

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 inter disciplinary 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

<u>Semester I</u>	Credits
<i>Core</i>	
COM C- 101 Business Environment	4
COM C- 102 Organization Behavior	4
COM C- 103 Corporate Accounting	4
COM C- 104 Statistics for Decision Making	3
COM C- 105 Managerial Economics	3
<u>Semester II</u>	
<i>Core</i>	
COM C- 201 Advanced Financial Management	4
COM C- 202 Marketing Management and Policy	4
COM C- 203 Corporate Reporting Practices	4
<i>Open (Three courses to be offered)</i>	
COM O- 201 Service Management	2
COM O- 202 NGO Management	2
COM O- 203 Tax Planning and Management	2
COM O- 204 Management Thought, Process and Practice	2
COM O- 205 Information Technology and Business	2
COM O- 206 Insurance	2
<u>Semester III</u>	
<i>Core</i>	
COM C- 301 Financial Markets and Instruments	4
COM C- 302 Entrepreneurship	4
COM C- 303 Cost and Management Accounting	4
<i>Open (Three courses to be offered)</i>	
COM O- 301 Industrial relation	2
COM O- 302 Marketing Research	2
COM O- 303 Financial Risk Management	2
COM O- 304 Organizational Development and Change	2
COM O- 305 Management of Small Enterprise	2
COM O- 306 Business Survey and Research	2
<u>Semester IV</u>	
<i>Core</i>	
COM C- 401 International Business	4
COM C- 402 Strategic Management	4
COM C- 403 Security Analysis & Portfolio Management	4
COM C- 404 Project Planning & Control	3
COM C- 405 Human Resource Management	3

(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

1. Cherunillam, Francis: Business and Government
(Himalaya Pub. House, N. Delhi, 2006)
2. Awasthappa, K.: Essentials of Business environment
(Himalaya Publishing House, New Delhi, 2006)
3. Ghosh, P.K. & Kapoor, G.K.: Business Policy and Environment
(S. Chand and Sons, N. Delhi, 2000)
4. Dasgupta, A. & Sengupta, A.N.: Government & Business
(Allied Book Agency, N. Delhi, 1998)
5. Singh & Shekhar.: Environmental Policy in India
(IIPA, New Delhi, 1996)
6. Sharma, P.D.: Ecology and Environment
(Rostogi Pub., Meerut, 1995)

Additional Readings

1. Dutt, Rudder and Sundaram, KPM.: Indian Economy
(S. Chand and Co., N. Delhi, 2005)
2. Adhikary, M.: Economic Environment of Business
(S. Chand & Co., N. Delhi, 1998)
3. Chand, Amar.: Government and Business
(Tata McGraw Hill, N. Delhi, 1991)
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)
6. Arvil, Robert.: Man and Environment
(Penguin Book, 1998)
7. Dorfman, Robert and Nancy.: Economics of Environment
(W.W. Norton & Co. 1996)
- 8 Fisher, Antony C.: Resource and Environmental Economics
(Cambridge University Press)

Current Readings

Economic and Political Weekly
Economic Survey of India
Financial Dailies

COM C- 102 ORGANISATIONAL BEHAVIOUR

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^t
(Thompson Press (Indian Edition), 2007)
6. Hersey & Blanchard: Management of Organisational Behaviour,
(Prentice Hall of India, N. Delhi, 2000)

Additional Readings

1. Schermerhorn, Hunt & Osborn: Organizational Behaviour
(Wiley & Sons. New York 6th edition)
2. McGregor, Douglas.: The Human Side of Enterprise
(Tata McGraw-Hill, N. Delhi 1960)
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
(Macmillan 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).
9. Mohapatra, A K Das: International Accounting
(PHI, New Delhi)
10. 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).
4. Xavier, g Francis: Fundamentals of Advanced Accounts, Vol–III
(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)
4. Elhance, D.: Fundamentals of Statistics
(Kitab Mahal, N. Delhi, 2004)
5. Anderson, Sweeney and Williamm.: Statistics for Business and Economics
(Thomson, South Western, 2004)

Additional Readings

1. Levin D.M, Ramsey, P Mark & L. Berenson.: Basic Business Statistics : Concepts and Applications
(Prentice Hall of India, N. Delhi, 1995)
2. Mills, Richard L.: Statistics for Applied Economics & Business
(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)
6. Sharma, J.K.: Business Statistics
(Pearson, New Delhi, 2004)

COM C-105 MANAGERIAL ECONOMICS

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.
Nature & Functions of Profits: Business vs. Economic Profits, Theories of Profit, Functions of profit.
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 elasticities 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)
2. Gupta, G.S.: Managerial Economics
(Tata McGraw Hill, N. Delhi, 1997)
3. Mc Guigam, James R. & R Mayer, Charles.: Managerial Economics – Private and Public Sector Decision Analysis
(The Dryden Press, 1992)
4. Maheswari: Managerial Economics
(Prentice Hall of India, N. Delhi, 2008)
5. Koutsyannis, A.: Modern Micro Economic Theory
(Mac Milan, 1999)
6. Samuelson & Nordhas.: Economics
(Tata McGraw Hills, New Delhi, 2002)
7. Hirchey, M Economics for Mangers
(Thomson South-Western,2007)

Additional Readings

1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases
(S. Chand & Sons, N. Delhi, 2000)
2. Watson, Donald S.: Price Theory and its Uses
(Scientific Book Agency, 1994)
3. Lowes, Bryan & Sparkes, John R.: Modern Managerial Economics
(Heimemann : London, 1995)
5. Polda, Kristian S.: Readings in Managerial Economics
(Prentice Hall Inc. Englewood Cliff, 1973.)
6. Dean, Joel.: Managerial Economics
(Prentice Hall of India, N. Delhi, 2002)

Current Readings

Economic and Political Weekly
Indian Economic Review
Financial Dailies

COM C-201 ADVANCED FINANCIAL MANAGEMENT

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

1. Vanhorne, James C: Financial Management & Policy
(Pearson, N. Delhi, 2008)
2. Brigham & ehrhardt: Financial Managment
(Thomson (India) 2007)
3. Chandra, Prasana: Financial Management
(Tata McGraw Hill, N. Delhi, 2006)
4. Khan, M.Y. & Jain, P.K: Financial Management
(Tata McGraw Hill, N. Delhi,2006)
5. Pandey, I.M: Financial Management
(Vikas Publishing House, New Delhi, 2006)

Additional Readings

1. Gitman, L J.: Principles of Managerial Finance
(Harper and Row, 1996)
2. Hampton.: Financial Decision Making. Concepts,
Problems and Cases
(Prentice Hall of India, N. Delhi, 2002)
3. Brealey and Meyers.: Principles Corporate Finance
(TMG, New Delhi, 2004)
4. Keown, Martin, Petty and Scott (jr.): Financial Management & Applications.
(Prentice Hall of India, N. Delhi, 2008)
5. Ravi. M. K.: Financial Management.
(Taxman, New Delhi, 2007)

Current Readings

Finance India
Vikalpa
Decision

COM C- 202 MARKETING MANAGEMENT AND POLICY

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

1. Kotler, Philip: Marketing Management Analysis, Planning Implementation and Control
(Prentice Hall of India, N. Delhi, 2005)
2. Kotler, Keller, Koshy & Jha: Marketing Management
(Pearson Education, N Delhi, 2007)
3. Stone, Marilyn A & John Desmond: Fundamentals of Marketing,
(Routledge,UK. 2007)
4. Kumar and Minakshi Marketing Management
(Vikas Publ. House, 2007)
5. Kurtz: Principles of Marketing,
(Cengage Learning India Pvt Ltd, New Delhi, 2007)

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)
4. Kelly, E.J.& Lazer, William: Managerial Marketing – Perspectives
(Richard D. Irwin Inc, Illinois, 1996)
5. Neelamegham, S: Marketing Management and the Indian Economy
(Vikas Publishing House, N. Delhi, 1979)
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)
3. Narayanswamy R.: Financial Accounting: A Managerial 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)
6. Vijaykumar M P.: First lesson to Accounting Standards,
(Snow White, Delhi, 2003)
7. Porwal L S.: Accounting Theory- an Introduction,
(TMG, New Delhi, 2001)

Additional Readings

1. ICAI'S Relevant Publication.: www.icaai.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: | <u>Services Management</u>
(Pearson Education, New Delhi, 2007) |
| 3. Haksever, Render, Russell & Murdick: | <u>Service Management and Operations</u>
(Pearson Education, New Delhi, 2005) |
| 3. Hoffman: | <u>Services Marketing: concepts, strategies and cases</u>
(Cengage Learning India Pvt. Ltd, N Delhi, 2007) |
| 4. Fitzsimmons and Fitzsimmons | <u>Service Management</u>
(TMG, New Delhi, 2006) |

Additional Readings

- | | |
|---------------------------------|---|
| 1. Glynn and Barnes (ed) | <u>Understanding Services Management</u>
(PHI, New Delhi, 2008) |
| 2. Srinivasan | <u>Services Marketing- Indian Context</u>
(PHI, New Delhi, 2008) |
| 3. Bateson, John EG: | <u>Managing Services Marketing</u>
(The Dryden Press, USA, 1995) |
| 4. Das, Ranjan: | <u>Strategic Management of Services – framework and cases</u>
(Oxford India, 1997) |
| 5. Kotler, Keller, Koshy & Jha: | <u>Marketing Management</u>
(Pearson Education, N Delhi, 2007) |

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

1. Peter F. Drucker Managing the Non-Profit Organization: Principles and Practices,
(Harper Collin Publishers, New York, 1990)
2. Thomas Wolf, Managing a Nonprofit Organization in the Twenty-First Century
(Prentice Hall Press, New York 1999)
3. J.H.Ovasdi, NGO Management
(MacMillan India Ltd, 2004)
4. Padki and Vaz Management Development in non-profit Organisations
(Sage Publ, 2006)
5. Waymer,et.al Nonprofit Marketing
(Sage Publ, 2007)
6. Anderson & Kotler Strategic Marketing for Non-Profit Organisation
(Pearson Education, New Delhi)

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. Singhanian, V.K.: | <u>Direct Taxes: Laws and Practice</u>
(Taxman N. Delhi) |
| 2. Singhanian, V.K. : | <u>Direct Tax planning and Management</u>
(Taxman N. Delhi) |
| 4. Prasad, Bhagabati: | <u>Direct Tax Law & Practice</u>
(New Age Publ., N. Delhi) |
| 6. Merhotra, H.C.: | <u>Direct Taxes Planning</u>
(Sahitya Bhavan, Agra) |
| 7. Srinivas E.A. | <u>Corporate Tax Planning</u>
(TMG, New Delhi) |
| 8. Lakhota R.N. | <u>Corporate Tax Planning</u>
(Vision Publications, N Delhi) |
| 9. Ahuja, Girish & Gupta, Ravi: | <u>Systematic Approach to Income Tax;</u>
<u>Central Sales Tax</u>
(Bharat Law House, N Delhi) |
| 10. Datey V.S. | <u>Indirect Taxes - Law and Practice</u>
(Taxman Publications, New Delhi) |

Current Readings

Chartered Accountant, Circulars Issued by CBDT, TaxMan's Charated 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: | <u>Essentials of Management</u>
(Thomson Press, India Ed. 2007) |
| 2. Robbins: | <u>Management</u>
(PHI, New Delhi, 2007) |
| 3. Witzel M: | <u>Management – The Basics</u>
Foundation Books, Indian Print |
| 4. Hellriegel | <u>Management – A competency based approach</u>
(Cengage Learning, 2007) |
| 4. Dale, Earnest.: | <u>Management : Theory and Practice</u>
(McGraw Hill Book Company, 1999) |

Additional Readings

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

Current Readings

Harvard Business Review, Sloan Management Review, Indian Management
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, spread sheet, 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)
2. Mc Lead R.Jr.: Information Systems: Concepts
(Prentice Hall International Edition, New York, 1995)
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

1. Agarwala, K.N. and Agrarwala, D.: Business on the Net: What's and How's of E- Commerce:(Macmillan, New Delhi, 1999)
2. Cady, G. H. and McGregor, P.: Mastering the Internet,
(BPB Publications, New Delhi, 1998)
3. Kosivr, D.: Understanding Electronic Commerce
(Microsoft Press, Washington, 1997).
4. Robert, S and Mary, S.: The Management Information Systems: Manager's view,
(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

Indian Insurance Industry: Structure and organisation.

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 managers 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)
3. Redja Principles of Risk Management and Insurance
(TMG, New Delhi, 2005)
4. Kothari&Bahi, Principles and Practice of Insurance
(Sahitya Bhavan, Agra, 2004)

Additional readings

1. M N. Misra, Insurance Principles and Practices
(S Chand & Co, New Delhi,2004)
2. Vinayakam, Radhshyam & Vasudevan Insurance: Principles and Practice
(S Chand & Co., New Delhi)
3. Kotreshwar Risk management-Insurance and Derivatives
(Himalaya Publishing House,2005)

COM C-301 FINANCIAL MARKETS AND INSTRUMENTS

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):

Major Segments of Financial Markets: Money Market, Capital Market, Foreign Exchange market and Govt Security Market
Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits
Capital Market: Primary and Secondary Market, Cash/Spot Market and Derivative Market, and Equity and Debt Market.

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)
4. Desai, V: Indian Financial System and Development.
(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).
4. Marshall and Bansal: Financial Engineering: A Complete Guide to Financial Innovation
(Prentice Hall of India, New Delhi, 2001)
5. Tripathy Financial Instruments and Services
(Prentice Hall of India, New Delhi, 2008)
6. Bhatt, R.S.: Financial System for Economic Development
(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

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

Additional Readings

1. McLlelland, D.C.
Winter, D.G.: Motivating Economic Achievement
(Free Press, New York, 1966)
2. Awasthi, D & Sebastian, J.: Evaluation of Entrepreneurship Progress
(Sage Publications, N. Delhi, 1996)
3. Westhead, P. and Wright, M. (Ed): Advances in Entrepreneurship Vol.III
Elgar Reference Collection, Northampton, USA, 2000)
4. Vexper, Karl N.: New Venture Strategies
(Prentice Hall of India, N. Delhi, 1993)
5. David, Hall.: The Hall Marks for Successful Business
(Excel Books, 1992)
6. Jain, G. Raj & Gupta, D (Ed): New Initiatives in Entrepreneurship Education and Training
(EDII, Ahmedabad, 1996)
7. Mali, D.D.: Vision 2001: Small Industry in North East
(Indian Institute of Entrepreneurship Gauhati, 2000)
8. Sharma, R.A.: Entrepreneurial Change in Indian Industries
(Sterling Publication, N. Delhi, 1992)
9. Story, D.J.: Small Business: Critical Perspective on Business and Management
(Routledge, London, 2000)

Current Readings

Journal of Small Business Management, SEDME, Journal of Entrepreneurship

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)
2. Anthony, R.N. and Welsh, G.A.: Fundamentals of Management Accounting
(Richard D. Irwin, 1982)
3. Anthony, R.N, Dearden, J and Vancil, R.F.:Management Control System : Cases and Readings
(Richard D. Irwin, 1995)
4. Chakraborty, S.K.: New Perspectives in Management Accounting
(Mc Millan, 1985)
5. Reeve, James. M.: Readings and Issues in Cost Management
(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)

COM O-302 MARKETING RESEARCH

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:

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

Additional Readings

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|--|---|
| 1.Green, Paul E. Donald, S. Tull and Gerald, Albaum: | <u>Research for marketing Decision,</u>
(Prentice Hall of India, New Delhi, 2002). |
| 2. Tull, Donald and Hawkin, Del I | <u>Marketing Research: Measurement and Method,</u>
(Prentice Hall of India, New Delhi, 2008) |
| 3. Zaltman and Burger: | <u>Marketing Research,</u>
(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)
2. Marrison The Fundamentals of Risk Mangement
(Tata Mc Graw Hill, N Delhi, 2006)

Additional Readings:

1. John C. Hull, Fundamentals of Futures & Options Markets
(Prentice Hall, 2001).
2. Jorian, Phillippe Value at Risk: The New Benchmark for Managing Financial Risk
(McGraw-Hill, 2007)

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 organizations
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

1. Cummings & Worley: Organization Development and Change, (Thompson Press, 2005)
2. Hall and Tolbert: Organizations: Structures, Processes, and Outcomes. (PHI, New Delhi, 2008)
3. Holbeche, Linda Understanding Change – Theory, Implementation & Success, (Elsevier, India, 2007)
4. Harigopal K Management of Organisational Change (Sage Publ, 2007)
5. French & Bell Jr. Organisation Development: Behavioral Science Interventions for Organisation Improvement (PHI, New Delhi, 2008)

Additional Readings

1. Packard, Vance The Pyramid Climbers (Penguin Books, 1962)
2. Ghoshal, Pираmal & Bartlett Managing Radical Change (Viking, 2000)
3. Davis, Chatterjee & Heuer (Eds) Management in India – trends & transition (Sage – Response Books, 2006)
4. Miner Organizational Behaviour: Essential Theories of Process and Structure (Prentice Hall of India. New Delhi. 2008)

Current Readings

Harvard Business Review, Sloan Management Review, Indian Management

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)
2. Broom, H.N.:
Small Business Management
(South Eastern Publishing, 1990)
3. Haff, Stein and Burgess.:
Small Business Management Fundamental
(Tata MCOM C-Graw Hill, 1982)
3. Sansol, C.L.:
Entrepreneurship and Small Business Management
(Har Anand Publications, 1998)
4. Stegall, I.S., Steinmet, Z. and J.B. Kline.:
Managing the Small Business
(Taraporevala Publications, 1993)
5. Desai, Desai Vasant.:
Small Industrial Organization and Management
(Himalaya Publishing House, 2004)
6. Shank, John and Govindarajan, Vijay.:
Strategic Cost Management
(Free Press, New York, 1993)
7. Megginson W & Byrd Jane Mary.:
Small Business Management: An Entrepreneurs Guide Book
(TMG, New Delhi 2003)

Additional Readings

1. Hall, B. & Royace, Brahmanon L.:
Small Business Management
(John Will and Sons, 2000)
2. Jain, V.K.:
Marketing Management for Small Units
(Management Publishing House, ND, 2000)
3. Birley, Sue.:
The Small Business Case Book
(Mc Millan Press Ltd, 1986)
4. Elwood, Buffa.:
Modern Production Management
(John Wiley & Sons, 1995)
5. Thomas, Mc. Clain.:
Operation Management
(Prentice Hall Of India, 2000)
6. Kotler, Philip.:
Principles of Marketing
(Prentice Hall of India, 1995)
8. Morris, Sue.:
Discipline, Greivance, and Dismissal
(Sterling Publishers, 1998)
9. Baruah, R. K.:
Financing Small Scale Industries
(Omson's Publication, New Delhi, 2002)

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

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|-------------------------|--|
| 1. Saunders | <u>Research Methods for Business Students</u>
(Person India, N Delhi, 2005) |
| 2. Cooper and Schindler | <u>Business Research Methods</u>
(TMG, New Delhi, 2007) |
| 3. Gaur and gaur | <u>Statistical Methods for Practice and Research</u>
(Sage Publ., 2007) |
| 4. Johnson and Clarke | <u>Business and Management Research Methodology</u>
(Sage Publ., 2007) |

Additional Readings

- | | |
|---------------------------|---|
| 1. Smith, Malcom | <u>Research Methods in Accounting</u>
(Sage Publ, 2007) |
| 2. Smith and Album | <u>Fundamental of Marketing Research</u>
(Sage Publ, 2007) |
| 3. Smith, Thorpe and Lowe | <u>Management Research</u>
(Sage Publ, 2007) |
| 4. Creswell, J W | <u>Research Design</u>
(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 markets, 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. Gloabalisation 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, Havard 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,
Functional Strategy- Manufacturing, Financial, Marketing, Human Resource, Research & Development.

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,
(Harvard Business School Press, 1994)
7. Hoter & Schendel: Strategy Formulation-Analytical Concepts
(West Pub. Co, 1996)
8. Steiner & Miner: Management and Strategy : Text, Reading and Cases
(Macmilan, 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

1. Fuller & Farrel: Modern Investment & Security Analysis, (McGraw Hill, International Edition, 2000)
2. Sharoe, & Bailey, Alexander: Investments, (Eastern Economy Edition, 1999)
3. Strong, Robert. A: Portfolio Management Handbook, (Jaico Publishing House, Delhi, 2003)
4. Singh, Preeti: Investment Analysis (Himalaya Publishing House, 2005)
5. Jordan & Fischer: Security Analysis & Portfolio Management. (Prentice Hall India N. Delhi, 2007)
6. Avadhani, V.A: Security Analysis & Portfolio Management. (Himalaya Publishing House, 2005)

Additional Readings

1. Cohan,Zinbzig & Zeikel: Investment Analysis & Portfolio Management (Prentice Hall, 2000)
2. Francis, Jack Clark: Investment Analysis & Management, (McGraw Hill, International Edition, 1999)
3. Bhalla, V.K: Investment Management (S. Chand & Sons, N. Delhi, 2005)
4. Kevin, S: Security Analysis &Portfolio Management (Prentice Hall of India, N. Delhi, 2008)
5. Avadhani,V.A: Investment Analysis (Himalaya Publishing House, N.Delhi, 2005)
6. Ramaguntham & Madhumati Investment Mgt. and Portfolio Management (Pearson, New Delhi, 2004)

Current Readings

Journal of Accounting
Vikalpa

COM C-404 PROJECT PLANNING AND CONTROL

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 Preparation, 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)
2. Mathis & Jackson : Human Resource Management
(Thomson, 2007)
3. Snell & Bohlander : Human Resource Management
(South Western, 2007)
4. Flippo, Edwin B : Personnel Management,
(McGraw Hill, Tokyo, 1989)
5. Pattanayak, Biswajeet; Human Resource Management.
(PHI, New Delhi, 2008)
6. Venkataratnam : Personnel Management & Human Resource,
(Tata McGraw Hill, 2004)
7. Memoria & Gankar : Personnel Management : text & cases
(Himalaya Publ., 2004)
8. Monappa & Mirza : Personnel Management
(TMH, 2001)

Additional Readings

1. MendenHall, Oddou & Stahl (editors): Reading and cases in International Human Resource Management
(Routledge. 2007)
2. Kandula: Human Resource Management.
(PHI, New Delhi, 2005)
3. Armstrong, M.: A Handbook of Human Resource Manangement,
(London, Kogan Page, 1999)
4. Davar, R.S. Personnel Management and Industrial Relations
(Vikas Publishing House, New Delhi, 1993)
5. Mello, Jeffrey A: Strategic Human Resource Management
(Thomson Press, Indian Ed, 2007)
6. Monappa, Arun Managing Human Resource
(Macmillan, India, 1998)

Current Readings

HBR
Sloan Management Review
Human Resource Management
Asia-Pacific Journal of Management
Indian Management

DEPARTMENT OF COMMERCE
NORTH EASTERN HILL UNIVERSITY
ROUTINE FOR II SEMESTER OF M.COM PROGRAMME 2009 w.e.f. 19.02.09

DAYS	9.30-10.30	10.45-11.45	11.45-12.30	12.30-1.30	1.30-2.30	2.30-3.30
MON	O-204 (VKS)	O-201 (SK)	L			
TUE	O-202(RS)	O-201 (SK)	U			
WED	O-202(RS)	O-204 (VKS)	N			
THU			C			
FRI			H			
			B			
			R			
			E			
			A			
			K			


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