

M Com Syllabus, 2016

COURSE STRUCTURE

(Each credit = 12 contact hours)

<u>Semester – I</u>	<u>Credits</u>
Core	
COM C – 101 Business Environment	4
COM C – 102 Managerial Economics	3
COM C – 103 Organisational Behaviour	3
COM C – 104 Financial Analysis and Reporting	4
COM C – 105 Statistics for Decision Making	4
Semester – II	
Core	
COM C – 201 Financial Management	4
COM C – 202 Human Resource Management	3
COM C – 203 International Business	3
Open	
COM O – 201 Information Technology and Business	2
COM O – 202 Management Thought	2
COM O – 203 Accounting for Services	2
COM O – 204 Retail Management	4
COM O – 205 NGO Management	2
COM O – 206 Services Management	4
Semester – III	
Core	
COM C – 301 Financial Markets and Instruments	3
COM C – 302 Marketing Management	3
COM C – 303 Corporate Accounting	4
[Any One Specialisation to be opted from the following]	
A) Finance	
COM C – 304 Derivatives and Risk Management	4
B) Entrepreneurship	
COM C – 305 Entrepreneurship	4
C) Taxation and Auditing	
COM C – 306 Direct Taxes	4

Open

COM O – 301 Corporate Tax Planning and Management	2
COM O – 302 Security Market Operations	2
COM O – 303 Micro Finance	2
COM O – 304 Change Management	2
COM O – 305 Operations Research	2
COM O – 306 Business Survey and Research	4

Semester – IV

Core

COM C – 401 Management Accounting	4
COM C – 402 Venture Creation	3
COM C – 403 Strategic Management	3
COM C – 404 International Accounting and Reporting	4

[The Chosen *Specialisation* in III Semester will continue]

A) Finance

COM C – 405 Security Analysis and Portfolio Management	4
--	---

B) Entrepreneurship

COM C – 406 Management of Small Business	4
--	---

C) Taxation and Auditing

COM C – 407 Corporate Governance and Audit	4
--	---

COM C – 101: BUSINESS ENVIRONMENT

(Four credit core course)

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

Unit – I: Introduction

Meaning of business, nature of modern business
Elements of environment
Techniques of environmental scanning and monitoring
Social Responsibility of Business- Models
Business Ethics- Ethical dilemmas and Managing ethics

Unit – II: Socio-Economic Environment of Business

Economic systems and business environment
Current industrialization trends
Critical assessment of the policy of liberalization, privatization and globalization (LPG)
Foreign Trade and WTO
Disinvestment and Foreign Investment
SEZ, EPZ, EOU

Unit – III: Legal and Technological Environment of Business

Environmental Pollution - Air pollution, Water pollution, soil pollution, Noise pollution,
Role of the industries in managing the industrial pollution
Tax laws with a Special emphasis on GST
Industrial Disputes, Gender issues, Child labour, safety provisions of Labour Laws
Company Regulatory Legislations in India- FEMA, EXIM policy, Competition Law,
Consumer Protection Act 1986, Right to Information Act 2005
Technological environment in India; Choice of Technology, Technology Transfer, Patent laws

Unit – IV: Business Environment in North East

Industrial Policy for North East India-NEIIPP, 2007
Role and achievement of NEC, DONER, NEDFI in economic development of NER
Look East Policy and the N.E. Region
New Development Initiatives in NER, Vision Document 2020

Core Readings (All with Latest Editions)

- Awasthappa K: Essentials of Business environment, Himalaya Publishing House, New Delhi.
- Cherunillam Francis: Business & Government, Himalaya Pub. House, N. Delhi.
- Dasgupta A. & Sengupta AN: Government & Business, Allied Book Agency, N. Delhi.
- Ghosh PK & Kapoor GK: Business Policy & Environment, Sultan Chand & Sons, N. Delhi.
- Krishnamoorthy Bala: Environment Management, Prentice Hall of India, New Delhi.

- Sharma PD: Ecology & Environment, Rostogi Pub., Meerut.
- Singh & Shekhar: Environmental Policy in India, IIPA, New Delhi.

Additional Readings

- Adhikary M: Economic Environment of Business, S. Chand & Co., N. Delhi.
- Alternative Survey Group: Structural Adjustment in India – An Assessment, New Age Int. P. Ltd, N. Delhi.
- Arvil Robert: Man & Environment, Penguin Book.
- Chand Amar: Government & Business, Tata McGraw Hill, N. Delhi.
- Dorfman Robert & Nancy: Economics of Environment, WW Norton & Co.
- Dutt Rudder & Sundaram KPM: Indian Economy, S. Chand & Co., N. Delhi.
- Fisher Antony C: Resource & Environmental Economics, Cambridge University Press.
- NEC Documents: Vision 2020, NEC, Shillong at www.necouncil.nic.in
- Taxman's: Economic Laws, Taxman's Publications, N. Delhi.
- <http://www.neidatabank@hub.nic.in>
- <http://www.nerdatabank@nic.in>

Current Readings

- Economic and Political Weekly
- Economic Survey of India
- Financial Dailies

COM C – 102: MANAGERIAL ECONOMICS

(Three credit core course)

Objective: *To provide an understanding of business and knowledge of Managerial Economics and their applications in managerial decision making.*

Unit – I: Introduction

Nature and Scope of Managerial Economics

Relationship with economic theory, decision sciences, and functional areas of business

Cyclical Fluctuations in the Economy and Business cycles: Characteristics of change and movements; Accelerator and multiplier principles and their interactions

Business cycle models-Samuelson model; Hicksian model; Goodwin, Kaldor, Schumpeter and Cob-Web models

Nature & Functions of Profits-Business vs. Economic Profits, Theories of Profit, Functions of profit

The International Framework of Managerial Economics

Unit – II: Alternative Theories of the Firm

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.

Resource-based, transaction-cost based and knowledge-based theories of firm.

Marris' model of managerial enterprise; Williamson's model of managerial discretion;

Behavioural theory-Cyert and March; Baumol's Theory of Sales Revenue Maximisation;

Conventional Vs Alternative theories of Firm

Unit – III: Pricing and Output determination

Price concepts, Price Determinants

Pricing under different Objectives

Profit-Maximisation and free pricing

Government intervention and pricing

Pricing in practice

Price discrimination, International price discrimination & Dumping, Transfer Pricing

Core Readings (All with Latest Editions)

- Ackley G: *Macroeconomics – Theory & Policy*, Mac Millan, New York.
- Baumol WJ: *Economic Theory & Operations Analysis*, Prentice Hall, New Delhi.
- Branson WH: *Macroeconomic Theory & Policy*, Harper & Row, New York.
- Dobbs I: *Managerial Economics*, Oxford University Press, New Delhi.
- Gupta GS: *Managerial Economics*, Tata McGraw Hill, New Delhi.
- Hirschey M: *Economics for Managers*, Thomson South-Western.
- Jha R: *Contemporary Macroeconomic Theory & Policy*, Wiley Eastern Limited, New Delhi.
- Koutsyannis A: *Modern Micro Economic Theory*, Mac Milan, New Delhi.
- Maheswari: *Managerial Economics*, Prentice Hall of India, New Delhi.

- McGuigam, James & Charles: Managerial Economics – Private and Public Sector Decision Analysis, The Dryden Press.
- Peterson, C H ; Lewis, W C and Jain, S K: Managerial Economics, Pearson, New Delhi.
- Salvatore D: Managerial Economics in a global economy, Thomson South Western Singapore.
- Samuelson & Nordhas: Economics, Tata McGraw Hills, New Delhi.
- Shapiro E: *Macroeconomic Analysis*, Galgotia Publications, New Delhi.

Additional Readings

- Dean Joel: Managerial Economics, Prentice Hall of India, N. Delhi.
- Lowes Bryan & Sparkes John R: Modern Managerial Economics, Heimemann, London.
- Mehta PL: Managerial Economics – Analysis, Problem & Cases, Sultan Chand & Sons, N. Delhi.
- Polda Kristian S: Readings in Managerial Economics, Prentice Hall Inc., Englewood Cliff.
- Watson Donald S: Price Theory & its Uses, Scientific Book Agency, New Delhi.

Current Readings

- Economic and Political Weekly
- Indian Economic Review
- Financial Dailies

COM C – 103: ORGANISATIONAL BEHAVIOUR

(Three credit core course)

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

Organisational Behaviour and its Contributing Disciplines
Challenges and opportunities
Ethics and Organisational Behaviour

Unit – II: Individual Behaviour

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

Unit – III: Group Behaviour

Foundations of Group behaviour
Managing Organisational Conflict
Leadership – Concepts and Theories
Groups and Teams, Group Dynamics
Communication
Contemporary Issues in Leadership

Core Readings (All with Latest Editions)

- Hellriegel: Organisational Behaviour, Thompson Press (Indian Edition).
- Hersey & Blanchard: Management of Organisational Behaviour, PHI Learning Pvt Ltd, N. Delhi
- Luthans, Fred: Organisational Behaviour, McGraw Hill
- Nelson, Quick & Khandelwal: Organisational Behaviour, Cengage Learning, India.
- Robbins, SP, Timothy, AJ & Neharika V: Organisational Behaviour, Pearson, New Delhi.
- Slocum: Fundamentals of Organisational Behaviour, Thompson Press (Indian Edition).

Additional Readings

- Atkinson & Raynor (eds): Personality, Motivation & Achievement, John Wiley & Sons, 1978.
- Bruce J Avolio & Gardner, William L (2005): Authentic Leadership Development: Getting to the root of positive forms of leadership, The Leadership Quarterly, 16, 315-338.
- Dwivedi: Human Relations & Organisational Behaviour, MacMillan India, 2006.
- Greenburg & Baron: Behaviour in Organisations, PHI Learning Pvt Ltd. New Delhi, 2003.

- Herzberg, Frederick (1968): One More Time: How Do You Motivate Employees? *Harvard Business Review*. 46(1), 53-62
- Kalliath, Brough, O'Driscoll, & Manimala: Organisational Behaviour. Tata McGraw Hill, New Delhi 2011.
- McClelland, David C & Burnham, David H (1976): Power is the great motivator. *Harvard Business Review*, 54(2), 100-110.
- McGregor, Douglas: The Human Side of Enterprise, Tata McGraw-Hill, N. Delhi 1960.
- Miner: Organisational Behaviour – Essential Theories of Motivation & Leadership, PHI Learning Pvt Ltd, New Delhi. 2008.
- Pareek, Udai: Organisational Behaviour, Oxford University Press, 2013.
- Schermerhorn, Hunt & Osborn: Organisational Behaviour (6th Edn), Wiley & Sons, New York.
- Stephen P & Raisa Arvinen-Muondo (ed): Organisational Behaviour – People, Process, Work & Human Resource Management, Kogan Page, India, 2013.

Current Readings

- Decision
- Harvard Business Review
- IIM (B) Journal of Management
- Indian Management
- Sloan Management Review
- Vikalpa

COM C – 104: FINANCIAL ANALYSIS AND REPORTING

(Four credit core course)

Objective: *To develop ability to read from a set of financial statements and to draw decision oriented meaningful information.*

Unit – I: Reading and Analysis of Financial Statements

Objectives, Types and Limitations of Financial Statements (FSs)
Traditional Approaches vs. Modern Approaches to Analysis and Interpretation of FSs
Classification of FS Analysis based on Modus Operandi and Material used
Techniques of FS Analysis, Limitations of FS Analysis.
Analysis of Cash Flow Statement; Analysis of Earning Per Share; Du – Pont Analysis
Earning Rates and Growth Rates Prediction: Models and Interpretation
Financial Distress Prediction (FDP) using Altman’s Model

Unit – II: Conceptual framework of Reporting

Financial Reporting – The need for a Conceptual Framework-Understandability, Relevance, Reliability and Comparability; Recognition and Measurement
The Legal vs the Commercial view of Accounting; The concept of ‘Faithful Representation’ (‘true and fair view’)
The Role and Types of Reporting; Voluntary Disclosure Theory
Regulatory Framework in India – Concepts and Procedure for setting standards; Institute of Chartered Accountants of India (ICAI), Accounting Standard Board (ASB), National Advisory Council on Accounting Standards (NACAS)
Indian Accounting Standards and their convergence with IFRS

Unit– III: Disclosure Requirements of Indian Accounting Standards

Accounting for Inventory; Revenue Recognition including Complex issues and Recurring vs. Non-recurring items; Construction Contracts; Property, Plant and Equipment; Accounting for Intangibles, Intellectual Properties and Brands; Impairment of Assets; Non-Current Assets held for Sale and Discontinued Operations; Exploration for and Evaluation of Mineral Assets; Financial Instruments: Recognition and Measurement, Presentation and Disclosures; Lease Reporting

Unit – IV: Contemporary Issues in Reporting

Issues in E-Reporting; Environmental and Social Disclosures including Human Resource Reporting
Value Added Statements-Economic Value Added, Market Value Added, Shareholders’ Value Added

Core Readings (All with Latest Editions)

- Gupta Ambrish: Financial Accounting for Management – An Analytical Perspective, Pearson Education, New Delhi.
- Jawaharlal: Accounting Theory and Practice, Himalaya Publishing Co., New Delhi.
- Jawaharlal: Corporate Financial Reporting – Theory, Practice and Cases, Taxmann, New Delhi.
- Narayanswamy, R: Financial Accounting – A Managerial Perspective, PHI Learning Pvt Ltd, New Delhi.

- Peddina Mohan Rao: Financial Statement Analysis and Reporting, PHI Learning (P) Ltd, New Delhi.
- Rao, PM: Accounting Theory and Standards, Deep and Deep Publication, New Delhi.
- Rawat, D S: Accounting Standards, Taxman, New Delhi
- Sinha Gokul: Financial Statement Analysis, PHI Learning (P) Ltd, New Delhi.
- Stice and Stice: Financial Accounting – Reporting and Analysis, Thomson South-Western.
- Vasudeva, S: Accounting for Financial Analysis, Himalaya Publishing House, Mumbai.
- Vijay Kumar, M P: First Lessons in Accounting Standards, Snow White Publications, Mumbai.
- White GI, Sondhi AC, and Fried Dov: The Analysis and Use of Financial Statements, Wiley India, New Delhi.

Additional Readings

- Anthony, Hawkins and Merchant: Accounting: Text and Cases, Tata McGraw Hills, New Delhi, 2004.
- Belkaoui Ahmed Raihi: Accounting Theory (5th Edn), Cengage Learning,
- Ghosh, Goyale and Maheshwari: Accounting Theory, Wiley Eastern, 1988.
- Glautier, MWE, and Underdown B: Accounting Theory and Practice (7th Edn); Harlow: Financial Times Prentice Hall, 2001.
- Glautier, MWE, Morris D, and Underdown B: Accounting Theory and Practice (8th Edn); Harlow, England; New York: Financial Times Prentice Hall, 2011.
- Heinemann, A: Accounting Theory, Prentice Hall, 1966.
- Koller, Goedhart and Wessels: Valuation – Measuring and Managing the Value of Companies (5th Edn), McKinsey and Company, 2010.
- Lundholm and Sloan: Equity Valuation and Analysis with e-Val, McGraw Hill Professional Publishing, 2012.
- Palepu, Bernard and Healy: Business Analysis and Valuation Using Financial Statements, Thomson Southwestern.
- Penman: Financial Statement Analysis and Security Valuation, McGraw-Hill, Irwin.
- Revsine, Collins and Johnson: Financial Reporting and Analysis (4th Edn), McGraw-Hill, Irwin 2008 (Also published by Pearson, UK).
- Stickney, Brown and Wahlen: Financial Reporting and Statement Analysis: A Strategic Perspective, Thomson South-Western.

Current Readings

- Accounting Review, Chartered Accountant, Journal of Accounting and Taxation, Vikalpa
- Relevant Publications of Ministry of Corporate Affairs, Government of India (www.mca.gov.in/Ministry/accounting_standards.html) and of ICAI(www.icai.org)

COM C – 105: STATISTICS FOR DECISION MAKING

(Four credit core course)

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

Unit – I: Introduction and Probability Theory

Nature and significance of the study of statistics in business
Probability and different approaches to probability
Independent and Dependent Events – Mutually Exclusive Events
Random Variable, Probability Mass Function, Probability Density Function
Mathematical Expectations
Probability Distributions – Binomial, Poisson and Normal

Unit – II: Sampling and Hypothesis Testing– I

Population and Samples, Types of Sampling
Testing of Hypothesis, Statistical Estimation, and Standard Error
Sampling of Variables – Large and Small samples (Z test and t test)

Unit – III: Sampling and Hypothesis Testing– II

Sampling of Attributes
Analysis of Variance (F test)
Non-parametric Statistics-Sign Test, Chi-Square Test, M-W Test, K W Test

Unit – IV: Forecasting Techniques

Correlation and Regression Analysis.
Time Series- Measurement of Trend and Seasonal Variation

Core Readings (All with Latest Editions)

- Levin & Rubbin: Statistics for Management, Prentice Hall of India, New Delhi.
- Gupta, S P: Statistical Methods, S. Chand & Sons, New Delhi.
- Elhance, D N: Fundamentals of Statistics, Kitab Mahal, New Delhi.

Additional Reading

- Croxton, Cowden and Klein: Applied General Statistics, Prentice Hall of India, New Delhi, 1971
- Levin D.M, Ramsey, P Mark & L. Berenson: Basic Business Statistics: Concepts and Applications, Prentice Hall of India, New Delhi, 2012
- Mills, Richard L.: Statistics for Applied Economics & Business, Mc Graw Hill, 1995
- Siegal, Sidney: Non Parametric Statistics for Behavioural Science, Mc Graw Hill, 1992

COM C – 201: FINANCIAL MANAGEMENT

(Four credit core course)

Objective: *To develop an understanding of finance functions and relevant techniques of financial management.*

Unit – I: Introduction and Sources of Finance

Goals and Functions of Finance

Legal, Operating and Tax Environment for financial decisions

Short term Finance: Spontaneous sources, Short-term Bank Finance, Commercial Paper, Inter-corporate Deposits, Public Deposits and Factoring

Long term Finance: Retained earnings, Common Stock and Right Issues, Preferred Stock, ADRs and GDRs; Long Term Debt-Bonds and debentures, Convertible Securities, Warrants and Exchangeable, ECBs and FCCBs

Lease Finance

Unit – II: Working Capital Management

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

Cost of Capital: Concepts and Methods of Computation

Capital Budgeting Techniques and their Applications

Capital Budgeting under conflicting situations

Capital Rationing

Investment Decision under Risk and Uncertainty

Unit – IV: Capital Structure and Dividend Policy

Operating, Financial and Combined Leverage

EBIT-EPS Analysis

Capital Structure Theories

Capital Structure Decision Making

Dividend Policy- Theories

Mechanics and Practices of Dividend Payment

Core Readings (All with Latest Editions)

- Brigham, E & Ehrhardt, M: Financial Management, Thomson (India), New Delhi
- Vanhorne, JC: Financial Management & Policy, Pearson, New Delhi
- Keown, AJ, Martin, JD, Petty JW & Scott (jr.), FD: Financial Management & Applications, Prentice Hall of India, New Delhi
- Chandra, P: Financial Management, Tata McGraw Hill, New Delhi
- Khan, MY & Jain, PK: Financial Management, Tata McGraw Hill, New Delhi

- Pandey, IM: Financial Management, Vikas Publishing House, New Delhi
- Ravi, MK: Financial Management, Taxman, New Delhi

Additional Readings

- Brealey, RA & Meyers, SC: Principles Corporate Finance, Tata McGraw Hill, N. Delhi
- Fama, EF (1980), Agency problem and theory of Firm, The Journal of Political Economy, Vol. 88, No. 2., Apr., Pp. 288-307.
- Gitman, LJ: Principles of Managerial Finance, Harper and Row, New York
- Hampton, JJ: Financial Decision Making. Concepts, Problems and Cases, Prentice Hall of India, New Delhi
- Jensen MC & Meckling, WH (1976), Theory of the Firm: Managerial Behaviour, Agency Costs and Ownership Structure, Journal of Financial Economics, Vol.3, No. 4, October, Pp- 305-60
- Miller, MH (1977), Debt and Taxes, The Journal of Finance, Vol. 32, No. 2, May, Pp. 261-275.
- Modigliani, F & Miller, MH (1958), The cost of capital, corporation finance and the theory of investment, American Economic Review, Vol.48, No.3, June, Pp-261-297
- Modigliani, F & Miller, MH (1961), Dividend Policy, Growth and Valuation of Shares, Journal of Business, Vol 34, No.4, October, Pp-411-433

Current Readings

- Decision
- Vikalpa,
- Financial Dalies

COM C – 202: HUMAN RESOURCE MANAGEMENT

(Three credit core course)

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

Unit – I: Introduction

Human Resource Management (HRM) - concepts and scope
HR Planning, Job Analysis and Design
Role of HR manager, HR Information System
Contemporary global trends and challenges

Unit – II: Staffing and Development

Recruitment, Selection, Induction and Placement
Training and Development – Distinction, Identification of training need
Training methods – simulation and vestibule
Employee Discipline, Grievance handling, suspension, Dismissal and Retrenchment

Unit – III: Compensation & Appraisal

Compensation and Rewards, factors influencing compensation – Monetary & non-monetary benefits; Social security; Performance Appraisal/Review – need, methods and techniques.

Core Readings (All with Latest Editions)

- DeCenzo, D A and Robbins, S R: Human Resource Management, Prentice Hall,
- Dessler, Gary: Human Resource Management, PHI Learning Pvt Ltd, New Delhi.
- Flippo, Edwin B: Personnel Management, McGraw Hill, Tokyo.
- Mathis & Jackson: Human Resource Management, Thomson.
- Memoria & Gankar: Personnel Management: Text & Cases, Himalaya Publication House.
- Monappa & Mirza: Personnel Management, Tata McGraw Hill.
- Pattanayak, Biswajeet: Human Resource Management. PHI Learning Pvt Ltd, New Delhi.
- Snell & Bohlander: Human Resource Management, South Western.
- Venkataratnam: Personnel Management & Human Resource, Tata McGraw Hill.

Additional Readings

- Armstrong, M: A Handbook of Human Resource Management, Kogan Page, London, 1999.
- Davar, RS: Personnel Management & Industrial Relations, Vikas Publishing House, New Delhi, 1993.
- Kandula: Human Resource Management, PHI Learning Pvt Ltd, New Delhi, 2005.

- Lengnick-Hall, Mark L; Cynthia A Lengnick-Hall; Leticia S Andrade & Brian Drake (2009): Strategic Human Resource Management – The evolution of the field. *Human Resource Management Review*. 19(2), 64-85.
- Mello, Jeffrey A: Strategic Human Resource Management, Thomson Press, Indian Ed, 2007.
- Menden Hall, Oddou & Stahl (ed): Reading & Cases in International Human Resource Management, Routledge. 2007.
- Monappa, Arun: Managing Human Resource, Macmillan, India, 1998.

Current Readings

- Harvard Business Review
- Sloan Management Review
- Human Resource Management
- Asia-Pacific Journal of Management
- Indian Management

COM C – 203: INTERNATIONAL BUSINESS

(Three credit core course)

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

Unit – I: Introduction

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,

Factor contributing to growth of multinationals – criticism on multinationals

Unit – II: Modes of International Business

Exporting, licensing, Franchising

Contracts- contracts of manufacturing, management contracts

Turnkey projects, mergers, acquisitions, Joint ventures

Market entry and exit strategies

International marketing channels

Export policies – export import procedure

Unit – III: World Trade Organisation and Trade Blocks

WTO –GATS, TRIMS, TRIPS, Evaluation of WTO, WTO and India

Economic Integrations – free trade area, custom unions, common markets

Economic unions- ASEAN, BIMSTEK, SAFTA, BRICS, OPEC, EU, DTAA

Core Readings (All with Latest Editions)

- Ajami et.al: International Business – Theory & Practice, Prentice Hall of India, New Delhi.
- Francies Cherunilam, International Business, Prentice Hall of India, New Delhi.
- Justin Paul International Business, Prentice Hall of India, New Delhi.
- Rao P Subba: International Business – Text and cases, Himalaya Publishing House.
- Roger Benneet International Business, Financial Times Management – Pitman Publishing, London.

Additional Readings

- Daniels et al: Gloabalisation & Business, Prentice Hall of India, New Delhi, 2008.
- Keegan WJ: International Marketing, Prentice Hall of India, New Delhi, 2008.
- Sundaram & Black: The International Business Environment- Text & Cases, Prentice Hall of India, New Delhi, 2008.

Current Readings

- Harvard Business Review and Journal of Foreign Trade

COM O – 201: INFORMATION TECHNOLOGY AND BUSINESS

(Two credit open course)

Objective: *To provide the students an insight into the interface of information technology with business*

Unit – I: Application of IT in Business

Fundamentals of information system

Role of information in business

Application of Information System to Functional Areas: Marketing Information System, HR Information System, Accounting & Financial Information System, Production Planning System

Unit – II: E – Business and Its Applications

Evaluation of E-business, Traditional business Vs. E-Business, Organisational culture for E-business, E-business models

E-commerce & M-commerce: application, present scenario and challenges

Supply Chain Management: concept and components of E-Supply chain, supply chain planning & execution, issues in supply chain management

Core Readings (All with Latest Editions)

- Behl Ramesh: Information Technology for Management (2nd Edn), McGraw Hill Education (India) Pvt Ltd, New Delhi.
- ITL ESL: Introduction to Information Technology, Pearson Education South Asia.
- Jawedkar, WS: Management Information Systems (5th Edn), McGraw Hill Education (India) Pvt Ltd, New Delhi.
- Jessup & Valacich: Information System Today: Why IS matters?, Prentice Hall of India, New Delhi.
- McLead R Jr: Information Systems: Concepts, Prentice Hall International Edition, New York.
- Robert Murdick: Information Systems for Management, Prentice Hall of India, New Delhi.
- Sadagopan S: Management Information Systems, Prentice Hall of India, New Delhi.
- Schneider, G: Electronic Commerce, Thomson Cengage Learning (India).

COM O – 202: MANAGEMENT THOUGHT

(Two credit open course)

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

Unit – I: Evolution of Management Thought

Evolution– Scientific Management, Administrative Management, Human Relations Movement
Systems Approach and Contingency Approach

Unit – II: Management Theory

Management Theory Jungle
Contemporary issues in Management Theory
Basic theories of Leadership and Motivation

Core Readings (All with Latest Editions)

- Dale, E: Management – Theory & Practice, McGraw Hill Education (India) Pvt Ltd, New Delhi.
- Dubrin, AJ: Essentials of Management, Thomson Press, India Edition.
- Hellriegel: Management – A competency based approach, Cengage Learning.
- Robbins: Management, PHI Learning Pvt Ltd, New Delhi.
- Witzel, M: Management, The Basics Foundation Books, Indian Print.

Additional Readings

- Davis, Chatterjee & Heuer (Eds): Management in India – Trends & Transition, Sage Response Books, 2006.
- Drucker, Peter: Management Challenges in the 21st Century, Butterworth-Heinemann, 1999.
- Parkinson, Rustomji & Sapre: Great Ideas in Management, IBH, India, 2006.

Current Readings

- Harvard Business Review
- Sloan Management Review
- IIM (B) Journal of Management
- Indian Management

COM O – 203: ACCOUNTING FOR SERVICES

(Two credit open course)

Objective: *To enable the students develop an understanding of accounting practices practiced by service sector organisations.*

Unit – I: Accounting for Public Service Providers

Government Accounting: Fundamentals; Switch over from cash to accrual basis accounting. Local Government: Municipal Corporations/Municipality, Panchayat

Cooperative Organisations: Introduction, kinds; Basic books of accounts, Overview of financial statements

Electricity Companies: Special Legal provisions; Overview of Financial Statements

Unit – II: Accounting for Special Activities

Accounting for Hospitals: Types of hospitals, Items of income and expenditure, Overview of financial statements

Accounting for Hotels: Accounting for cash, accounting for sales, allowances to guest, Determination of Room Rent, Overview of Financial Statements, Special Adjustments, features and ratios

Accounting for Transport Companies: Types of Transport Companies, Determination of fare / freight, Overview of Financial Statements

Accounting for NGOs: Treatment of Foreign Grants, Treatment of Government Grants

Core Readings (All with Latest Editions)

- Gupta, RL: Advanced Financial Accounting, S Chand and Co., New Delhi.
- Kulkarni, GR: Hospital Management - Accounting, Planning and Control, Indian Institute of Health Management Research, Jaipur
- Maheshwari, SN and Maheshwari, SK: Advanced Accounting (Vol. II), Vikas Publishing House, New Delhi.
- Mukherjee, A and Hanif, M: Modern Accounting (Vol - I and II), Tata McGraw Hills Education P Ltd, New Delhi.
- Paul, SK: Accountancy (Vol – 1), New Central Book Agency, Kolkata.
- Prasannakumar, JP, Linda ND and Pagad MV: Cost and Financial Management for Hotels, McGraw Hills Education P Ltd, New Delhi.
- Prasannakumar, JP, Linda ND and Pagad, MV: Financial Accounting for Hotels, McGraw Hills Education P Ltd, New Delhi.
- Tulsian, PC: Advanced Accounting (Vol. I), Pearson Education, New Delhi.

Additional Readings

- Beams, FA: Advanced Accounting, Prentice Hall, Jersey.
- Coltman, MM and Jagels, MG: Hospitality Management Accounting, John Wiley and Sons Inc. USA.
- Fisher, PM, Taylor, WJ and Leer, JA: Advanced Accounting, South-Western, Ohio.

- Herkimer, Allen G: Understanding Health Care Accounting, An Aspen Publication
- Horwath, EB and Dunn, LT: Hotel Accounting, John Wiley and Sons.
- Piland, NF and Glass, KP: Chart of Accounts for Health Care Organisations, Medical Group Management Association (AMACOM).

Current Readings

- Accounting Review
- Chartered Accountant
- ICAI'S Relevant Publication at www.icaai.org
- Journal of Accounting and Taxation
- Management Accounting
- Vikalpa
- Relevant Publication at Ministry of Corporate Affairs, Government of India, New Delhi at www.mca.gov.in/Ministry/accounting_standards.html
- Accounting Standards Board: Technical Guide on Accounting and Financial Reporting by Urban Local Bodies, The Institute of Chartered Accountants of India, New Delhi.
- Comptroller and Auditor General of India: Report of the Task Force on Accounting and Budget Formats for Urban Local Bodies, Government of India, New Delhi.

COM O – 204: NGO MANAGEMENT

(Two credit open course)

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

Unit – I: Introduction

NGO- Concept, role, types and history
Civil society- Role of civil society in social change, 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 Areas of NGOs (12 Classes):

Finance- Budgetary Control, Financial Statement Analysis
Marketing- Strategic Marketing Planning, Segmentation and positioning, Designing Marketing Mix, Promotion Strategy
Staffing and Human Resources Management

Core Readings (All with Latest Editions)

- Anderson & Kotler: Strategic Marketing for Non-Profit Organisations, Pearson Education, New Delhi.
- Drucker, Peter F: Managing the Non-Profit Organisation – Principles & Practices, Harper Collin Publishers, New York.
- Ovasdi, JH: NGO Management, MacMillan India Ltd.
- Thomas Wolf: Managing a Nonprofit Organisation in the 21st Century, Prentice Hall Press, New York.

Additional Readings

- Padki & Vaz: Management Development in non-profit Organisations, Sage Publications, 2006
- Waymer, et.al: Nonprofit Marketing, Sage Publication, 2007.

Current Reading

- Journal of Civil Society
- Voluntas: International Journal of Voluntary & Non-Profit Organisations

COM O – 205: RETAIL MANAGEMENT

(Four credit open course)

Objective: *To enable the students to appreciate the importance of retailing in the emerging market scenario and equip them with tools and techniques of managing a retail business.*

Unit – I: Understanding Retail Management and Store Design

Importance and Growth of retailing, Types of Retailing, Retail Theories, Retail lifecycle, Store Retailing – Web- Non Store Retailing –Franchising in retailing

Retail Store Design - store image and store design

Store layout, Types of layouts – Factors affecting store layout, Store image mix, Store Façade

The Internet Store, Retail Atmospherics, Retail Aesthetics

Retail formats- Types of retail formats, visual merchandising, Space Management.

Unit – II: Retail location and Merchandising

Retail Store Locations –Types, steps involving in choosing a location, Factors affecting retail location decision

Site selection – Factors affecting site selection, Steps in selecting site, Location based retail strategies, Trade areas analysis and their evaluation

Retail Merchandising-Steps in merchandise planning, Merchandise hierarchy, Range planning

Buying process – Evaluating merchandise performance, Managing Assortments, Private label brands, category management

Unit –III: Retail Administration and Retail consumer

Retail Store administration – Floor space management, Planogram, Managing store inventories, Quick response inventory, managing displays, Cashiering process, Managing retail loss and inventory shrinkage, Shoplifting, Employee theft

Understanding the Retail Consumers –Identifying and factors influencing retail shopper, Consumer decision making process, Establishing and maintaining retail image

Unit – IV: Retail Marketing Management

Retail Pricing - Concept, factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price

Retail Communication mix – Sales promotion, Advertising, Public relation, Personal Selling, word of mouth, Steps in planning retail communication, Managing in-store promotions and events

Strategic retail planning process, Retail Strategies- Differentiation strategies, Growth strategies, Expansion Strategies

Core Readings (All with Latest Editions)

- Berman, B & Evans, RJ: Retail Management - A strategic Approach (10th Ed), Prentice Hall, New Jersey.
- Berman, B & Evans J: Retail Management, Prentice Hall, New Jersey.
- Cox, Roger & Paul Brittain: Retail Management, Prentice Hall, Harlow.
- Hasty, WR: Retailing (3rd Ed), Harper & Row Publishers, New York.
- Kotler, Philip: Marketing Management, Prentice Hall, New Delhi.
- Levy, M & Wetzl, BA: Retail Management, McGraw Hill, Boston.
- Pradhan, Swapna: Retailing Management: Text & Cases (2nd Ed), Tata McGraw-Hill Publishing New Delhi.
- Stern, LW, Adell, El-Ansary & Anne: Marketing Channels, Prentice Hall of India, Delhi.

Additional Readings

- Cooper, J: Strategy in Panning Logistics & Transportation, Kokan Page, London, 1997.
- Kamat, GS: Managing Cooperative Marketing, Himalaya Pub. House, Mumbai, 2001.
- Sayulum, Kuchi: Rural Marketing in India, Anmol Publications; New Delhi, 2000.
- Thomasen, Frederick Landy: Agricultural Marketing; McGraw Hill, New York, 1996.

Current Reading:

- Harvard Business Review
- Advertisement and Marketing
- Indian Management
- Financial Dalies

COM O – 206: SERVICES MANAGEMENT

(Four credit open course)

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

Unit – I: Introduction

Concepts- Characteristic (Four I's of services), Components and tangibility spectrum
Classifications of services, Product-Service Continuum, Growth in services
Service encounters– Nature, Elements, design, Types, Encounter Triad, Service encounter of the third kind

Unit –II: Consumer Behaviour in Services

Consumer behaviour and Customer decision model-Search qualities, experienced qualities and Credence qualities
Measuring satisfaction and value
Customer Expectation Management
Customer Experience Management
Handling complaints
Customer feedback and Service Recovery

Unit –III: Operations and Processes Management

Service process -The service process matrix, Typology of Service Organisations
Capacity planning and waiting lines management (Queuing), managing demand and supply in services
Service Strategy-strategic service vision, service value model and Dimension
Service Quality- dimensions, Cost, Measurement and Control, Gap model, TQM, SERVQUAL
Developing Service Design-Work Measurement, Generic Approaches to Service Design, facility design and layout, layout strategies
Role of technology in managing services, service innovation

Unit – IV: Marketing Mix Management

Going beyond the 4 Ps (7 Ps of Services Marketing) and 3 R's of Service, Integrated Service Marketing Model, service culture
Service Product: Meaning, new service development, service life cycles, branding the service product
Service Delivery and system- Services cape Strategies, Service Blueprint, Service mapping, strategies for distribution, Employee and Customer Role in Service Delivery
Pricing Strategies for Services: objectives and methods
Service Positioning, Managing Service Personnel

Core Readings (All with Latest Editions)

- Fitzsimmons & Fitzsimmons: Service Management, Tata McGraw Hill, New Delhi.
- Haksever, Render, Russell & Murdick: Service Management & Operations, Pearson Education, New Delhi.
- Hoffman: Services Marketing – Concepts, Strategies & Cases, Cengage Learning India P Ltd, New Delhi
- Jauhari, V & Dutta, K: Services Marketing – Operations & Management, Oxford University Press, New Delhi.
- Kadampully: Services Management, Pearson Education, New Delhi.

Additional Readings

- Bateson, John EG: Managing Services Marketing, The Dryden Press, USA, 1995.
- Cosic, M & Djuric, MD (2010): Relationship marketing in the tourist services sector, UTMS Journal of Economics, Vol. I, No. I, pp. 53-60.
- Das, Ranjan: Strategic Management of Services – Framework & Cases, Oxford India, 1997.
- Glynn & Barnes (ed): Understanding Services Management, PHI Learning Pvt Ltd, New Delhi, 2008.
- Gronroos, Christian: Service Management & Marketing – Customer Management in Service Competition (3rd Edn), Wiley India Edition, 2010.
- Kotler, Keller, Koshy & Jha: Marketing Management, Pearson Education, New Delhi, 2007.
- Siehl, Caren, et al. (1992): Service encounters as rites of integration: An information processing model, *Organisation Science*, Vol. 3, No. 4.
- Srinivasan: Services Marketing – Indian Context, PHI Learning Pvt Ltd, New Delhi, 2008.

Current Readings

- Journal of Marketing,
- Indian Management,
- Decision,
- Advertisement
- Marketing

COM C – 301: FINANCIAL MARKETS AND INSTRUMENTS

(Three credit core course)

Objective: *To provide an overview of the financial markets in India and functioning of various segments of the financial markets and to acquaint the students with some innovative financial instruments and financial services.*

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

Financial Market: Its Classification and relationship with economic development

Interest Rate and Financial Market

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

Reforms in Money Market

Foreign Exchange market and Govt Security Market: Features and Reforms

Regulation of Money Market, Foreign Exchange market, and Govt. Security Market

Unit – II: Capital Market

Segments and Features: Primary and Secondary Market, Equity and Debt Market, and Cash / Spot Market and Derivative Market

Industrial Security Market: Methods of Issue, Listing of securities

Regulation: SEBI; Fair market practice and Investor Protection

Reforms, Trends and Developments in Security market

Unit – III: Innovative Financial Instruments & Financial Services

Innovations in Bond features

Hybrid Securities: Convertible Debentures and bonds

Derivatives: Options, Futures and Swaps

Innovative financial services: Venture financing, Angel financing, Securitisation, Mergers and Acquisitions, and Micro Financing

Core Readings (All with Latest Editions)

- Bhole, LM: Financial Institutions and Markets, Tata McGraw Hill, New Delhi
- Fabozzi, FJ & Modigliani, F: Capital Markets – Institutions & Instruments, PHI Learning P Ltd, New Delhi
- Khan, MY: Financial Services, Tata McGraw Hill, New Delhi
- Khan, MY: Indian Financial System, Tata McGraw Hill, New Delhi
- Madura, J: Financial Institutions & Markets, Thomson (India), New Delhi
- Pathak, B V, The Indian Financial System: Markets, Institutions and Services

Additional Readings

- Dietrich, JK: Financial Services & Financial Institutions, Prentice Hall, New Jersey.
- Marshall, JF & Bansal, VK: Financial Engineering, PHI Learning P Ltd, New Delhi.

Current Readings- Financial dailies, Indian Securities Market Review, Reserve Bank of India Bulletin.

COM C – 302: MARKETING MANAGEMENT

(Three credit core course)

Objective: *The course aims to develop understanding of the marketing functions and strategies.*

Unit – I: Introduction

Marketing- Approaches, Analyzing the Marketing Environment

Marketing Planning and process, Marketing Mix- 4Ps & beyond, marketing information system

Consumer Behaviour- Consumer, Business & Industrial buying behaviour, Market segmentation

Unit – II: Product Management and Pricing

Product- Classifications, product mix and product line decisions; branding and packaging decision, New Product Decision Process – Types of new products – Test Marketing of a new product, Managing Product Life Cycles, Consumer Adoption Process

Pricing strategies and programmes- Influencing factors, objective of pricing, pricing policies, and Pricing methods/approaches

Unit – III: Distribution and Promotion

Distribution- Marketing channels, vertical and horizontal integration, Channel conflict management, Logistic Management, Direct Marketing and Online Marketing

Promotion Strategies- Sales Promotion, Advertising- Ethics in Advertising, Personal Selling, Public Relation as promotion tools

Contemporary issues in marketing

Core Readings (All with Latest Editions)

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

Additional Readings

- Govindarajan: Marketing Management, Prentice hall of India, New Delhi, 2008.
- Kelly, EJ & Lazer, William: Managerial Marketing – Perspectives, Richard D. Irwin Inc, Illinois, 1996.
- Markin, Ram: Marketing Strategy and Management, John Willey & Sons, 2000.
- Neelamegham, S: Marketing Management and the Indian Economy, Vikas Publishing House, New Delhi, 1979.
- Stern, Luis W & El-Ansary, Adel I: Marketing Channels, Prentice hall of India, New Delhi, 2002.

Current Readings- Advertisement and Marketing, Journal of Marketing and 4p Marketing

COM C – 303: CORPORATE ACCOUNTING

(Four credit core course)

Objective: *To impart working knowledge of preparation of Corporate Financial Statements following latest accounting standards and develop understanding of advanced corporate operations and emerging dimensions in accounting.*

Unit – I: Corporate Final Accounts

Financial Statements of Companies with adjustments including Managerial Remuneration; Contingent Liabilities; Interim Financial Reporting

Unit – II: Accounting for Business Combinations

Accounting for Mergers and Acquisition; Accounting for Group Companies including Share-Based Payments; Reporting of Investments in Associates and Interest in Joint Ventures; Related Party Disclosures

Unit – III: Accounting for Banking Companies and Insurance Companies

Accounting for Banking Companies: Special features, Legal requirements and restrictions of Banking Companies; Principal books of accounts, Preparation of Financial Statements with adjustments

Accounting for Insurance Companies: Types, terms of Insurance, Insurance Business Regulation; Preparation of Financial Statements of Life and General Insurance Companies

Unit – IV: Emerging Dimensions in Accounting

Accounting for Investments; Fair Value Accounting; Sustainability Accounting and Integrated Reporting

Core Readings (All with Latest Editions)

- Gupta, RL: Advanced Financial Accounting, S Chand and Co, New Delhi.
- Jawaharlal: Corporate Financial Reporting-Theory, Practice and Cases, Taxman, New Delhi.
- Maheshwari, SN and Maheshwari, SK: Advanced Accounting (Vol. II), Vikas Publishing House, New Delhi.
- Mukherjee and Haneef: Corporate Accounting, Tata McGraw Hill, New Delhi.
- Rajasekaran and Lalitha: Corporate Accounting, Pearson Education, New Delhi.
- Rawat, D S: Accounting Standards, Taxman, New Delhi
- Sehgal and Sehgal: Corporate Accounting, Taxmann, New Delhi.
- Shukla, MC and Grewal, TS: Advanced Accountancy, Sultan Chand and Co. New Delhi.
- Tulsian, PC: Advanced Accounting (Vol. I), Pearson Education, New Delhi.
- Vijay Kumar, M P: First Lessons in Accounting Standards, Snow White Publ., Mumbai.

Additional Readings

- Beams, FA: Advanced Accounting, Prentice Hall, Jersey.

- Engler C, Bernstein LA, and Labert KR: Advanced Accounting, Irwin.
- Fisher, PM, Taylor, WJ, and Leer, JA: Advanced Accounting, South-western, Ohio.

Current Readings

- Accounting Review
- Chartered Accountant
- Chartered Financial Analyst.
- Chartered Secretary
- International Financial Reporting Standards as issued by The International Accounting Standard Board.
- Accounting Standards as issued by The Institute of Chartered Accountants of India, New Delhi
- RBI publications on Banking Regulation.
- IRDA publication on insurance regulation.
- IIRC publications on Integrated Reporting (www.integratedreporting.org).
- [Relevant Publications of Ministry of Corporate Affairs, Government of India, New Delhi at www.mca.gov.in/Ministry/accounting_standards.html](http://www.mca.gov.in/Ministry/accounting_standards.html)

COM C – 304: DERIVATIVES AND RISK MANAGEMENT

(Four credit specialised core course)

Objective: *To expose the students to the different aspects of basic financial risk management principles and the Concepts and Practical applications of derivatives*

Unit – I: Introduction to Derivatives

Meaning, types and purpose of derivatives: forward contracts, future contracts, options, swaps and other derivatives

Derivatives Trading: Type of trader; trading future contracts; Specification of the future contracts; Operation of margins, Settlement and regulations

Unit – II: Types and Sources of Risk

The nature of risk - different ways of defining and classifying risk

Types of corporate risk – market, credit, liquidity and operational

Process of Risk Management

Techniques used in identifying sources of risk

Unit – III: Risk Measurement and Control

Measurement of risk: credit risk, liquidity risk, market risk and operational risk

VaR and its application

Controlling risk: With insurance and without insurance (other than derivatives)

Unit – IV: Derivatives in Risk management

Importance of derivatives in risk management

Hedging concepts, Hedging & the basis, Hedge ratio, application of hedging in managing different financial risks

Credit Derivatives: concept and application

Core Readings (All with Latest Editions)

- Chew Lillian: Managing derivative Risk, John Wiley, New Jersey.
- Gupta SL: Financial Derivatives – Theory, Concepts & Practice, PHI Learning Pvt Ltd, New Delhi.
- Hull, J: Fundamentals of Futures & Options Markets, PHI Learning Pvt Ltd, New Delhi.
- Kolb, Robert W: Understanding Futures Markets, PHI Learning Pvt Ltd, New Delhi,
- Redja: Principles of Risk management & Insurance, Pearson Education
- Rene M Stulz: Risk Management & Derivatives, Cengage, New Delhi
- Vohra, ND & Baghi, BR: Futures & Options, Tata McGraw-Hill.

Additional Readings

- International Journal of Risk Assessment and Management
- IUP Journal of Financial Risk Management
- Journal of Risk Finance

COM C – 305: ENTREPRENEURSHIP

(Four credit specialised core course)

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

Unit – I: Introduction

Concepts and Theories- Sociological, Economic, Psychological and Managerial Theories
Process - Setting, Preparation, Management and Survival, Growth, Transition
Problems and Prospects in India and NE region
Entrepreneurial Behaviour and Skills
Entrepreneurial Structure
Entrepreneurial Culture vs. Administrative Culture
Entrepreneurship vs. Intrapreneurship

Unit – II: The Entrepreneur

Role of an entrepreneur: different views-Psychological, social, economic and Managerial
Characteristics and 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
Cases of successful entrepreneurs

Unit – III: Entrepreneurship in Different Context and Forms

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

Unit –IV: Entrepreneurship Development

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

Core Readings (All with Latest Editions)

- Coulter: Entrepreneurship in Action, Prentice Hall of India, N. Delhi, 2008.
- Desai, Vasant: Entrepreneurial Development, Vol. I, Himalaya Publications, N. Delhi, 2000.
- Drucker, Peter: Innovation and Entrepreneurship, Heineman, 1996.
- Hisrich, RD & Peter, MP: Entrepreneurship, Tata McGraw Hill, 2006.
- Holt Entrepreneurship: New Venture Creation, PHI Learning Pvt Ltd, N. Delhi, 2008.
- Kanungo, R: Entrepreneurship and Innovation, Sage Publications, New Delhi, 1998.
- Kuratko & Hodgetts: Entrepreneurship: Theory, Process, & Practices, Thomson Learning Inc, 2007.

Additional Readings

- Awasthi, D & Sebastian, J: Evaluation of Entrepreneurship Progress, Sage Publications, New Delhi, 1996.
- David, Hall: The Hall Marks for Successful Business, Excel Books, 1992.
- Jain, G Raj & Gupta, D (Ed): New Initiatives in Entrepreneurship Education & Training, Entrepreneurship Development Institute of India, Ahmedabad, 1996.
- Mali, DD: Vision 2001 – Small Industry in North East, Indian Institute of Entrepreneurship, Gauhati, 2000.
- McLelland, DC: Motivating Economic Achievement, Free Press, New York, 1966.
- Sharma, RA: Entrepreneurial Change in Indian Industries, Sterling Publication, N. Delhi, 1992.
- Story, DJ: Small Business – Critical Perspective on Business & Management, Routledge, London, 2000.
- Vexper, Karl N: New Venture Strategies, PHI Learning Pvt Ltd, New Delhi, 1993.
- Westhead, P & Wright, M (Ed): Advances in Entrepreneurship, Vol.III, Elgar Reference Collection, Northampton, USA, 2000.

Current Readings

- Journal of Entrepreneurship
- Journal of Small Business Management
- SEDME

COM C – 306 : DIRECT TAXES
(Four credit specialised core course)

Objective : To expose the students to the basics of Assessment Procedures and Practices of Direct Taxes.

Unit – I: Introduction to Income Tax Law

Scope of Total Income and Residential Status; Exempted Incomes; Heads of Income; Return of Income and Procedure of Assessment; Income Tax Authorities

Unit – II: Computation of Taxable Income - I

Salary; House Property; Profits and Gains of Business or Profession

Unit – III: Computation of Taxable Income - II

Capital Gains; Other Sources; Income of Other Persons included in Assessee's Total Income; Set-Off and Carry Forward of Losses; Deductions to be made in Computing Total Income

Unit – IV: Assessment, Penalties and Prosecutions

Assessment of Individuals, Firms and Companies;
Deduction and Collection of Tax at Source (TDS/TCS); Advance Payment of Tax;
Interest Payable by / to Assessee; Refunds;
Appeals and Revision; Penalties and Prosecutions

Core Readings (All with Latest Editions)

- Ahuja, Girish and Gupta Ravi: Systematic Approach to Income Tax, Sahitya Bhawan Publications, New Delhi.
- Chandra M and Shukla DC: Income Tax Law and Practice, Pragati Publications, New Delhi.
- Dinker Pagare: Income Tax Law and Accounts, Sultan Chand and Sons, New Delhi
- Lakhotia RN: Corporate Tax Planning, Vision Publications, New Delhi.
- Singhanian VK: Direct Taxes, Law and Practice, Taxman's Publication, New Delhi.
- Singhanian VK: Students' Guide to Income Tax, Law and Practice, Taxman's Publication, New Delhi.

Additional Readings

- Direct Taxes Publications of the Institute of Chartered Accountants of India, New Delhi.

Current Readings

- Chartered Accountant, Journal of Accounting and Taxation
- Circulars issued by CBDT as to Income Tax Act, 1961 and Income Tax Rules, 1962.
- Taxmann's Chartered Accountant Today

COM O – 301: CORPORATE TAX PLANNING AND MANAGEMENT

(Two credit open course)

Objective: *To make students conversant with the concept and practice of tax planning, Indian Income Tax Laws and their implications for managerial decisions.*

Unit – I: Tax Planning and Managerial Decisions

Concepts of tax planning; Tax avoidance and tax evasions

Tax planning relating to capital structure decisions, dividend policy, inter-corporate dividends and bonus shares

Tax planning in respects of own or lease, Sale of assets used for scientific research, Make or Buy decisions; Repair, replace, renewal, or renovation, Shutdown or Continue decisions

Tax Planning with reference to amalgamation of companies

Unit – II: Tax Planning for New Business

Tax provisions relating to Free Trade Zones (FTZ), Special Economic Zones (SEZ), infrastructure sector and backward areas including North-East Region and Rural Areas;

Tax incentives for exporters including Export Processing Zones (EPZ)

Tax planning with reference to location, nature and form of organisation of new business

Core Readings (All with Latest Editions)

- Lakhotia RN: Corporate Tax Planning, Vision Publications, New Delhi.
- Singhanian VK: Direct Tax Planning and Management, Taxman's Publication, New Delhi.
- Srinivas EA: Corporate Tax Planning, Tata McGraw Hill, New Delhi.

Additional Readings

- Lal, BB and Vashistha, N: Direct Taxes, Perason Education, New Delhi.
- Relevant Notifications and Circular from CBDT (www.incometaxindia.gov.in)
- Singhanian VK: Direct Taxes, Law and Practice, Taxman's Publication, New Delhi.

Current Readings

- Circulars issued by CBDT as to Income Tax Act, 1961 and Income Tax Rules, 1962.
- Chartered Accountant.
- Journal of Accounting and Taxation.
- Taxmann's Chartered Accountant Today.

COM O – 302: SECURITY MARKET OPERATIONS

(Two credit open course)

Objective: *To familiarize the students with the practical nature and operations taking place in the Indian Stock markets.*

Unit – I: Stock Market and its operation

Nature and meaning of stock market; Stock Markets in the world and in India; Functions of Stock Exchanges; Stock Market Indices; Operations of stock exchanges (OTCEI, NSE and BSE); Stock Market intermediaries; Growth and Performance of Stock Exchanges in India; Regulation of Stock Market

Unit – II: Trading and Settlement

Types of trading; trading process- Order placing and execution of orders
Clearing and Settlement: Clearing houses, their operations; Clearing process
Types of settlement and Settlement procedures

Core Readings (All with Latest Editions)

- Bhole, LM: Financial Institutions & Markets, Tata McGraw Hill Education P Ltd, New Delhi.
- Fabozzi, FJ & Modigliani, F: Capital Markets – Institutions & Instruments, PHI Learning Pvt Ltd, New Delhi.
- Khan, MY: Indian Financial System, Tata McGraw Hill Education P Ltd, New Delhi.
- Madura, J: Financial Institutions & Markets, Thomson (India), New Delhi.
- Security Market Review, NSE, Mumbai (Annual publications)

COM O – 303: MICRO FINANCE

(Two credit open course)

Objective: *To familiarize and to expose students to the models, intervention strategies, impacts, governance mechanisms, and sustainability aspects of micro financing.*

Unit – I: Conceptual Framework

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

Unit – II: Sustainability Issues in Microfinance

Micro entrepreneurship and Women empowerment
Outreach, Efficiency and Sustainability
Subsidy Dependence and Sustainability
Mission drift in micro financing
Rating of MFIs-Criteria and Mechanisms

Core Readings (All with Latest Editions)

- Armendariz, B & Morduch, Jonathan: The Economics of Microfinance, PHI Learning P Ltd, New Delhi.
- Fisher, T & Sriram, MS, (Ed): Beyond Micro Credit – Putting Development Back into Micro-Finance, Visttar Publication, New Delhi, 2006.
- Harper, M: Practical Micro Finance – A Training Guide for South Asia, Visttar Publications, New Delhi, 2003.
- Kim Wilson, Malcolm Harper & Mathew Griffith (Ed): Financial Promise for the Poor, How Groups Build Micro savings, Kumarian Press, Bloomfield, 2010
- Stuart, Rutherford & Sukhwindar, Arora: The Poor & Their Money, Practical Action Publishing, UK, 2009.
- Zeller, M & Meyer, RL (Ed): The Triangle of Micro-finance, John Hopkins University Press, London.

Additional Readings

- Karmakar, KG: Rural Credit & Self Help Groups – Micro Finance Needs & Concepts in India, Sage Publications, New Delhi, 2005.
- Mwangi, SK, Robert, CW & Pischike, JD Von (Ed): Strategic Issues in Microfinance, Ashgate Publishing, Aldershot, 1998.
- Sa-Dhan: Micro Finance Regulation in Seven Countries, Sa-Dhan Micro Finance Resource Centre, New Delhi, 2006.
- Sam Daley – Harris (Ed): Pathways out of Poverty – Innovations in Microfinance for the Poorest Families, Kumarian Press, Bloomfield, 2002.

COM O – 304: CHANGE MANAGEMENT

(Two credit open course)

Objective: *To provide an insight into the management of change and related issues.*

Unit – I: Introduction

Change: concept, importance and types

Planned change

Change forces: process, need, resistance & overcoming resistance

Implementing change models

Unit – II: Managing Change

Leading the Change

Learning and Change

Effect of Change on Management Practices

Globalisation and Change

Use of technology in Managing Change

Contemporary change issues

Core Readings (All with Latest Editions)

- Cummings & Worley: Organisation Development and Change, Thompson Press.
- Harigopal, K: Management of Organisational Change, Sage Publications.
- Holbeche, Linda: Understanding Change – Theory, Implementation & Success, Elsevier, India.
- Paton, Robert A & James McCalman: Change Management (3rd Edn), Sage Publications.

Additional Readings:

- Davis, Chatterjee & Heuer (Eds): Management in India – Trends & Transition, Sage – Response Books, 2006.
- French, Bell & Zawacki: Organisation Development & Transformation, Tata McGraw Hill, Delhi. 2010.
- Ghoshal, Piramal & Bartlett: Managing Radical Change, Viking, 2000.
- Kotter, JP (1995): Leading Change – Why Transformation Efforts Fail?, Harvard Business Review, March-April, 1995.
- Packard, Vance: The Pyramid Climbers, Penguin Books, 1962.
- Tversky & Kanheman: Judgement under Uncertainty – Heuristics & Biases Science, New Series, Vol. 185, No. 4157 (Sept 27, 1974), pp. 1124 – 1131.

Current Readings:

- Harvard Business Review.
- Indian Management.
- Sloan Management Review.
- Vikalp.

COM O- 305: OPERATIONS RESEARCH

(Two credit open course)

Objective: *To equip the students with the relevant tools and techniques for applications in solving managerial problems.*

Unit-I: Decision Theory and LPP

Introduction to operation research: concept, objectives and applications in managerial decision-making

Decision-making environments: certainty, uncertainty and risk

Decision theory with experiments: Decision tree, decision criteria, decision analysis

Linear Programming Problem – Formulation of LPP, Graphical solution of LPP, Simplex Method

Unit- II: Transportation and Assignment Problem

Formulation of Transportation Problem; basic feasible solutions – Northwest corner rule, least cost method and Vogel's approximation method; Optimality Test; Degeneracy in TP

Formulation of Assignment problem; Hungarian method for optimal solution; solving unbalanced problem; traveling salesman problem

Core Readings (All with Latest Editions)

- J K Sharma: Operations Research Theory & Application , Macmillan India
- P. K. Gupta and D. S. Hira: Operations Research, S. Chand & Co
- N. D. Vohra: Quantitative Techniques in Management, Tata McGraw-Hill
- Peter C Bell: Management Science/operations Research: A Strategic Perspective, South-Western
- Taha Hamdy: Operations Research- An Introduction, Prentice-Hall India
- Natarajan, Balasubramanie and Talilarasi: Operations Research, Pearson

COM O – 306: BUSINESS SURVEY AND RESEARCH

(Four credit open course)

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

Unit – I: Introduction

Concept of Research – objectives, Motivation, Importance & types of research

Social research – Nature, scope, importance & limitations.

Role of research in functional areas of business – Accounting, finance, marketing, human resource management

Unit – II: Research Process

Scientific method – steps involved in a process of research, Process of formulating research problem, Defining problem, Hypothesis formation, Sources of data – primary and secondary, Qualities of workable hypothesis, Importance of Hypothesis, Research Design, Criteria of a good research design, Types of research design, Experimental method – Definition, characteristic, and steps involved, Difficulties in experimental method, advantages & limitations. Observation – meaning & characteristics, types, advantages & disadvantages

Unit – III: Survey Design

Sampling – Meaning, Advantages, and disadvantages, Sampling Design, Different types of sampling design used for business research. Measurement in research – Possible sources of error in measurement

Tools used – Schedule & questionnaire – Meaning Types of schedules, Evaluation of schedule/questionnaire, construction of questionnaire, layout of questionnaire, essentials of a good questionnaire, Interview – meaning & role, objectives, types of interviews, the process of interviews advantages & disadvantages of interviews

Unit – IV: Analysis & Reporting

Data presentation: Tabular and graphical

Analysis: Uni-variate, bi-variate analysis

Report writing: Categories of report, Parts of Report, Presentation of a report, Essential qualities of research report

Core Readings (All with Latest Editions)

- Cooper & Schindler: Business Research Methods, Tata McGraw Hills, New Delhi.
- Gaur & Gaur: Statistical Methods for Practice and Research, Sage Publications.
- Johnson & Clarke: Business and Management Research Methodology, Sage Publications.
- Saunders: Research Methods for Business Students, Pearson India, New Delhi.

Additional Readings

- Creswell, JW: Research Design, Sage Publications
- Smith & Album: Fundamental of Marketing Research, Sage Publications
- Smith, Thorpe & Lowe: Management Research, Sage Publications, 2007

COM C – 401: MANAGEMENT ACCOUNTING

(Four credit core course)

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

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 Analysis Framework
Target costing

Unit – II: Cost Analysis for Managerial Decision

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

Activity Based Costing
Throughput Accounting
Economic Value Added
Balanced Scorecards
Comparison of ABC, EVA and BSCs

Unit – IV: Cost Analysis for Control

Standard Costing and Variance Analysis
Budgetary Control and profit Planning
Zero Base Budgeting
Activity Based Budgeting

Core Readings (All with Latest Editions)

- Atkinson AA, Kaplan RS, Matsumura EM, Young SM, & Kumar GA: Management Accounting, Pearson India, New Delhi.
- Atkinson et.al: Management Accounting, PHI Learning Pvt Ltd, New Delhi.
- Balakrishnan, Sivaramakrishnan & Sprinkle: Managerial Accounting, Wiley India, New Delhi.
- Baneerjee: Cost Accounting – Theory & Practice, PHI Learning Pvt Ltd, New Delhi.

- Bhattacharyya: Principles & Practice of Cost Accounting, PHI Learning Pvt Ltd, New Delhi.
- Dhrury C: Management & Cost Accounting, Thomson, New Delhi.
- Hilton RW, Ramesh G & Jayader M: Management Accounting, Tata McGraw Hill Education P Ltd, New Delhi.
- Horngreen, C.T.: Introduction to Management Accounting, PHI Learning Pvt Ltd, New Delhi.
- Horngren CT, Datar SM, Rajan MV: Cost Accounting, Pearson India, New Delhi.
- Kishore RM: Cost & Management Accounting, Taxmann Publishing Co, New Delhi
- Lal Jawahar.: Cost Accounting (3rd Edn), Tata McGraw Hill Education P Ltd, New Delhi.
- Lal Jawahar.: Managerial Accounting, Tata McGraw Hill Education P Ltd, New Delhi.
- Saxena & Vashist: Advanced Cost & Management Accounting, Sultan Chand & Sons, New Delhi.
- Sharma & Gupta: Management Accounting, Kalyani Publisher, New Delhi.

Additional Readings

- Anthony, RN & Welsh, GA: Fundamentals of Management Accounting, Richard D, Irwin, 1982
- Anthony, RN, Dearden, J & Vancil, RF: Management Control System: Cases & Readings, Richard D, Irwin, 1995.
- Chakraborty, SK: New Perspectives in Management Accounting, McMillan, 1985.
- Copland, RM & Vascher, PV: Managerial Accounting, John Wiley & Sons, 1993.
- ICFAI University: Management Accounting & Control Systems, ICFAI, Hyderabad.
- Reeve, James M: Readings & Issues in Cost Management, South western College Publishing, USA, 2000.
- Shank, J & Govindarajan, V: Strategic Cost Management, The Free Press, 1993.

Current Readings

- Journal of Cost Management
- Management Accountant
- Management Accounting (USA, UK)

COM C – 402: VENTURE CREATION

(Three credit core course)

Objective: *To provide the student with skills necessary to create, plan and control a new Enterprise.*

Unit – I: Project Identification Formulation and Planning

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
Feasibility Report Preparation for new Enterprise- format and contents

Unit – II: Market and Financial Appraisal

Market Survey – Design, Data Sources and Methodology
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

Project Organisation and Control
Network Analysis – PERT & CPM
Cost and Time Over-run, Cost and Time Trade-off
Project Follow up and Monitoring

Core Readings (All with Latest Editions):

- Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill Education P Ltd, New Delhi.
- Desai, Vasant: Entrepreneurial Development (Vol. – II), Himalaya Publishing House, New Delhi.
- Krishnan & Moorthy: Text Book of Project Management, MacMillan India Ltd.
- Nicholas: Project Management for Business & Technology: Principles & Practice, Prentice PHI Learning Pvt Ltd, New Delhi.
- Pitala: Project Appraisal Techniques, Oxford & IBH Publication.
- Singh, Narendra: Project Management & Control, Himalaya Publishing House, New Delhi.
- Yound, Trevour L.: Planning and Implementing Project, Sterling Publishing Ltd.

Additional Readings:

- OECD: A Management Approach to Project Appraisal, OECD Publications, 2000.
- OECD: Guide to Practical Project Appraisal, OECD Publications, 1972.
- OECD: Manual for Preparation of Industrial Feasibility Studies, OECD Publication, 1971.
- OECD: Manual of Industrial Project Analysis in Developing Countries, IDBI Reprint, Bombay, 2002.
- Philipose, Susi: Operation Research – A Practical Approach, Tata McGraw Hill, N. Delhi, 1986.

Current Readings:

- Decision
- Management Accounting
- Management Accounting (UK)
- Vikalpa

COM C – 403: STRATEGIC MANAGEMENT

(Three credit core course)

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

Strategic Management – Concept, Importance and Basic Models
Strategic Management Process
Corporate Vision, Mission & Philosophy
Ethics and Social Responsibility

Unit – II: Strategic Analysis & Option

Environmental Analysis – External and Internal
Value Chain Analysis
Integration Strategies,
Diversification and Differentiation Strategies, Mergers and Acquisitions

Unit – III: Strategy Implementation & Evaluation

Organising Implementation Strategy – (Including international business)
Strategy Evaluation/Audit
Techniques of Evaluation & Control

Core Readings (All with Latest Editions):

- Fred David: Strategic Management, PHI Learning Pvt Ltd, New Delhi.
- Ghemawat, Pankaj: Strategy & the business landscape, Pearson, New Delhi.
- Grant, RM: Contemporary Strategic Management (6th Edn), Blackwell Publishing, Wiley India.
- Gupta, Golakota & Srinivasan Business Policy and strategic management, PHI Learning Pvt Ltd, New Delhi.
- Hitt, Hoskinsson & Ireland: Management of Strategy – Concepts & Cases, South Western Cengage Learning.
- Pearce, Rovinson & Richard: Strategic Management, Tata McGraw Hill Education P Ltd, New Delhi.
- Srinivasan Strategic Management: The Indian Context, PHI Learning Pvt Ltd, New Delhi.
- Thompson, Strickland, Gamble & Jain: Crafting & Executing Strategy, Tata McGraw Hill Education P Ltd.
- Wheelen & David Hunger: Strategic Management & Business Policy, PHI Learning Pvt Ltd, New Delhi.

Additional Readings:

- Ansoff, HI: Implanting Strategic Management, Prentice Hall, New Jersey, 1990.
- Hamel & Prahalad: Strategic Intent, Harvard Business Review, May-June, 1989, 63-76.

- Hamel & Prahalad: Competing for the future, Harvard Business School Press, 1994.
- Hamel, Gary: Leading the Revolution, Harvard University Press, 2000.
- Hoter & Schendel: Strategy Formulation – Analytical Concepts, West Publishing Co, 1996.
- Kay, John: Foundations of Corporate Success, Oxford, UK 1995.
- Mintzberg, Quinn & Ghoshal (Eds): The Strategy Process - Concepts, Contexts & Cases, PHI Learning Pvt Ltd, 1998.
- Porter, Michael E: Competitive Advantage of Nations, The Free Press, 1990.
- Porter, Michael E: How Competitive Forces Shape Strategy, Harvard Business Review, March-April 1979, 137-145
- Porter, Michael E: What is Strategy, Harvard Business Review, Nov-Dec 1996, 61-78.
- Steiner & Miner: Management & Strategy – Text, Reading & Cases, McMillan, New York, 1982.

Current Readings:

- Advertisement and Marketing
- Harvard Business Review
- Sloan Management Review

COM C – 404: INTERNATIONAL ACCOUNTING AND REPORTING

(Four credit core course)

Objective: *To familiarize with accounting of global operations and regulations of reporting at international level with reference to latest International Financial Reporting Standards.*

Unit – I: International Accounting Institutions

The IASB: history, governance and processes; Other International Accounting Institutions (history, role, and mechanisms of governance); American Accounting Association (AAA); Financial Accounting Standard Board (FASB); Accounting Practicing Board (APB); Accounting Advisory Group (AAF); Accounting Regulation Committee (ARC); European Financial Reporting Advisory Group (EFRAG)

Unit – II: Principles of Disclosure – IAS 1, 8 and 10

IAS - 1 on Presentation of FS; Purpose of FS; General considerations on the presentation of FSs; Structure and Content of FS: General requirements;
IAS - 8 on Accounting policies, changes in accounting estimates and errors; Selecting and applying accounting policies; Accounting policies, changes in accounting estimates and Correction of errors; Distinguishing between accounting policies, accounting estimates and errors; Changes in accounting policies.
IAS - 10 on Events after the Balance Sheet (BS) date; Adjustment of events after the BS date; Non-adjusting events after the BS date and the Statement of Changes in Equity (SCE)

Unit – III: Reporting

International dimensions of reporting; International Financial Reporting Standards (IFRS); Operating Segments (IAS – 14); Corporate Governance Reporting; International Taxation (Basic Concepts only)

Unit – IV: Accounting for Global Business

Foreign Currency Transactions; Translation of Foreign Currency Financial Statements; The Effects of Changes in Foreign Exchange Rates; Reporting for Inflation Accounting including Financial Reporting in Hyperinflationary Economies; Transfer Pricing

Core Readings (Latest Editions):

- Choi, Meek: International Accounting, Pearson Education, New Delhi.
- DasMohapatra, A : International Accounting, PHI Learning Pvt Ltd, New Delhi.
- Dearden, J and Bhattacharya, SK: Accounting for Management, Vikas Publishing House, New Delhi.
- Gupta, RL: Advanced Financial Accounting, S Chand and Co, New Delhi.
- Kumar, MP Vijay: First Lessons in IFRS, Snowwhite Publications, Mumbai.
- Maheshwari, SN: Advanced Accountancy - Vol. II, Vikas Publishing House, New Delhi.
- Neigs, RF: Financial Accounting, Tata McGraw Hill Education P Ltd, New Delhi.

- Saudagaran, SM: International Accounting - A User Perspective, Thomson Learning.
- Timothy, Douplik and Hector, Perera: International Accounting, Tata McGraw Hill Education P Ltd, New Delhi

Additional Reading:

- Alfredson K, Leo K, Pater P, Radford J, and Wise, V: Applying International Financial Reporting Standards, Wiley.
- Beams, FA: Advanced Accounting, Prentice Hall, Jersey.
- Camfferman K and Zeff SA, Financial Reporting and Global Capital Markets, (Part I. Origins), Oxford, Chicago.
- Engler C, Bernstein LA and Labert KR: Advanced Accounting, Irwin.
- Fisher, PM, Taylor, WJ and Leer, JA: Advanced Accounting, South-western, Ohio.
- Flower J, and Ebbers G: Global Financial Reporting, Palgrave.
- IASB, (2007): Presentation of Financial Statements, IASB.
- Keiso, DE and Weygandt, JJ: Intermediate Accounting, John Wiley and Sons, New York.
- Leuz C, Pfaff D and Hopwood A: The Economics and Politics of Accounting, Oxford.
- McLeay S (Ed): Accounting Regulation in Europe, McMillan.
- McLeay S and Riccaboni A (Eds): Contemporary issues in Accounting Regulation, Kluwer Academic Publishers
- Monga, JR: Advanced Financial Accounting, Mayoor Paper Backs, Noida
- Ronen J (2008): To Fair Value or Not to Fair Value: A Broader Perspective, Abacus, Vol. 44, No. 2.
- Shukla, MC and Grewal, TS: Advanced Accountancy, Sultan Chand and Co. New Delhi.
- The ICAI University: Financial Accounting and Financial Statement Analysis, ICAI, Hyderabad.
- Warm, CS and Fess, PE: Principles of Financial and Managerial Accounting, South-Western, Ohio.

Current Readings:

- Accounting Review
- Accounting, Auditing and Accountability Journal
- International Journal of Accounting and Finance
- International Journal of Accounting and Financial Reporting
- International Journal of Accounting Research
- International Journal of Behavioural Accounting and Finance
- International Journal of Business, Accounting and Finance
- International Journal of Finance and Accounting

COM C – 405: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(Four credit specialised core course)

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

Unit – I: Security Market Analysis

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

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 Shares

Unit – III: Portfolio Analysis

Portfolio Management – Meaning, Evaluation & Role

Risk & Return of a Portfolio, Risk Diversification

Markowitz Risk-Return Optimisation

Single Index Model

Sharpe's Optimisation Solution

Unit – IV: Portfolio: Theory, Management & Evaluation

Capital Market Theory- CAPM, Risk Free Lending Borrowing

Arbitrage Pricing Theory

Active and Passive portfolio management

Bond portfolio management strategies-passive, semi-active and active along with immunization strategies

Portfolio Performance Evaluation

Core Readings (All with Latest Editions)

- Avadhani, VA: Security Analysis & Portfolio Management, Himalaya Publishing House, New Delhi.
- Fischer, DE & Jordan, RJ: Security Analysis & Portfolio Management, Pearson, New Delhi.
- Fuller, RJ & Farrel JL: Modern Investment & Security Analysis, Tata McGraw Hill Education P Ltd, International Edition.
- Ramaguntham, M & Madhumati, R: Security Analysis & Portfolio Management, Pearson, New Delhi.

- Sharpe, WF, Bailey, JV & Alexander, GJ: Investments, PHI Learning Pvt Ltd, Eastern Economy Edition.
- Strong, Robert A: Portfolio Management Handbook, Jaico Publishing House, New Delhi.

Additional Readings

- Bhalla, VK: Security Analysis & Portfolio Management, S Chand & Sons, New Delhi,
- Fama, EF & French, KR (2004): Capital asset Pricing Model: Theory & Evidence, The Journal of Economic Perspectives, Vol. 18, No. 3., Summer, Pp. 25-46
- Fama, EF (1970): Efficient Capital Markets – A Review & Empirical Work, Journal of Finance, 25 No. 2 (May), Pp. 383-417
- Francis, JC & Dongcheol Kim: Modern Portfolio Theory – Foundations, Analysis & New Developments, John Wiley & Sons,
- Kevin, S: Security Analysis & Portfolio Management, PHI Learning Pvt Ltd, New Delhi
- Malkiel, BG (1990): A Random Walk Down Wall Street, W W Norton, New York
- Markowitz, HM (1959): Portfolio Selection – Efficient Diversification of Investments, John Wiley, New York
- Ross, Stephen (1976): The Arbitrage Theory of Capital Asset Pricing, Journal of Economic Theory, 13, Dec. Pp. 341-60
- Sharpe, William (1964): Capital asset Prices – A Theory of Market Equilibrium under Conditions of Risk, Journal of Finance, Vol. 19, No.3., September, Pp.425-42.
- Sharpe, William (1970): Portfolio Theory & Capital Market, Mc Graw-Hill, New York

Current Readings:

- Journal of Accounting,
- Vikalpa

COM C – 406: MANAGEMENT OF SMALL BUSINESS

(Four credit specialised core course)

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

Unit – I: Introduction

Concept, definition, Challenges and Opportunities of Small Business
Special features of Small Business Management
Dynamics of small business environment
Venture start up process –Entrepreneurial Vision, Goals and Elements of business plan
Incentives for small enterprises in India: Fiscal, financial and Marketing
Institutional Support for Small Business-Central / State level Institution.
Typical problems of Small Business Management

Unit – II: Human Resource Management and Marketing Management in Small Enterprise

Human Resource Management- Recruitment and Selection, Training and development, compensation administration
Marketing Management- Pricing and Distribution strategy
Case study

Unit – III: Financial and Production Management in Small Enterprises

Planning capital structure and financing project
Financial viability study
Location & Layout and Site selection and their influence on operation
Production Planning, Scheduling and Control in Small Business – Quality Control and Cost Consciousness in Small Business
Case study

Unit – IV: Strategic Management for small enterprise

Strategic analysis of small business environment
Strategies at various levels: functional strategies, business level strategies, global strategies and corporate strategies.
Strategy Formulation, Implementation and evaluation in Small Enterprise
Strategic Cost Analysis- Strategic position, Value Chain and Cost Drivers
Case study

Core Readings (All with Latest Editions)

- Broom, HN: Small Business Management, South Eastern Publishing.
- Desai, Vasant: Small Industrial Organisation & Management, Himalaya Publishing House, New Delhi.
- Haff, Stein & Burgess: Small Business Management Fundamental, Tata McGraw Hill Education P Ltd.
- Longenecker, Moore, Petty & Palich: Managing Small Business, South Western Cengage Learning.

- Megginson W & Byrd JM: Small Business Management: An Entrepreneurs Guide Book, Tata McGraw Hill Education P Ltd, New Delhi.
- Sansol, CL: Entrepreneurship & Small Business Management, Har Anand Publications.
- Shank, John & Govindarajan, Vijay: Strategic Cost Management, Free Press, New York.
- Stegall, IS, Steinmet, Z & Kline JB: Managing the Small Business, Taraporevala Publications.

Additional Readings

- Baruah, RK: Financing Small Scale Industries, Omson's Publication, New Delhi, 2002.
- Birley, Sue: The Small Business Case Book, McMillan Press Ltd, 1986.
- Elwood, Buffa: Modern Production Management, John Wiley & Sons, 1995.
- Hall, B & Royace, BL: Small Business Management, John Will & Sons, 2000.
- Jain, VK: Marketing Management for Small Units, Management Publishing House, New Delhi, 2000.
- Kotler, Philip: Principles of Marketing, PHI Learning Pvt Ltd, 1995.
- Morris, Sue: Discipline, Greivance, & Dismissal, Sterling Publishers, 1998.
- Thomas, McClain: Operation Management, PHI Learning Pvt Ltd, 2000.

Current Readings

- Indian Management
- Journal of Small Business Management
- Management & Behavioural Sciences (NISIET)
- SEDME
- SSI Magazine (Eastern Trade Press)

COM C – 407: Corporate Governance & Audit

(Four credit specialised core course)

Objective: *To develop an understanding of the concept, principle, policies and practice of Corporate Governance. To expose the students to the Auditing & Assurance Standards as apply to the audit of Financial Statements.*

Unit – I: Corporate Governance: Theories and Models

Corporate Governance - Origin and Development, Ethics and Governance

Theories- Stake-holders' theory, Stewardship Theory, Agency theory, Separation of Ownership and control

Mechanism– Anglo-American Model, German Model, Japanese Model, Indian Model, OECD emphasis on Corporate Governance

Process-Transparency, Accountability, Empowerment

Unit – II: Corporate Governance: Practices in India

Role Players: Board of Directors and Board Structure, Role of Directors, Role of Non-Executive Directors and independent directors, Role of Auditors, Role of Government SEBI and growth of Corporate Governance

Corporate Governance in India-CII report, K. Birla Committee, Narayan Murthy Committee Report,

Cadbury Committee Report

Unit – III: Audit and Auditor's Responsibility

Basic Principles Governing an Audit; Objective and Scope of the Audit of Financial Statements; The Auditor's Responsibility to Consider Fraud and Error in an Audit of Financial Statements; Auditing in a Computer Information Systems Environment; Auditor's Report on Financial Statements.

Unit – IV: Auditing Standards

Risk Assessment and Internal Control; Audit Sampling; Analytical Procedures; Audit of Accounting Estimates; Audit Materiality; Communications of Audit Matters with those charged with Governance.

Core Readings (All with Latest Editions):

- Agarwal VK and Lahoti AN: Advanced Auditing and Professional Ethics, AS Foundations, Pune.
- MP Vijayakumar and Vasudevan Lokesh: First Lessons in Auditing Standards, Snow White Publications P Ltd, Mumbai.
- Rawat DS: Auditing Standards, Taxmann Publications P Ltd, New Delhi.
- Rawat DS: Students' Guide to Auditing Standards, Taxmann Publications P Ltd, New Delhi.
- Sekhar G and Prasanth BS: Students' Handbook on Advanced Auditing, CCH – A Wolters Kluwer Business
- Trivedi Aseem: Practical Approach to Standards on Auditing, Ayurda Publications, New Delhi.

- Fernando A.C: Corporate Governance- Principles, Policies and Practice, Pearson Education India.
- Kumar Shateesh: Corporate Governance, OUP.
- Monks Robert A.G and Minow Nell: Corporate Governance, Blackwell (Business), Cambridge, Massachusetts.

Additional Readings:

- Christine Mallin (2012): Corporate Governance, OUP.
- Fernando A.C (2010): Business Ethics and Corporate Governance. Pearson Education India.
- Murthy, C.S.V (2006): Business Ethics and Corporate Governance, HPH.

Current Readings:

- ICAI's Publications on Auditing
- Taxmann's Publications on Auditing

