

M.COM SYLLABUS (GAUHATI UNIVERSITY)

1.1. Business Policy Analysis

Unit I: Government and business; its interrelationship, Role of the Government as a regulator, promoter, entrepreneur, educator of business ideas; Government's role in changed environments.

Unit II: Government policies on business-Industrial Policy Resolutions and statement; Industrial Development and Regulation Act 1951; Industrial licensing-Critical analysis; Fiscal and monetary policy.

Unit III: Public ownership of business; Privatization and dis-investment of PSU ,Exit policy.

Unit IV: Foreign trade-policies and plans; Control of foreign trade; Exim policy and other recent export promotional measures.

Unit V: Foreign investment-need and importance; types of foreign investment; its implication on domestic economy; foreign investment policy in India, Technical foreign collaboration.

Unit VI: Multinational companies-their role in host country; Modes of entry of MNCs; Govt. policy towards MNCs; position of MNCs in India; Transnational corporations.

Unit VII: Special package for economic development of north eastern region; DONER and its role in economic development, infrastructure and industry; North East Industrial Policy-promotional measures for cross-border trade, Role of NEC and NEDFI.

1.2 Financial Analysis

Unit I: Constituents of Financial Statement and their features, Elements of Financial Statement and their features; Accounting Information, Sources of Accounting Information, Qualitative features of Accounting Information; Various user groups of Accounting Information and their Accounting Information need in decision-making process.

Unit II: Conceptual Framework of Accounting and Reporting; GAAP and Accounting Standards, their application in the preparation of Financial Statements; Accounting Standard Setting Process in India, and their compliance requirement.

Unit III: Review of Companies Act.1956 (including its amendments) in the preparation and presentation of Financial Statement.

Unit IV: Techniques and .tools of Financial Statement Analysis: Accounting Ratios, Common size Statement, Trend Analysis, Comparative Statement.

Unit V: Application of Accounting Ratios in Decision Making; Predictive Value of Accounting Ratios. Ratio Analysis for Performance Evaluation (Activity and Profitability). Ratio Analysis for Financial Health (Solvency and Structural Analysis).

Unit VI: Liquidity Analysis: Application of Accounting Ratios in the Analysis of Working Capital and Inter Firm Comparison.

Unit VII: Statement of Changes in Financial Position: Funds Flow Analysis and Cash Flow Analysis; Cash Flow Statement and Cash Flow Accounting, Models of Cash Flow Accounting.

Unit VIII: Valuation of Assets, Liabilities and Owners' Equity; Application of relevant Accounting Standards.

Unit IX: Cash Studies

1.3 Marketing Policy Analysis

Unit I: The nature and scope of Marketing: Role of marketing and its functions with special reference to an emerging economy. Modern concept of Marketing. Marketing as a philosophy of management. Relationship of marketing with other functional areas and general management in organization. Analyzing the micro-environment.

Unit II: Product Policies- their importance: new product management- basic requirements for new product success. Developing the new product policies regarding addition, elimination and diversification of product lines. Simplification and standardization. Brand and trade mark. Style and design. Package planning and development.

Unit III: Sales forecasting and planning: Developing and formulating sale plans, setting quantitative and qualitative objective, procedure for determining forecasts, study of seasonal demands, effect of changes in fashion and taste in planning sales programmes and campaign.

Unit IV: Marketing strategies for distribution: planning channels of distribution suitable to various classes of goods and customers appraisal of sales, costs and profit possibilities of each channel distribution of raw materials. The changing face of retail.

Unit V: Role of marketing communication, developing effective communication, identify the target audience. Determine the communication objective. Design the communication strategy developing and managing and advertising programme, sales promotion events and experiences, public relation.

Unit VI: Developing and communication of positioning strategy for creating brand equity. Devising a branding strategy. Branding identity and customer loyalty. Brand image and personality.

Unit VII: Direct marketing; benefits, Direct mail, catalogue marketing telemarketing, interactive marketing, placing ads and promotion on line, E-marketing guidelines, ethical issues, relationship marketing.

Unit VIII: Case studies

1.4 Business Statistics

Unit I: Probability and Probability Distributions:

Probability: Various approaches to probability, dependent and independent events, conditional probability, Baye's rule, importance of probability theory in decision making; mathematical expectation & variance of a random variable, laws of expectation; concept of probability distribution, normal probability distribution.

Unit II: Sampling Distribution, Theory of Estimation and Testing of Hypothesis

Sampling distribution of a statistic and its standard error, statement of Central Limit Theorem, estimation of the mean and the variance of the sampling distribution of the sample means; Testing of hypothesis: Type I and Type II errors, one tailed and two tailed tests, tests based on standard normal test, 't' test, chi-square (χ^2) test and F-test.

Unit III: Partial and Multiple Correlation and Regression, Association of Attributes:

Concept of partial and multiple correlation and regression, various formulate and problems; association of attributes: Concept, order of a class, class frequency, consistency of data, kinds of association of attributes, methods of measuring association between two attributes, partial association.

Unit IV: Business Forecasting:

Steps in business forecasting, methods of business forecasting: Naive method barometric method, econometric method, utility and reliability of business forecasting.

Unit V: Measures of Inequality

The variance and the coefficient of variation, the standard deviation of logarithms, the Lorenz curve and Gini coefficient.

Unit VI: Statistical Quality Control (SQC)

Meaning of SQC, process control; control charts: X, R, P and C charts, product control; single and double sampling inspection plans, concepts of OC curve, AQL, LTPD, AOQ and AOQL.

Unit VI: Decision Theory:

Steps in decision making environments, decision making under conditions of uncertainty, decision making under conditions of risk, decision trees, advantages and limitations of decision trees.

1.5 Financial Markets

Unit I: Nature and Role of Financial System; Financial System and Economic Development, Overview of Indian Financial System. Major Components-Money Market, Capital Market, Forex Market and Derivative Market.

Unit II: Money Market, constituents of money market, participants in money market, money market instruments; Capital Market, Primary Market: Equity and Debt Market, Secondary Market- stock market and trading mechanism, Derivatives and risk management- various types of derivatives- forward, futures and options, trading on derivatives.

Unit III: Financial Institutions: Commercial Banks-Functions of modern commercial bank, Development of Commercial Banks in India, structure of commercial banks in India, Role of Commercial banks, Reforms in commercial banking.

Unit IV: Non-banking Financial Institutions (NBFIs)- Role of NBFIs , sources of finance, functions and investment policies, Types of NBFIs; Mutual Funds- Concept, types, role of mutual funds in financial market, regulation of mutual funds under SEBI, Credit Rating and Credit Rating Agencies.

Unit V: Regulatory Institutions- Role of Government in Financial markets, Reserve Bank of India; Functions, Role of RBI in regulating financial market, Securities and Exchange Board of India and regulating provisions, Securities (Contract and Regulation) Act 1956.

Unit VI: Foreign Capital flows: forms of foreign capital, uses of foreign capital, international financial instruments, trends of foreign capital inflows in India.

2.6 Economic Legislations

Unit I: Competition Act, 2002

Objective and definitions- Prohibition of certain agreements, abuse of dominant position and regulation of combinations- Competition commission of India: duties, powers and function of commission- Duties of Director General, Penalties- Provisions relating to finance, account and audit- Miscellaneous provisions.

Unit II: Foreign Exchange Management Act. 1999

Objects and definitions- Regulation and management of foreign exchange, Dealings in foreign exchange, holding of foreign exchange etc, current account transactions, capital account transactions, export of goods and services, realization and repatriation of foreign exchange, exemption, authorized person- contravention & penalties- Adjudication & appeal, directorate of enforcement- Miscellaneous provisions.

Unit III: Standards of Weights and Measures Act 1976

Objects, detailed study of the provisions relating to packaged commodities under the Act-
Applicable provisions concerning penalties and offences.

Unit IV: Securities and Exchange Board of India Act. 1992

Object, organization and management of SEBI- powers and functions of the board-registration
certificate- provisions relating to finance. Accounts and audit- penalties and adjudication-
Securities appellate tribunal.

Unit V: The Essential Commodities Act 1955

Object, power of the central government, seizure and confiscation of essential commodities,
summary trial.

Unit VI: Law relating to pollution control and environment protection

Sailent features of the Air (prevention and Control of Pollution) Law, Water and Environment
(Protection) Law-various Boards and their functions and powers; duties of occupier of specified
industries to ensure adherence to standards; offences by companies. Legal and regulatory
framework, procedures of obtaining various environments clearances: role and functions of
Environment Tribunal Authority.

Unit VII: The Right to Information Act 2005

Preliminary, right to information and obligation of public authority, The Central Information
Commission, the State Information Commission, powers and functions of the information
Commissions, appeals and penalties.

2.7 Organizational Behavior

Unit I: Behavior in Organization: Concept-Goals importance different approaches to human behaviour,
Organizational Goals: Concept-goal setting-process, individual goal, organizational goals-goal
succession-goal displacement-goal distortion-goal compatibility.

Unit II: Personality Development and Theories: different theories and their needs, importance-
management of sick personality workers- Rationality and its limits.

Unit III: Perception concept-process-application, Learning : concept process-classical conditioning-
operational conditioning application.

Unit IV: Transactional Analysis: concept-types, transaction proper-life script-strove analysis, game
analysis utility development of interpersonal relationship.

Unit V: Organizational Climate: nature of climate-factors affecting OC-impact of OC. influence of culture
in organization-management culture.

Unit VI: organizational Effectiveness: effectiveness and efficiency factors affecting OE

Unit VII: Group dynamics: Formal groups-reasons for growth-group structure-group conflict-weaknesses-benefits of IFO.

Unit VIII: Management of conflict in Organization: conflict at individual level, group level and organizational level-modes of conflict management.

Unit IX: Controlling and directing organizational behavior-leadership-theories and practices, motivation-theories and practices.

Unit X: Stress and behavior: of the general adaptation syndrome, stress responses, basic forms of stress, frustration and anxiety, source of stress, consequences of job stress, stress and jobs, performance, job burnout, coping with stress.

Unit XI: Study of cases relevant to the above chapters.

2.8 Operations Research & Computer in Business

Group-A: Operations Research

Unit I: Origin and development of Operations Research (O.P.), phases of O.R., characteristics of O.R. model, role of O.R. in managerial decision making, use and limitations of O.R.

Unit II: Linear Programming Problem (LPP)

Meaning, uses and limitations, formulation of general LPP, solutions of LPP, solutions of LPP by graphic method and simplex method, artificial variable technique, duality in linear programming, economic interpretations of dual variables.

Unit III: Assignment and Transportation Problems:

Concept of assignment problem; transportation problem: definition, mathematical formulation of transportation problem, to find the initial basic feasible solution, to derive optimal solution by Modi Method, difference between a transportation problem and an assignment problem.

Unit IV: Theory of Games and Investment Analysis:

Theory of Games: Origin, two person and zero-sum (rectangular) game, strategy, maximin and minimax criteria of optimality, saddle point, solution of a rectangular game with and without saddle point, limitations of games in competition; Investment Analysis: methods of investment analysis, breakeven analysis, payback period method, average (accounting) rate of return method, time adjusted or discounted cash flow (DCF) method, discounted rate, certainty-equivalent approach, expected monetary value and Hillier and Hertz's models.

Group-B: Computer Business

Unit V: System Analysis and Design: concept of system; characteristics of a system, elements of a system; types of systems, systems models; open or closed systems; man-made information system; computer based information system.

Information System Development: The process of system development, system life cycle; system development methodologies.

System Analysis: System planning and initial investigation, information gathering, tools- interview, questionnaire; tools used in structured analysis data flow diagram (DFD), data dictionary, structured English, decision trees, decision tables.

System Design: The process and stages of system design, logical and physical design, design methodologies, input/output and forms design; file organization and data base design.

System Implementation: System testing quality assurance, hardware/software selection, system security.

Unit VI: Introduction to E-Commerce:

Meaning and concept; .scope and promise; E-commerce and E-business; lure of E-commerce; different categories of E-commerce; encryption and authentication; elements of encryption, encryption keys; different devices of authentication, digital signatures, categories of digital signature, cryptographic algorithms, digital certificates, secure socket layer (SSL) secure electronic transaction (SET) biometrics; future of E-commerce.

2.9. A Financial Management and Control

Unit I: Introduction to Financial Management- objectives, nature and scope of finance function, components of financial system.

Unit II: Financing Decision- operating and financial leverage, capital structure theories, Net income approach, net operating income approach, traditional approach, factors affecting capital structure, optimal structure, over capitalization and under-capitalization.

Unit III: Working capital management, estimation of working capital requirements, working capital policy-conservation, moderate and aggressive, cash management, receivables management, financing current assets-sources, regulations of bank finance and recommendation of various committees.

Unit IV: Long-term investment decisions-principles and methods of appraisal- concept and measurement of cost of capital-risk and return analysis of capital investments. Computation of various types of return.

Unit VI: Inflation and financial management, effects of inflation on current assets, fixed assets, liabilities working capital and profit, inflation and capital budgeting. .

Unit VII: Constituents and preparation of project Report: contents, evaluation of projects and techniques of evaluation.

2.10. A Security Analysis & Portfolio Management

Unit I: Investment: concept of investment, investment objectives, security and non-security form of investment, concept of portfolio management, phases of portfolio management; risk and return, types of risk measurement of risk.

Unit II: Securities market: securities market and their functions, methods of raising capital, stock market in India, security market Indices- purpose, factors influencing construction of index, methods of constructing index.

Unit III: Analysis of equity investment: economic analysis, industry and company analysis, technical analysis, efficient market hypothesis.

Unit IV: Portfolio Analysis: meaning, portfolio risk and return, mark with risk-return optimization, single index model, Sharpe index model, portfolio data, efficient frontier; portfolio selection- risk and investor preference, capital asset pricing model.

Unit V: Portfolio Revision: meaning, significance and strategies; portfolio evaluation meaning, performance measurement of portfolios, Sharpe's, Treynor's and Jensens's measure of portfolio performance.

Unit VI: Derivative: meaning and evaluation of derivatives, options, futures, portfolio management using futures and options.

2.9 B Human Resource Planning & Management

Unit I: Basic Human Resource Planning: Macro level scenario of Human Resource Planning, concept and process of Human Resource Planning, Methods and Techniques- Demand and supply forecasting.

Unit II: Job Analysis: concept, scope and limitation, job description. Job specification.

Unit III: Action Areas: issues and experiences, selection and recruitment, induction and placement, performance and potential appraisal, transfer, promotion and reward policies, retrenching, separation, down signing, outplacement, managing diversity, managing compensation, succession planning.

Unit IV: Measurement of Human Resource Planning: Human resource information system, human resource accounting, human resource audit, productive incentive.

Unit V: Human Resource Development: concept, evolution, definition, scope, functions and importance of Human resource scanning, Role of HRM in strategic planning.

Unit VI: Importance of training, preparation of training programme and their implementation, training of operative personnel, executive development programme, career development challenges, self development. Evaluation of training effectiveness.

Unit VII: Promoting work effort, motivation, theories of motivation, incentive schemes, principles of fringes, labor turnover and absenteeism.

Unit VIII: A brief introduction to wage and salary policies and administration Job enlargement and environment, job design, employees moral and industrial productivity, occupational hazard and safety, accident analysis and prevention.

Unit IX: Disciplining and counseling of employees, importance of human relation, concept of industrial relation, present state of industrial relation in India, an idea about trade unionism, industrial disputes- causes and remedial measures, union regulation, collective bargaining, workers. participation in management, labor legislation, cost-benefit concept in HRM. Challenges to HRM.

Unit X: Short case studies in strategic human resource management, corporate culture, HRM planning and industrial relations.

2.10 B Marketing Research & Consumer Behavior

Unit I: Introduction to Marketing Research: Its growth and evolution Nature and scope of marketing and research, interaction between management and marketing research, applications and limitation of marketing research, marketing information system.

Unit II: Marketing Research Management: Importance of research management, qualities of marketing research manager, organization of marketing research deptt.(Organization within the group and outside the group) organization of marketing research function, evaluation and control.

Unit III: Scientific method and the marketing research process: Steps in designing a research, formulating the research problem, research design, source of data, primary and secondary data, sampling design. sampling size, organizing and conducting the field survey; processing and analyzing the collected data, preparing the research report. What is scientific method, scientific method in the physical science and marketing, difficulties in applying the scientific method to marketing.

Unit IV: Data collection, sampling and reporting: Primary data, secondary data, interpretation, analysis, preparation of report and evaluation oral and written reports.

Unit V: Importance of consumer behavior in marketing in management approaches to the study of consumer behavior. Variable influencing consumer behavior Economic variable determining consumption, income, prices and utility. Social influence or consumer behavior, cultural and sub-cultural influences, social classes, social groups, life styles, self-concept, family in consumer behavior.

Unit VI: Psychological, concepts in consumer behavior, learning process perception, cognition mapping, attribution process, motivation and personality, attitude.

3.11 Research Methodology

Unit I: Concept and nature of research, objectives of research, criteria of a good research, social science research, business research, approaches to research-qualitative and quantitative research, types of research- pure and applied research, descriptive and analytical research, exploratory and empirical research, case study research, research and research methodology, difficulties of social science research in India.

Unit II: Research Design- features of a good research design. defining research problem, components of research problem, selection and formulation of research problem; formulation of hypothesis, types of research design research design for experimental, exploratory and descriptive research.

Unit III: Sampling Design: meaning and significance of sample, sampling process, principles of sampling: essentials of a good sample, methods of sampling: random sampling, stratified sampling, judgment or purposive sampling, double and multistage sampling; determination of sample size.

Unit IV: Data Collection: types of data, methods of collection of primary data, collection secondary data and limitations of secondary data.

Unit V: Data processing, analysis and interpretation: steps in data processing, editing, coding, classification and tabulation, analysis and interpretation of data.

Unit VI: Test of Significance and Analysis of Variance (ANOVA): testing of hypothesis, Z-test, chi-square test and F-test; ANOVA: meaning, basic principles, assumptions, one-way and two-way ANOVA.

Unit VII: Report Writing: Types of report, steps in report writing, format of report, presentation style.

3.12 International Financial Management

Unit I: International Finance- Importance, Finance Function in Multinational Firm, Trends in International Trade and Cross- border Financial Flows, Gains from international trade and investment, Balance of Payments. Currency convertibility, concept of revenue account and capital account convertibility.

Unit II: International Monetary System. Exchange Rate Regimes, International Monetary Fund, European Monetary System, European Monetary Union, World Bank.

Unit III: International Finance Markets-Euro-markets Institutions.

Unit IV: Foreign Exchange Market, Structure of Foreign Exchange Markets and participants, Type of Transactions, Mechanism of Currency Dealing. Exchange Rate Quotations, Arbitrage, Forward Rates. Foreign Exchange Market in India.

Unit V: Exchange Rate Theories: Purchasing Power Parity Theory, Interest Rate Parity, future spot exchange rate, methods of forecasting exchanges rates.

Unit VI: Nature and measurement of exposure and risk- defining foreign exchange exposure, transactions exposure, translation exposure, operating exposure, hedging strategies.

3.13 A Advanced Cost and Management Accounting

Unit I: Const concepts and Analysis: Relevant costs for decision making, Decision in pricing, product mix, make or buy, shut down etc.

Unit II: Management control system: Objectives, Maximization of value or Profit, Management control system Vis-it-vis strategy formulation and control, Management control procedure.

Unit III: Responsibility Accounting: Transfer Pricing.

Unit IV: Budgetary control: Behavioral aspect of Budget, Participation in budgetary process, performance budgeting and zero-based budgeting.

Unit V: Management Information System: Concept, Objectives, Functions, types and nature or Reports and their contents. Application of computer in Management Accounting Purposes.

Unit VI: Value analysis, cost control reduction and productivity, cost efficiency and effectiveness.

Unit VII: Cost and Management Audit.

Unit VIII: Activity based costing: Human Resource Accounting; Environmental Accounting.

Unit IX: Case studies.

3.12 B Industrial Relations & Labour Laws

Unit I: Approaches to industrial relations, Dynamics of Industrial conflict, unfair labour practices and victimization. Industrial work force analysis, size and composition. Problems of Commitment. Trade Unionism. Theories, structure, types and growth, trade union in developing economy.

Unit II: Trade union movement in India, issues in trade unions democratic unionism, problems: size, structure, finance, problem of leadership. Political influence on trade unions. Workers Education. The trade union-rivalry and reorganization. Employers organization. Role of trade union in the changed economic scenario.

Unit III :Management V s. Union, rights, unions and technological changes. Industrial relation system. Role of state in industrial relations. Industrial relations and labour policy since independence. Instruments of economic coercion, discipline, domestic enquiry grievance procedure and disciplinary action. Principle of natural justice.

Unit IV: Machinery for prevention of industrial disputes. Welfare Officer works committees. Joint Management Council, Ethical Codes.

Unit V: Methods of setting Industrial Disputes. Arbitration Adjudication, Tripartite and Bipartite Machinery.

Unit VI: Collective Bargaining, workers' participation in management. Labour management and co-operation. Industrial relations and related legislations with special reference to industrial disputes Act. 1947 labour welfare and social security

Unit VII: Lok Adalat as a body to conduct mediation.

Unit VIII: Case studies

3.13 B International Marketing

Unit I: Framework of international Marketing: concept, scope its growing importance, factors affecting international marketing; controllable and uncontrollable factors; International Marketing environment: cultural, political, geographical economic and legal requisitions trade clearance (tariff and non tariff behaviors).

Unit II: Market Selection- Market profiling, market segment selection. Market entry strategies: MNCS and World Markets. Market Agreements in Force Free trade zones. Export Finance- EXIM Bank, Institutional Finance for import; IDBI ECGC and export credit insurance.

Unit III: International Marketing decision; International product planning Product design strategy, new product development; branding packaging and labeling. International pricing strategy. Pricing objectives, pricing methods dumping, transfer pricing, retrograde pricing, International Channels of Distribution; International channel system direct exports, indirect exports, marketing environment and distribution strategies, international logistics. International promotion: determining advertising strategy, communication mix role of export organization, management of sales force.

Unit IV: Organization and Planning International Marketing. New perspectives on organization- corporate, networking; dimensions of international planning and strategy. International marketing information system and marketing research.

Unit V: WTO and trade liberalization International Marketing institutions; Central advisory council; Export development councils, commodity boards, Export promotion council, Trade development authority; Trade fair authority, STC, MMTC, India's foreign trade and balance of payment position. Export procedure, export incentives and subsidies.

4.14 Strategic Management

Marks – 80

1. Corporate strategy & Planning: Concept Strategy-organizational purpose and missions- Objective and Goals- Policies-Programme Strategies, Kinds of Strategies- McKinsey 7-S framework-

Corporate Policy & Planning in India-Definition-Characteristics-benefits Why Corporate planning fails.

2. Board of Directors: Role & Function- Responsibility of BOD's- Size, Types and composition of Boards- Boards in Public & Private Sector Enterprises, Enhancing Boards Effectiveness, Top Management- CEO- Role & Functions of top management- Corporate values.
3. SWOT Analysis: Environmental analysis- Constituents and Impacts Assessing the impact of Opportunities Competitive Analysis- Economist's Viewpoint- Marketing Viewpoint- Porter's Framework- Competitor. Analysis- Strategy-Performance Strengths & Weaknesses- Reaction; internal Corporate Analysis- Criteria for determining & measuring Strengths & Weaknesses- Identifying Strengths & Weakness- Concept of Synergy.
4. Strategic Analysis: Cost Dynamics- Cost levels in, India-Causes & Effects of High Cost in India- Break-Even. Analysis Sensitivity Analysis-portfolio Display Matrices- Boston Consulting Group's Growth Share Matrix; McKinsey Matrix- Artur D. Little Company's matrix; Operating & Financial, Analysis- Techniques of strategic Financial Analysis- Financial Ratios, Return on Sales & Investment.
5. Strategic Choices: Strategic alternatives- classification- selection; Diversification- Types-Related & Unrelated- Integration-synergy; diversifications vs. Expansion- Mergers & acquisitions- Merger Motivations- screening process- Valuation for Mergers & Acquisitions- Merger policies.
6. Implementation & evaluation of Strategy: Resource Allocation-Organisation structure- Leadership-Communication of strategy-evaluation of strategy- evaluation & control process- key variables-performance standards Analysis & follow up action for control-problems of control Systems, turnaround strategies.
7. Case Studies: What is case? - Objective of Case Method-Benefits Analytical Tools- SWOT Analysis-Ratio analysis- Portfolio Analysis-Strategic Audit-Guide for Case Preparation.

4.15 Marketing of Services

Unit I: Introduction to service marketing service-definitions, characteristics, reasons for growth in service sector with special reference to India- Marketing mix for service; marketing segmentation-market information system.

Unit II: Service strategy, market oriented service strategy. Demand variation in service and its management. Determinations of service quality, its management, Dimensions of total quality management; Service triangle; service models. .

Unit III: Service Products: development of a new service, differentiation, service product mix, packaging, branding, strategy for service; approaches to pricing of services- objectives, pricing strategies. Service location and providers, working of a service distribution system.

Unit IV: People in Marketing of services: role of employees, managing customer participation, internal marketing objectives, influence of employee behaviour in service quality. External marketing-need, promotional campaign design, word of mouth communication. The service inter-action process, enhancing customer participation.

Unit V: Marketing of Financial Services: Concept-factors governing the customer behavior and psychology- marketing mix of financial services-Marketing of financial services in Indian Environment.

Unit VI: Marketing of Health Services; characteristics of health services; type of health services- product planning and development- segmentation - pricing and promotion strategy in the Indian Environment.

Unit VII: Marketing of tourism: Tourism product, development and management of tourist spot; pricing, strategic tourism promotion, tourism marketing prospects and promotion in North East region.

4.16 Tax Planning

Unit I: Meaning concept of tax planning and tax management- distinction between tax planning, tax evasion and tax avoidance with illustrations. Tax planning through selection of suitable form of business organization, selection of type of business and industry and location; diversion of income and application of income.

Unit II: Tax planning through the provisions of section 10 of the Income Tax Act. Relating to 'tax free incomes' - tax planning in regard to salary income of an individual; deductions and exemptions allowed in computing income from salaries and income from house property. Tax planning in regard to setting up and dates of commencement of business, make or buy decision; valuation of stock and export and domestic sales decision.

Unit III: Capital assets in the context of capital gains and assets outside the purview of capital gains- taxation of long term and short term capital gains and exemptions thereof for tax planning purposes.

Unit IV: Tax planning in regard to residuary and non-residuary headings of income from other sources; taxability of interest on government securities and dividend-from Indian companies- Tax planning and clubbing of incomes under section 64 of the IT Act. Important factors to be considered in regard to tax planning in case of an individual with reference to splitting of income and investment of surplus funds in selected securities. Tax planning and tax deducted. At source and advance payment of tax by an individual assesses.

Unit V: Tax planning by a partnership firm assessed as such and as association of persons. Tax planning by company through the timing of payment of statutory dues, joint ventures abroad and foreign collaboration and transfer from holding company to subsidiary. Function of the tax planning department of a company Fringe benefit tax,

4.17 Project Management

Unit I: Project Management- Meaning and scope, Need of project management, Life cycle of a project - conception and selection, planning and scheduling, implementation and control, evaluation and termination, (6)

Unit II: Project Analysis and Selection - Identification of investment opportunities, project initiation, Market and Demand Analysis, Technical Analysis, Economic and financial Analysis, Social Cost and Benefit Analysis, Formulation of Detailed project report. (18)

Unit III: Project Planning & Scheduling - Planning Resources, Planning of Physical Resources, Planning of Human Resources, Analysis, Technical Analysis, Economic and Financial Analysis, Social Cost and Benefit Analysis, Formulation of Planning Financial Resources, Project organizing, Planning Time Scales-Network/PERT Analysis. (10)

Unit IV: Implementation and Control- Project Management information System, Monitoring and Reporting -Physical resources, human resources, and financial resources- cost control.

Unit V: Project Completion and Evaluation- Integrated Project Management Control System, managing Transition for project to operation, project completion and evaluation, project review, project termination, (8) .

4.18 Financial Services

Unit I: Evolution and Role of Financial Services in India- NBFCs; Banks, comparison of NBFCs with Banks, service provided.

Unit II: Leasing- concept and classification, advantages and disadvantages of leasing, evolution of Indian Leasing Industry, Leasing and Commercial Banks, Tax implications of Leasing.

Unit III: Hire Purchase- concept and characteristics, calculation of effective interest rate, tax-implication of Hire Purchase.

Unit IV: Consumer Finance- Role of Consumer Credit, Features of Consumer Credit Transactions.

Unit V: Venture capital- nature and scope, Investment process, (types of VC financing) evaluation criteria, limitations, venture capital funds in India.

Unit VI: Insurance-services; Definition- Life Insurance, Marine Insurance, Miscellaneous Insurance.

Unit VII: Miscellaneous financial services, Housing Finance, demat, depository services and stock broking services.

4.19 Supply Chain Management

Unit-I: Introduction to Supply Chain Management

Concept, objectives and functions of SCM, SCM strategy, operating model for supply chain, managing internal and external supply chain, Global SCM, EDL Reserve supply chain, value chain and value delivery system for SCM.

Unit-II: Logistics Management

Inbound, internal and outbound logistics in SCM. Developing the logistics organization for effective SCM, developing integrated logistics strategy. 3 PL, 4 PL, transportation in supply chain, factor effecting transport selection. Role of handling in SCM.

Unit-III: Sourcing

Sourcing of materials, problems, e-procurement, group purchasing, inventory management in supply chain - role and importance. Inventory policies, JIT, VMI. Inventory as an element of customer service.

Unit-IV: Strategic issues in supply chain

Lean manufacturing, strategic partnerships, alliances and collaborative advantages, best practices and bench marking of supply chain. Modeling and optimization in supply chain.

Unit-V: Retailing and supply chain interface

Retail supply chain management, transportation and inventory in supply chain, channel design and management. Customer focus in supply chain, customer-led business, developing customer service strategy, relationship management with suppliers and customers and employees.

4.20 Basics of Microfinance

Unit-I: Concept and principles of microfinance, Basic characteristics, Clients and services, Role of micro-finance in poverty alleviation and livelihood promotion, Evolution of micro finance, Microfinance in India, Microfinance in north east region.

Unit-II: Microfinance methodology-various international models and best practices in Asian countries and India-Grameen model, SHG-bank linkage model.

Unit-III: Government sponsored programmes involving SHGs, Importance of SHG, formation and operation of SHGs-Income generating activities of SHGs, SHG federation- objectives, benefits and functions.

Unit-IV: Microfinance Institutions (MFIs)-Forms of MFIs- Management of group Dynamics- fund management-Credit linkage of SHGs, Rate of interest, Repayment management, Audit, Monitoring risks and delinquency, Restructure of loan.

Unit-V: Innovations in Indian microfinance-micro-insurance-crop, agricultural, health; Micro-pension, Recent innovation by NABARD, Initiatives in Indian microfinance.

4.21 International Business

1. Foreign Direct Investment and Multinational Corporations - MNC culture, MNCS and LDCs, joint ventures.
2. Regional Economic Integration, SAARC, ASEAN, European Economic Community, EEU, NAFTA, SAF TA, SAPTA.
3. India and WTO - Free and Fair trade, Trade in Services, Removal of trade barriers, Tariff and non-tariff barriers Dispute settlement mechanism, Innovation and Intellectual property Rights.
4. Export Impolicy, Duty entitlement Pass Book (DEPB), Letter of credit, Bank finance for export and import, documentation, customs duty Foreign exchange management, Foreign exchange exposure, risk management, transfer of international payments- Western Union Money Transfer.
5. Convertibility of Rupee currency, current and capital account transactions, Issues and Perceptions-heading techniques, derivatives and future IMF and World Bank.
6. Foreign Investment Institutions, Instruments: GD Rs, ADRs, FII's-their role in Indian Capital Market. Double Taxation Avoidance Agreement (DTAA).
7. Merger, Acquisition, takeover International merger and acquisition (M&A) International Strategic Alliance.

4.22 Entrepreneurship Management

Unit I: Introduction: definition-nature-scope and importance its relevance in different economic systems- its significance to Indian economy under the new economic order.

Unit II: Setting-up of an entrepreneurial venture

a) Identifying and conceiving opportunities in agriculture, trade, industry, transports, insurance and related service organizations.

b) Converting conceived business opportunities into reality: location, infrastructure facilities, Aid from Government, semi-up of an enterprise on hand (case studies in setting up of as enterprise covering a minimum of five years of initial period).

Unit III: Management of the Venture

a) Stages of development- small, medium and large scale.

b) Management of functional areas viz. production, purchase, Marketing, Finance, Personnel, Finance, at different stages development in terms of planning and control and decision making- management of conflict.

c) Environment facing different kinds of ventures at different stages of development- governmental laws.

d) Self-development of the entrepreneur-self-evaluation of the individual and institution at different stages of enterprise and entrepreneurial growth, motivation for individual and institutional development- training needs of the entrepreneur evaluation of the organization structures.

e) Creativity and Techno-economic innovation for entrepreneurs management of family business-socio-psychological factors influencing entrepreneurship development.

Unit IV: Professional entrepreneurship and professional managers- their role in managing on enterprise- position in the Indian management scene-agencies promoting entrepreneurial development - role of concessions, subsidies incentives- A technical assistance.

Unit V: Entrepreneurs in India- study of profiles- recent trends- scope use profitability profit-oriented and non-profit oriented organization.

4.23 E-COMMERCE

Total Marks: 80

Unit-I: Introduction to E-Commerce: Emergence of E-Commerce, different business models, E-business model based on relationship of transaction types- Brokerage Model, Aggregator Model, Info-mediary model, community model, value chain model; scope and promises of E-commerce, future of E-commerce. 10

Unit-II: Technology in E-commerce: Introduction to internet environment, Types of Network, Data Communication, Modes of data transmission, Network topologies, OSI models, different layers, concept of Protocols, U RLS, ISP, Switching, Cookies, Bandwidth, www Browsers, Services, DNS. 20

Unit-III: Privacy and Security in E-commerce: Security methods, Encryption and Authentication, Elements and algorithm of encryption, Digital Signature and its categories, cryptographic algorithms, Encryption Standard, Digital certificates and their uses, Concept of Biometrics technology, Pretty Good Privacy (PG P) and its features, Firewall concept and its benefits. 15

Unit-IV: E-marketing: Concept of online marketing and its advantages, Idea of E-advertising, _E-branding, Spiral branding, Different marketing strategies, Internet marketing trends; E-customer Relationship Management (CRM)- different issues of E _ CRM. 10

Unit-VI: E-banking: Impact of IT on Bank, functions of ATM, advantages and limitation of ATM, concept of Mobile Banking, Tele Banking, internet Banking, Technique of Electronic Funds Transfer, Automated Clearing System (ACS) and its elements. 15