Cost of Capital: Concepts and Methods of Computation
- Capital Budgeting Techniques and their application
- Capital Budgeting under conflicting situations
- Capital Rationing
- Investment Decision under Risk and Uncertainty

Unit – IV: Capital Structure & Dividend Policy (12 classes):
- Operating and Financial Leverage
- Capital Structure Theories
- EBIT-EPS Analysis
- Capital Structure Decision Making
- Dividend Policy- Theories
- Mechanics and practices of Dividend Payment
Core Readings

2. Brigham & ehrhardt: Financial Management (Thomson (India) 2007)

Additional Readings


Current Readings
Finance India
Vikalpa
Decision
Objective: The course aims to develop understanding of the marketing functions and strategies.

Unit – I: Introduction to Marketing Management (12 Classes):
  Marketing- Meaning and approaches
  Role of Marketing in Organizations, 4Ps & beyond, Marketing Challenges Marketing Process and Marketing Planning, Marketing information system

Unit –II: Analysing Market Opportunities (12 Classes):
  Analysing the Marketing Environment- Economic, Demographic, Social, Cultural, Technical, Political & Legal
  Buying Behaviour- Consumer, Business & Industrial
  Measuring and Forecasting Market Demand

Unit –III: Product management (12 Classes):
  Product- Meaning and Classifications
  New Product Development
  Managing Product Life Cycles
  Brand Strategies and Management
  Managing Service- Idea, Institution, Person, Place and Event

Unit–IV: Pricing, Distribution and Promotion (12 Classes):
  Pricing- Influencing factors, Approaches, Strategies and Programmes.
  Channels of Distribution and Logistics
  Promotion Strategies- Advertising, Sales Promotion & Public Relations
Core Readings


Additional Readings

1. Stern, Luis W. & El-Ansary, Adel I: Marketing Channels (Prentice Hall of India, N. Delhi, 2002)
3. Markin, Ram: Marketing Strategy and Management (John Willey & Sons, 2000)
6. Govindarajan: Marketing Management (Prentice hall of India, N. Delhi, 2008)

Current Readings

Journal of Marketing
Indian Management
Vikalpa
Decision
Advertisement and Marketing
COM C- 203 CORPORATE REPORTING PRACTICES

Objective: To acquaint students with the recent changes in financial accounting and reporting practices.

Unit-I: Conceptual Framework of Accounting and Reporting (12 classes):
- Conceptual framework of financial accounting and reporting
- Deductive and Inductive Approach in Theory Formulation
- Critical Theory of Accounting, Normative and Positive Theory of accounting
- Income and Balance Sheet concepts for financial reporting
- Limitations of Accounting Reports
- GAAP and IFRS
- Accounting standards in India-Procedure for Issue, Compliance, and status
- Ethical Consideration facing the accountants
- Harmonization of Accounting standards

Unit-II: Developments in Accounting Policies (12 classes):
- Valuation of Inventories (AS-2)
- Depreciation Policy (AS-6)
- Measurement and Reporting of revenues, expenses (AS-9)
- Accounting for Investments (AS-13)
- Valuation and Revaluation of asset and liabilities [(AS-10, AS-26, AS-29)]

Unit-III: Corporate Reporting (12 classes):
- Corporate Reporting: Objectives, Role of Reporting in economic development
- Statutory and Non Statutory Reporting
- Financial Reporting of Interest in Joint Ventures (AS-27)
- Reporting of Financial Performances- Cash Flow Statements (AS-3), Segment reporting (AS-17), Accounting for Earning per Share (AS-20), Periodic and Interim Financial Reporting (AS-25)
- Recent developments in financial reporting: e-financial reporting, Sustainability Reporting
- International Dimensions of Reporting- Factors and Status

Unit-IV: Corporate Disclosure (12 classes):
- 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
Core Readings

1. Das Gupta, N.: Accounting Standard: Indian & International
   (Sultan Chand, N. Delhi, 2000)
2. ICAI.: Compendium of Statements & Standard Accounting
   (ICAI, Delhi 2002)
   Perspective.
   (PHI, New Delhi, 2005)
4. Ramachandran and Kakani.: Financial Accounting for Management
   (TMG, New Delhi, 2005)
5. Lal Jawahar.: Corporate Financial Reporting Theory and Practice
   (Taxman, New Delhi, 2003)
   (Snow White, Delhi, 2003)
   (TMG, New Delhi, 2001)

Additional Readings

1. ICAI’S Relevant Publication.: www.icai.org
2. Ghosh, Goyale & Maheshwari.: Accounting Theory
   (Wiley Eastern, 1988)
3. Heinemann, A.: Accounting Theory
   (Prentice Hall, 1966)
4. Anthony, Hawkins and Merchant.: Accounting: Text and Cases
   (Tata Mcgraw Hills, New Delhi, 2004)

Current Readings

Chartered Accountant
Chartered Secretary
Management Accounting
Chartered Financial Analyst.
COM O-201 SERVICES MANAGEMENT

Objective: To develop the understanding of the services and its management.

Unit – I: Introduction to Services Management (12 Classes):
Service- Concepts, features and types
Importance of Service Sector in different economic conditions
Role of Services in Organizations
Service encounters – social & economic, production process, customer, service provider, delivery systems
Understanding Customers, Consumer Behaviour – 3 Stage model (pre-purchase, consumption stage & post-purchase)

Unit –II: Managing Services (12 Classes):
Service Strategy and Competitiveness
Services Marketing & its management
Customer Retention through service
Service Quality and Performance
Developing Services System
Role of technology in managing services
Strategic Issues in Service Management

Core Readings
1. Kadampully: Services Management (Pearson Education, New Delhi, 2007)
4. Fitzsimmons and Fitzsimmons: Service Management (TMG, New Delhi, 2006)

Additional Readings
1. Glynn and Barnes (ed): Understanding Services Management (PHI, New Delhi, 2008)
2. Srinivasan: Services Marketing- Indian Context (PHI, New Delhi, 2008)

Current Readings
Journal of Marketing, Indian Management, Decision, Advertisement and Marketing
COM O- 202 NGO MANAGEMENT

Objectives: To familiarize the students with the management aspects of Non-Profit, Non-Government Organization by exposing them to the important functional areas of management of NGOs.

Unit I: Introduction (12 Classes):
- 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 (12 Classes):
- 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

Core Readings

4. Padki and Vaz, Management Development in non-profit Organisations, (Sage Publ, 2006)
5. Waymer,et.al, Nonprofit Marketing, (Sage Publ, 2007)
COM O-203 TAX PLANNING AND MANAGEMENT

Objective: To provide knowledge of tax planning with respect to direct tax and indirect tax laws applicable in managerial decisions making.

Unit – I: Direct Tax Planning (12 Classes):
- Tax implications in planning of business unit as Proprietorship, Partnership, Pvt Ltd & Public Ltd
- Tax planning in the context of exemptions, incentives, export promotions & various deductions under Chapter – VI of Income Tax Act
- Setting up of a new Industrial establishment: location aspects; nature of business; planning for tax holiday benefits
- Specific management decisions such as (1) make or buy; (2) own or lease, (3) repair or replace; (4) export vs. local sale; (5) shut down or continue; (6) expand or contract

Unit – II: Indirect Tax Planning (12 classes):
- Central Excise Act – Planning in relation to nature of activity, use of power, commodity to manufacture, method of selling, scale of investment, number of workers, location of units, etc. Exemption from excise duty levy - nature and types of exemption, Special reliefs for exports and SSI units. Set-off of duties - meaning, schemes of set-off
- VAT / Sales Tax Act – Method of executing sales through branches, head office and factory; export contracts and implications on penultimate sales, canalised exports - implications, planning

Core Readings (latest edition)

1. Singhania, V.K.: Direct Taxes: Laws and Practice
   (Taxman N. Delhi)
2. Singhania, V.K.: Direct Tax planning and Management
   (Taxman N. Delhi)
3. Prasad, Bhagabati: Direct Tax Law & Practice
   (New Age Publ., N. Delhi)
   (Sahitya Bhavan, Agra)
   (TMG, New Delhi)
   (Vision Publications, N Delhi)
7. Ahuja, Girish & Gupta, Ravi: Systematic Approach to Income Tax:
   Central Sales Tax
   (Bharat Law House, N Delhi)
8. Datey V.S.: Indirect Taxes - Law and Practice
   (Taxman Publications, New Delhi)

Current Readings
Charted Accountant, Circulars Issued by CBDT, TaxMan’s Chartered Accountant Today
COM O-204 MANAGEMENT THOUGHT, PROCESS AND PRACTICE

Objective:  
To familiarise the students with the general management theory and changing dimensions of management practices.

Unit – I: Management Theory (12 classes):
Evolution of Management Thought – with reference to the contribution of Henry Fayol, Chester Bernard, FW Taylor, Gilbreth, Follett, Maslow & Grantt
Systems Approach and Contingency Approach
Nature of Management

Unit – II: Management Process and Practice (12 classes):
Process of Management - Planning, Organizing, Staffing, Directing & Controlling
Decision Making
Span of control, centralization vs decentralization,
Functional areas of Management
Value-Based Management, Kaizen, Theory Z and other contemporary management practices

Core Readings
1. Dubrin, Andrew J: Essentials of Management
   (Thomson Press, India Ed. 2007)
2. Robbins: Management
   (PHI, New Delhi, 2007)
   Foundation Books, Indian Print
4. Hellriegel Management – A competency based approach
   (Cengage Learning, 2007)
4. Dale, Earnest.: Management : Theory and Practice
   (McGraw Hill Book Company, 1999)

Additional Readings
1. Drucker, Peter: Management Challenges in the 21st century
   (Butterworth-Heinemann, 1999)
2. Davis, Chatterjee & Heuer (Eds) Management in India – trends & transition
   (Sage – Response Books, 2006)
3. Parkinson, Rustomji & Sapre Great Ideas in Management
   (IBH, India, 2006)

Current Readings
IIM (B) Journal of Management
COM O-205 INFORMATION TECHNOLOGY AND BUSINESS

Objective: To provide the students an insight into the interface of information technology with business, and to familiarize them with computer applications in business decisions.

Unit-I: Information Technology and its applications in Business (12 classes):
Role of information in business
Planning and Development of information system: Basic considerations.
Transforming organisations through IT, Limitations of Information Technology
Data communication and the telecommunication models
Virtual organisations and remote working
M-Commerce and its applications, E-Commerce and its applications

Unit-II: Computers in Business (12 classes):
Use of computer for business information storage, retrieval & processing
Use and applications of word processor, spreadsheet, PPTs, Data Base Management System (DBMS) for managerial decisions (simple examples)
Overview of accounting software and their capabilities

Core Readings
1. Sadagopan S.: Management Information Systems
   (Prentice –Hall of India, New Delhi, 2005)
3. Robert Murdick
   Information Systems for Management
   (Prentice Hall of India, New Delhi, 2002)
4. Jawedkar, W.S.: Management Information Systems
   (Tata McGraw Hill, New Delhi, 2005)
5. Jessup and Valacich: Information System today: Why IS matters?
   (Prentice Hall of India, New Delhi, 2008)

Additional readings
   (Macmillan, New Delhi, 1999)
2. Cady, G. H. and McGregor, P.: Mastering the Internet
   (BPB Publications, New Delhi, 1998)
   (Microsoft Press, Washington, 1997)
   (Tata McGraw Hill Co., New Delhi, 1997)
5. Murthy, V.A.: Management Information Systems
   (Himalayan Publ., New Delhi, 2000)
6. Schneider, G
   Electronic Commerce
   (Thomson Cengage Learning (India), 2007)
COM O-206 INSURANCE

Objective: To give a general idea about the nature, growth, development of insurance business in India and expose to students to the different aspects of basic insurance management principles.

UNIT-I: Insurance Theories (12 classes):
- Meaning, Functions and scope of life, fire, engineering, accident, marine and aviation insurance
- Contract of insurance, basic legal concepts, types of insurance, Terms of insurance contracts
- Settlement of claims: Procedures, different ways of settlement of claims
- Role of surveyors and loss assessors
- Regulations of Insurance Business- IRDA Act, 2000

UNIT-II: Risk Management in Insurance (12 classes):
- Types of Risk in Insurance Business
- Insurable risk- Factors that limit the insurability risk
- Insurers as mangers of Risk, Insurer operation, Reinsurance, and Insolvency Risk
- Identification and evaluation of risk – risk analysis
- Risk control – loss prevention and its importance
- Risk retention and its importance

Core Readings
1. Harrington and Neihaus Risk Management and Insurance (TMG, New Delhi, 2006)
2. Tripathy and Pal Insurance-Theory and Practice (PHI, New Delhi, 2008)

Additional readings
2. Vinayakam, Radhshyam & Vasudevan Insurance: Principles and Practice (S Chand & Co., New Delhi)
Objective: To provide an overview of the financial system in India and functioning of various segments of the financial markets and the financial instruments traded in those markets.

Unit – I: Indian Financial System (12 classes):
- Constituents, Functions of the Financial System
- Inter-relationship between Financial System and Industrial Development
- Efficiency Indicators of Financial System, Financial Development Ratios
- RBI and Financial System
- Monetary Policy and Stability of Financial System
- Financial Sector Reform in India
- Globalisation of Indian Financial System

Unit – II: Financial Markets (12 classes):
- Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits

Unit – III: Securities Market (12 Classes):
- Methods of Issue of securities
- Securities trading and Settlement, and Listing of securities
- Functions of Stock Exchanges: Operations of OTCEI, and NSE
- Role of SEBI: Fair market practice and Investor Protection
- Recent Trends and developments in Security market

Unit – IV: Innovative Financial Instruments and Financial Services (12 classes):
- Innovations in Bond features: Ex-interest debentures, Deep discount bonds, and Secured premium notes.
- Hybrid Securities: Convertible Debentures and bonds
- Derivatives: Options, Futures and Swaps
- Innovative financial services: Factoring, Angel financing, Securitisation, and mergers and acquisitions.
Core Readings

1. Khan, M. Y.: Indian Financial System
   (Tata McGraw, N.Delhi, 2005)
2. Bhole, L.M.: Indian Financial System
   (Tata MCOM C-Graw Hill, N. Delhi, 2005)
3. Fabozzi and Modigliani Capital Markets: Institutions and Instruments
   (Prentice Hall of India, New Delhi, 2008)
   (Himalaya Publishing House, N.Delhi, 2005)
5. Khan, M. Y.: Financial Services
   (Tata McGraw, N.Delhi, 2005)

Additional Readings

1. Frasen and Rose: Financial Institutions and
   Markets in a Changing Worlds
   (Business Publications Inc. Texas, 1998)
2. Dietrich, J.K: Financial Services & Financial Institutions
   (Prentice Hall, New Jersey, 1997)
3. Prasad, K: Development of India’s Financial System
   (Sarup & Sons, 1997).
   Financial Innovation
   (Prentice Hall of India, New Delhi, 2001)
5. Tripathy Financial Instruments and Services
   (Prentice Hall of India, New Delhi, 2008)
   (Sage Publications, N.Delhi, 1996)

Current Readings

Reserve Bank of India Bulletin
Financial dailies.
COM C-302 ENTREPRENEURSHIP

Objective: The objective of the course is to develop an understanding of the concept, process and development of entrepreneurship.

Unit – I: Introduction (12 classes):
- 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 NE region
- Entrepreneurial Behaviour and Skills
- Entrepreneurial Structure
- Entrepreneurial Culture Vs Administrative Culture
- Entrepreneurship vs. Intrapreneurship
- New facets of entrepreneurship

Unit – II: The Entrepreneur ((12 classes):
- 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 (12 classes):
- Rural Entrepreneurship, International Entrepreneurship
- Group Entrepreneurship
- Social Entrepreneurship
- Corporate Entrepreneurship
- Indigenous Entrepreneurship
- Women Entrepreneurship
- Entrepreneurship in Backward Region

Unit –IV: Entrepreneurship Development (12 classes):
- Models of Entrepreneurship development
- Designing Entrepreneurship Awareness Programme,
- Designing Comprehensive EDPs,
- Evaluating an EDP
- EDPs in India and NE India– An evaluation
Core Readings


Additional Readings


Current Readings

COM C-303 COST AND MANAGEMENT ACCOUNTING

Objective: To develop an understanding of cost and management accounting tools and techniques and their application in business planning, decision making and control.

Unit – I: Introduction (12 classes):
Management Accounting in Social Context
Organisation for Management Accounting
Designing Cost & Management Accounting System in an Organisation
Behavioural Aspects of Management Accounting
Changing world of Management Accounting - Strategic Cost Management Framework
Target costing

Unit – II: Cost Analysis for Managerial Decision (12 classes):
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
Key Factor Utilisation Decision
Shut Down Decision
Input Mix Decision

Unit – III: Performance measurement (12 classes):
Activity Based Costing
Throughput Accounting
Economic Value Added
Balanced Scorecards
Comparison of ABC, EVA and BSCs

Unit – IV: Cost Analysis for Control (12 classes):
Standard Costing and Variance Analysis
Budgetary Control and profit Planning
Zero Base Budgeting
Activity Based Budgeting
### Core Readings

1. Horngreen, C.T.: *Introduction to Management Accounting*
   (Prentice Hall of India, N. Delhi, 2008)
2. Atkinson et.al.: *Management Accounting*
   (Prentice Hall of India, N. Delhi, 2008)
3. Sharma & Gupta.: *Management Accounting*
   (Kalyani Publisher, New Delhi, 2004)
4. Lal Jawahar.: *Managerial Accounting*
   (Tata McGraw Hill, New Delhi, 1996)
5. Lal Jawahar.: *Cost Accounting*
   (Tata McGraw Hill, New Delhi, 3ed.)
6. Baneerjee *Cost Accounting-Theory & Practice*
   (Prentice Hall of India, N. Delhi, 2008)
6. Saxena & Vashist.: *Advanced Cost and Management Accounting*
   (Sultan Chand & Sons, New Delhi, 2002)

### Additional Readings

1. Copland, R M. and Vascher, P V.: *Managerial Accounting*
   (John Wiley & Sons, 1993)
   (Richard D. Irwin, 1982)
   (Richard D. Irwin, 1995)
4. Chakraborty, S.K.: *New Perspectives in Management Accounting*
   (Mc Millan, 1985)
   (South western College Publishing,USA, 2000)
6. Shank, J. & Govindarajan, V.: *Strategic Cost Management*
   (The Free Press, 1993)

### Current Readings

Management Accountant  
Management Accounting (USA, UK)  
Journal of Cost Management
COM O- 301 INDUSTRIAL RELATIONS

Objective: To give an understanding of labour problems in industrial organisations and the laws relating to them

Unit I – Introduction (12 classes):
- Changing concept of Labour
- Labour welfare – Nature and scope
- Labour turnover
- Industrial Relations – Concept and approaches
- Development of Industrial relations system in India
- Industrial Democracy

Unit II – Trade Unions and Industrial Disputes (12 classes):
- Labour management relations
- Labour unionism – concept, functions and methods
- History of trade union movement in India
- Trade union membership and leadership
- Trade Union problems in India in changing environment
- Industrial dispute- Meaning, Types and causes,
- Prevention & settlement – collective bargaining, Conciliation, arbitration and adjudication
- Grievance – distinction with industrial dispute and its settlement

Core Readings

1. Michael Salamon : Industrial Relations Theory & Practice,
   (PHI, N Delhi 2005)
2. Memoria & Memoria : Dynamics of Industrial Relations
   (Himalaya, N Delhi, 2004)
3. VenkatRatnam: Industrial Relations : Text and Cases,
   (Oxford University Press, N Delhi, 2001)
Objective: To develop understanding of different dimensions of marketing research, methods and strategies to adopt research techniques in marketing activity.

Unit – II: Research Design and Data Collection (12 classes):
Importance, Nature and Scope of Marketing Research
Marketing Research Process
Problem Identification and Definition- Product Research, Advertising Research, Channels etc.
Developing a Research Proposal
Types and Criteria of Research Design
Data sources- Primary and Secondary, Methods of collection.
Sampling Design
Aptitude Measurement and Scoring Technique

Unit – II: Analysis and Reporting (12 classes):
Uni-variate, Bi-variate and Multivariate data analysis
Chi-Square, Correlations and Regression and ANOVA
Report Preparation and Presentation

Core Readings:
1. Beri, G.C: Marketing Research
   (Tata McGraw Hill, New Delhi, 2000)
2. Churchill: Marketing Research: Methodological Foundations
   (Cengage Learning India Pvt Ltd, New Delhi, 2007)
3. Chisnall, Peter M: The Essence of Marketing Research
   (Prentice Hall of India, New Delhi, 2002)
4. Malhotra Marketing Research: An Applied Orientation
   (Prentice Hall of India, New Delhi, 2008)

Additional Readings
1. Green, Paul E. Donald, S. Tull and Gerald, Albaum: Research for marketing Decision,
   (Prentice Hall of India, New Delhi, 2002).
2. Tull, Donald and Hawkin, Del I Marketing Research: Measurement and Method,
   (Prentice Hall of India, New Delhi, 2008)
3. Zaltman and Burger: Marketing Research,
   (Dryden Press, Illinois, 1995)

Current Reading:
Advertisement and Marketing, Indian Management, Harvard Business Review
COM O-303 FINANCIAL RISK MANAGEMENT

Objective: To expose the students to the different aspects of basic financial risk management principles.

Unit-I Nature and Sources of Financial Risk (12 classes):
- The nature of risk - different ways of defining and classifying risk
- Types of risk – market, credit, liquidity, operational, etc
- Process of Risk Management
- Techniques used in identifying sources of risk

Unit-II Risk Measurement and Control (12 classes):
- The measurement of risk
- Controlling risk: With insurance and without insurance
- VaR and its application
- Hedging- Concepts and Types

Core Readings

1. Redja Principles of Risk management and Insurance (Pearson Education, N Delhi, 2005)

Additional Readings:

COM O- 304 ORGANIZATIONAL DEVELOPMENT AND CHANGE

Objective: To give basic understanding with regard to the changing dimensions of the modern organisation and their management.

Unit – I: Organisational Structure (12 classes):
- Work Design and Departmentalisation
- Traditional & Modern Organisation Structures
- Redesigning and restructuring
- Forces reshaping organisations
- Organizational Culture

Unit – II: Organisational Development and Change Management (12 classes):
- Organizational development – concept, growth, relevance, process and interventions
- Change – concept, types, forces, process and resistance
- Contemporary change issues

Core Readings
2. Hall and Tolbert: Organizations: Structures, Processes, and Outcomes, (PHI, New Delhi, 2008)

Additional Readings

Current Readings
COM O-305 MANAGEMENT OF SMALL ENTERPRISE

Objective: To provide management knowledge and skills in order to enable the students manage a Small Enterprise.

Unit –I: Management in Small Business: An Introduction (12 Classes):
  Environment of Small Enterprise Management
  Small Enterprise management process vs. Large Enterprise mgt. process
  Strategy Formulation and Implementation in small Enterprise
  Strategic Cost Analysis- Strategic position, Value Chain and Cost Drivers
  Venture start up process

Unit – II: Functional Management in Small Enterprise(12 Classes):
  Frame work of Human Resource Management
  Financial Health Analysis
  Pattern of Financing and Risk Management
  Important issues of Working Capital Management in Small Business
  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
  Location & Layout and their influence on operation
  Break Even Analysis
  Production Planning, Scheduling and Control in Small Business
  Quality Control and Cost Consciousness in Small Business
Core Readings

1. Longenecker, Moore, Petty & Palich: Managing Small Business (South Western Cengage Learning, 2008)
3. Haff, Stein and Burgess.: Small Business Management Fundamental (Tata MCOM C-Graw Hill, 1982)
7. Shank, John and Govindarajan, Vijay.: Strategic Cost Management (Free Press, New York, 1993)

Additional Readings

4. Elwood, Buffa.: Modern Production Management (John Wiley & Sons, 1995)
5. Thomas, Mc. Clain.: Operation Management (Prentice Hall Of India, 2000)
7. Morris, Sue.: Discipline, Greivance, and Dismissal (Sterling Publishers, 1998)

Current Readings

Indian Management
SEDME
Management & Behavioural Sciences (NISIET)
SSI Magazine (Eastern Trade Press)
Journal of Small Business Management
**COM O-306 BUSINESS SURVEY AND RESEARCH**

**Objective:** To give a detail idea about the survey and research work in different functional areas of business.

**Unit-I: Survey and Design (12 classes):**
- Role of research in functional areas of business - Accounting, finance, marketing, human resource management
- Research Method, Research Methodology and research process
- Defining Research Problems, Setting Objectives, Formulating Hypothesis, Research Design, Sample Design
- Business Surveys - Collection of primary and secondary data, design of questionnaire

**Unit-III: Analysis & Reporting (12 classes):**
- Data processing - Classification, Tabulation, Editing
- Analysis and interpretation of Data - Uni-variate, bi-variate and multi-variate analysis
- Report writing - Categories of report, Parts of Report, Presentation of a report

**Core Readings**
1. Saunders, Research Methods for Business Students (Person India, N Delhi, 2005)
2. Cooper and Schindler, Business Research Methods (TMG, New Delhi, 2007)
3. Gaur and gaur, Statistical Methods for Practice and Research (Sage Publ, 2007)
4. Johnson and Clarke, Business and Management Research Methodology (Sage Publ, 2007)

**Additional Readings**
1. Smith, Malcom, Research Methods in Accounting (Sage Publ, 2007)
2. Smith and Album, Fundamental of Marketing Research (Sage Publ, 2007)
3. Smith, Thorpe and Lowe, Management Research (Sage Publ, 2007)
COM C-401 INTERNATIONAL BUSINESS

Objective: To expose the students to the different dimensions of international business and its environment.

UNIT – I: International Business (12 classes):
Definition, nature, approaches and theories of International business
Problems of international business
International Economic Environment- Business, Social, Cultural, technological, economic and political environment
International trade policies and relations – tariffs, subsidies, import quota, voluntary export restraints, administrative policies,
Multinational Corporations: Definition, Distinction among I.C., M.N.C., G.C. etc.
Factor contributing to growth of multinationals – criticism on multinationals

UNIT- II: Modes of International Business(12 classes):
Exporting, licensing, Franchising
Contracts- contracts of manufacturing, management contracts
Turnkey projects, mergers, acquisitions, Joint ventures
Market entry strategies
International marketing channels,
Export policies – export import procedure

UNIT III: World Trade Organization and Trade Blocks (12 classes):
Economic Integrations – free trade area, custom unions, common markers, economic unions
EEC, ASEAN, SAARC, SAFTA.
Liberalization of agriculture trade

UNIT IV: International Finance (12 classes):
Introduction – Foreign Exchange, Types of foreign exchange rates
Convertibility of Rupees and its implications
Direct Foreign Investment: Reason of Direct foreign investment
Strategies of Direct Foreign Investment
International Institutions and their role in Capital Market- I.M.F., World Bank and ADB
**Core Readings:**
1. Roger Benneet  
   International Business  
   (Financial Times Management – Pitman Publishing, London)
2. Justin Paul  
   International Business  
   (Prentice Hall of India, N. Delhi, 2008)
3. Ajami et.al  
   International Business: Theory and Practice  
   (Prentice Hall of India, N. Delhi, 2008)
4. P. Subba Rao,  
   International Business – Text and cases  
   (Himalaya Publishing House, 2004)
5. Francies Cherunilam,  
   International Business  
   (PHI, New Delhi, 2006)

**Additional readings:**
1. Sundaram and Black  
   The International Business Environment: Text and Cases  
   (Prentice Hall of India, N. Delhi, 2008)
2. Daniels et al.  
   Globalisation and Business  
   (Prentice Hall of India, N. Delhi, 2008)
3. Keegan W.J.  
   International Marketing  
   (Prentice Hall of India, N. Delhi, 2008)

**Current Readings:**
Journal of Foreign Trade, Harvard Business Review
COM C-402 STRATEGIC MANAGEMENT

Objective: To provide students with knowledge of Strategic Management and to enable them to develop appropriate Strategies for Business Enterprises.

Unit – I: Corporate Strategy: Introduction (12 classes)
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 (12 classes)
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 (12 classes)
Porter’s Generic Strategies
Integration Strategies, Intensive Strategies.
Diversification and Differentiation Strategies,

Unit – IV: Strategy Implementation & Evaluation (12 classes)
Organising Implementation-Staffing, Leading and Job Design.
Strategy Implementation for international business.
Strategy Evaluation - Techniques of Evaluation & Control
Core Readings

1. Fred David: Strategic Management
   (Prentice Hall, New Delhi, 2005)
2. Thompson & Strickland: Crafting & Executing Strategy
   (Tata McGraw Hill, 2005)
3. Hitt, Hoskinsson & Ireland: Management of Strategy – Concepts and cases
   (South Western Cengage Learning, 2007)
4. Pearce, Rovinson & Richard: Strategic Management,
   (Tata McGraw Hill, 2005)
5. Wheelen & David Hunger: Strategic Management & Business Policy
   (Prentice Hall, New Delhi, 2005)
6. Ghemawat, Pankaj: Strategy & the business landscape
   (Pearson, New Delhi, 2000)
7. Gupta, Golakota & Srinivasan Business Policy and strategic management
   (Prentice Hall, New Delhi, 2005)
8. Srinivasan Strategic Management: The Indian Context
   (Prentice Hall, New Delhi, 2007)

Additional Readings

1. Hamel, Gary : Leading the Revolution
   (Harvard Univ. Press, 2000)
2. Kay, John: Foundations of Corporate Success
   (Oxford, UK 1995)
3. Ansoff, H. Igor: Implanting Strategic Management
   (Prentice Hall, New Jersey, 1990)
4. Porter, Michael E.: Competitive Advantage of Nations
   (The Free Press, 1990)
5. Mintzberg, Quinn & Ghoshal (eds): The Strategy process - Concepts, contexts & cases,
   (Prentice Hall of India, 1998)
6. Hamel & Prahalad: Competing for the future,
8. Steiner & Miner: Management and Strategy : Text, Reading
   and Cases
   (Macmillan, New York,1982)

Current Readings

Harvard Business Review
Sloan Management Review
Advertisement and Marketing
COM C-403 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To enable the students to understand various techniques of analysis used in investment decisions, portfolio analysis and efficient portfolio management

Unit – I: Security Market Analysis (12 classes):
  - Investment environment
  - Types of return and risk; Sources of risk
  - Technical Analysis
  - Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis

Unit – II: Forms of Market Efficiency and Valuation of Securities (12 classes):
  - Random Walk Theory
  - Form of Market efficiency
  - Analysis of Bond/ Debentures: Valuation of bonds
  - Analysis of risk in bonds-duration and convexity
  - Valuation of Equity and Options

Unit – III: Portfolio Analysis(12 classes):
  - Portfolio Management – Meaning, Evaluation & Role
  - Risk & Return of a Portfolio, Risk Diversification
  - Markowitz Risk-Return Optimisation
  - Single Index Model-Portfolio Tufel Risk
  - Portfolio Market Risk, Portfolio Unique Risk
  - Sharpe’s Optimisation Solution

Unit – IV: Portfolio: Theory, Construction & Evaluation (12 classes):
  - Capital Market Theory- CAPM, Risk Free Lending Borrowing
  - Arbitrage Pricing Theory
  - Techniques of Portfolio Construction
  - Active and Passive portfolio management
  - Bond portfolio management strategies-passive, semi-active and active along with immunization strategies
  - Portfolio Performance Evaluation
### Core Readings


### Additional Readings


### Current Readings

- Journal of Accounting
- Vikalpa
Objective: The objective of the course is to provide the student with skills necessary to create, plan and control a new Enterprise.

Unit – I: Project Identification Formulation and Planning (12 classes):
- Understanding environment for business opportunities
- Idea generation, short listing and selection of product/service
- Stages in Venture Appraisal- Technical, Financial, Economic and Social Appraisal
- Location, Factory Design and Layout
- Commercial vs. National Profitability
- Social Cost-Benefit Analysis (broader concept only)
- Feasibility Report Preparation for new Enterprise- format and contents

Unit – II: Market and Financial Appraisal (12 classes):
- Market Survey – Design, Data Sources and Methodology
- Market Segmentation and product differentiation
- Forecasting Future demand and Distribution Analysis
- Preparation of the Sales Plan and Report
- Estimation of Financial Requirement
- Application of Capital Budgeting Techniques
- Risk and Uncertainty Analysis for the new enterprise
- Planning Capital Structure and Financing Project
- Financial viability Study

Unit – III: Project Implementation and Management (12 classes):
- Project Organisation and Control
- Network Analysis – PERT & CPM
- Cost and Time Over-run
- Project Follow up and Monitoring
Core Readings

1. Chandra, Prasanna.:  
   Project Prepartation, Appraisal and Implementation  
   (Tata Mc Graw Hill, N. Delhi, 1998)

2. Desai, Vasant.:  
   Entrepreneurial Development, Vol.II  
   Project Formulation Appraisal and Financing for Small Industry,  
   (Himalaya Publ. N. Delhi, 2000)

3. Nicholas:  
   Project Management for Business and Technology: Principles and Practice  
   (Prentice Hall of India, N. Delhi, 2008)

4. Pitala.:  
   Project Appraisal Techniques  
   (Oxford & IBH Publication, 1992)

5. Yound, Trevour L.:  
   Planning and Implementing Project  
   (Sterling Publishing Ltd, 1998)

6. Krishnan and Moorthy:  
   Text Book of Project Management  
   (Mac Millan India Ltd, 1998)

7. Singh, Narendra.:  
   Project Management & Control  
   (Himalaya Publ., N. Delhi, 2000)

Additional Readings

1. OECD.:  
   Guide to Practical Project Appraisal  
   (OECD Publications, 1972)

2. OECD.:  
   Manual for Preparation of Industrial Feasibility Studies  
   (OECD Publication, 1971)

3. OECD.:  
   Manual of Industrial Project Analysis in Developing Countries  
   (IDBI Reprint, Bombay, 2002)

4. OECD.:  
   A Management Approach to Project Appraisal  
   (OECD Publications, 2000)

5. Philipose, Susi.:  
   Operation Research – A Practical Approach  
   (Tata Mc Graw Hill, N. Delhi, 1986)

Current Readings

Management Accounting (UK)  
Management Accounting  
Vikalpa, Decision
COM C-405 HUMAN RESOURCE MANAGEMENT

Objective: To give a theoretical exposure to the students with regard to human resource management and industrial relations

Unit I – Introduction (12 classes):
- Human Resource Management (HRM) - concepts and functions
- HR Planning, Job Analysis and Design
- Job descriptions and Job specifications
- Role of HR manager, HR Information System
- Contemporary global trends and challenges

Unit II – HRM Functions (12 classes):
- Recruitment, Selection, Induction and Placement
- Training and development – Distinction, Identification of training need
- Training methods – simulation and vestibule
- Employee Discipline, Suspension, Dismissal and Retrenchment

Unit III – Compensation & Appraisal (12 classes):
- Compensation and Rewards, factors influencing compensation – Monetary & non monetary benefits
- Social security - Sinking concept of pension
- Performance Appraisal – need, methods and techniques, 360 degree appraisal, Graphic rating scale, ranking method, Behavior observation scale
- Performance Review
Core Readings
1. Dessler, Gary : Human Resource Management (PHI, New Delhi, 2008)
8. Monappa & Mirza : Personnel Management (TMH, 2001)

Additional Readings
1. MendenHall, Oddou & Stahl (editors): Reading and cases in International Human Resource Management (Routledge, 2007)

Current Readings
HBR
Sloan Management Review
Human Resource Management
Asia-Pacific Journal of Management
Indian Management
<table>
<thead>
<tr>
<th>DAYS</th>
<th>9.30-10.30</th>
<th>10.45-11.45</th>
<th>11.45-12.30</th>
<th>12.30-1.30</th>
<th>1.30-2.30</th>
<th>2.30-3.30</th>
</tr>
</thead>
<tbody>
<tr>
<td>MON</td>
<td>O-204 (VKS)</td>
<td>O-201 (SK)</td>
<td>L</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUE</td>
<td>O-202 (RS)</td>
<td>O-201 (SK)</td>
<td>U</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WED</td>
<td>O-202 (RS)</td>
<td>O-204 (VKS)</td>
<td>N</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THU</td>
<td></td>
<td></td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRI</td>
<td></td>
<td></td>
<td>H</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Head
Department of Commerce
North-Eastern Hill University
Shillong-793022