

SIKKIM UNIVERSITY

SYLLABUS

FOR

Masters of Commerce Programme

Approved by the Academic Council in its meeting held on 26th July 2013.

COURSE STRUCTURE

Semester I:	Credits
COM-C 101 Business Environment	4
COM-C 102 Accounting for Services	4
COM-C 103 Organisational Behaviour	4
COM-C 104 Statistics for Business Decisions.	4

Semester II:	
COM-C 201 Financial Management and Control	4
COM-C 202 Marketing Management	4
COM-C 203 Computer Applications in Business*	4
COM-PG-O 201 Retail Management	4

Semester III:	
COM-C 301 Advanced Cost and Management Accounting	4
COM-C 302(A) Financial Services	4
COM-C 303(A) Financial Markets and Instruments	4

OR

COM-C 302 (B) Entrepreneurship	4
COM-C 303 (B) Management of Small Enterprises	4
COM-O 304 NGO Management and Micro Finance	4

Semester IV:	
COM-C401 - Strategic Management.	4
COM – C402(A) – Investment Management COM – C403(A) – Fund Management in Banks	4 credits each

OR

COM – C402 (B)– Venture Creation COM – C403(B) – Border Trade and Export Procedure	4 credits each
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COM-C 404- Project Work 4 Credits

Note:

Each of the courses in the programme are of 100 marks, distributed as follows

Courses	Units	Internals/Sessionals Marks	End Term marks	Total Marks	Credits per course
All courses other than Project Work	Four	50	50	100	4

Administration of Course Project work: COM-CS-404

Project work: PG-COM-CS-404 a specialisation paper compulsory field work comprises of four credits and 100 marks. The objective of this course is to enhance students' understanding in the area of specialisation by

way of interaction with the business environment. Students are expected to draft a mini project proposal and administer it to identify the degree of application of theoretical knowledge gained so far.

In order to optimally utilise the winter vacations, during the third semester supervisors will be assigned to students, to identify the possible areas of mini survey or research, and finalise the topic of project work. By the last month of the third semester the topic of project will be finalised in a departmental meeting and notified. To accommodate the course one additional hour for project work shall be incorporated in the third and fourth semester time table (routine).

Format of Project Report:

Title Page, Certificate of Originality from supervisor, Student and Head of the department: Contents, Abstract, Introduction to the (Thesis) or Project, Review of Literature(if any), Statement of problem, Significance and Objective of the study, Method of study, Analysis, Findings, Suggestions, Conclusion, References, Annexure (if any).

Evaluation:

By the mid of the fourth semester the presentation of the project work will be scheduled and respective supervisor will award the marks/credits/grade out of 70 marks. For remaining 30 marks, at the end semester the projects will be jointly evaluated by the external expert and departmental supervisor in presence of the Head of the department.

During the second week of the month of May the project report shall be sent via e-mail to the external expert such that adequate time (25 days) is allowed to the prospective external evaluators for comprehension of each project report to enable reasonable justification for award of marks during Viva-Vocé.

External expert may preferably of the cadre equal to or more than Associate Professor from a UGC recognised, Technical/Professional Institutions (IIT, IIM, etc), State or Central University.

Students will present the bound (at least Spiral Bound) project report to the external examiner during the Viva Vocé.

The board of such evaluation shall comprise of the Respective Supervisor, Head of the Department, and one external expert.

In the event of failure of presence of external expert from other institutions the department may source the external expert of similar cadre from other department within the university. An advance information to this effect may be communicated to the Controller of Examination (COE) and Deputy Registrar Finance, through proper channel for financial concurrence.

COM-C 101: BUSINESS ENVIRONMENT

Objective: *To acquaint the students with the Indian and global environment pertaining to business.*

Unit- I Introduction to Local and Regional Components

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

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

Unit -II Global Dynamics for Business

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

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

Unit - III: Socio- Political and Legal Environment

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

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

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

Unit -IV: Business Environment in North East

Industrial Policy for North East India-NEIIPP, 2007

Role and achievement of NEC, DONER, NEDFI in economic development of NER.

New Development Initiatives in NER, Vision Document 2020;

Look East Policy and the N.E.Region.

Suggested Readings:

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

COM-C102: ACCOUNTING FOR SERVICES

Objective: *To enable the students develop an understanding into accounting practices of service sector organizations*

UNIT-I

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

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

Accounting for Educational Institutions: Introduction, Books of accounts, Annual statement of accounts, Receipts and Payments Account, Income & Expenditure Accounts and Balance Sheet. (Theory + Numerical)

UNIT-II

Accounting for Transport Companies

Accounting for Electricity companies (Theory + Numerical)

Unit-III

Preparation of financial Statements of Banking sector companies (Theory + Numerical)

Preparation of financial Statements of Insurance sector companies (Theory + Numerical)

UNIT-IV

Government Accounting: Fundamentals; Switch over from cash to accrual basis accounting. (Theory)

Local Government: Municipal Department, Panchayat; (Theory + Numerical)

Cooperative Organisations: Basic books of accounts (Theory + Numerical)

Suggested Readings:

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

COM-C – 103: ORGANISATIONAL BEHAVIOUR

Objective: *To acquaint the students with the determinants of Inter-personal and Inter-Group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

Unit – I: Introduction

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

Unit – II: Individual Behaviour

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

Unit – III: Group Behaviour

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

Unit – IV: Leadership

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

Suggested Readings

1. Hellriegel. 2013, Organizational Behavior, Thompson Press (Indian Edition), 2013
2. Hersey & Blanchard, Management of Organisational Behaviour, Prentice Hall of India, N. Delhi
3. Luthans, Fred, Organisational Behaviour McGraw Hill
4. Nelson, Quick & Khandelwal, 2011 Organizational Behavior Cengage Learning, India
5. Robbins, Stephen P., Timothy A Judge & Neharika Vohra 2012, Organisational Behaviour, Pearson, N. Delhi
6. Slocum, Fundamentals of Organizational Behavior, Thompson Press (Indian Edition)
7. Atkinson & Raynor (eds) 1978, Personality, Motivation & Achievement (John Wiley & Sons,
8. Dwivedi, 2006, Human Relations & Organizational Behavior MacMillan India.
9. Greenburg & Baron 2003, Behaviour In Organizations, Prentice Hall of India. New Delhi.

COM-C- 104: STATISTICS FOR BUSINESS DECISIONS

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

Unit – I: Probability, Theoretical distribution

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

UNIT-II Sampling Theory

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

Unit – III: Statistical Inference

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

Unit – IV: Forecasting Technique

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

Suggested Readings

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

COM –C 301: ADVANCED COST & MANAGEMENT ACCOUNTING

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

Unit – I: Introduction

Management Accounting in Social Context
Organisation for Management Accounting
Designing Cost & Management Accounting System in an Organisation
Target costing
Behavioural Aspects of Management Accounting
Changing world of Management Accounting - Strategic Cost Management Framework

Unit – II: Cost Analysis for Managerial Decision

Cost Concepts, Terminology and Classifications
Cost centres and activities
Absorption Costing, Variable Costing and Differential Costing
Cost-Volume- Profit Analysis, Make or Buy Decision
Pricing Decision for Domestic and Export Order including Transfer Pricing
Key Factor Utilisation Decision
Shut Down Decision
Input Mix Decision

Unit – III: Performance measurement

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

Unit – IV: Cost Analysis for Control

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

Suggested Readings

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

COM-C 302(A):FINANCIAL SERVICES

Objective: *To acquaint the students with innovative financial services offered to meet the varied requirements of both the corporate and individual customers.*

Unit-I:

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

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

Unit-II:

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

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

Unit-III:

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

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

Unit-IV:

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

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

Suggested Readings:

1. Bhatia, B.S. and Batra, G.S.: Management of Capital Markets, Financial Services and Institutions, Deep and Deep Publications, New Delhi.
2. Gordon and Natarajan: Financial Markets and Services, Himalaya.
3. Gurusamy: Financial Services and Markets, Thomson.
4. Gurusamy: Financial Systems and Services, Thomson.
5. Khan, M.Y.: Indian Financial System – Theory and Practice, Vikas
6. L.M. Bhole: Financial Institutions and Market, Tata McGraw Hill.
7. Pathak: Financial Markets and Services, Pearson.
8. Singh, H.K. and Singh, Meera: Mutual Funds and Indian Capital Market, Kanishka Publishers' Distributors, New Delhi.
9. Vasant Desai: Indian Financial System, Himalaya Publishers, Mumbai.

COM-C303(A) FINANCIAL MARKETS & INSTRUMENTS

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;

Unit-II: Govt. Security Market and Foreign Exchange Market

Foreign Exchange market and Govt Security Market: Features and Reforms;

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

Money Market, Foreign Exchange market, and Govt Security Market- present status

Unit –III: Capital Market

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

Industrial Security Market: Methods of Issue, Listing of securities;

Regulation: SEBI; Fair market practice and Investor Protection;

Reforms, Trends and Developments in Security market.

Unit – IV: Innovative Financial Instruments and Financial Services

Innovations in Bond features;

Hybrid Securities: Convertible Debentures and bonds;

Derivatives: Options, Futures and Swaps;

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

Suggested Readings (All latest Editions)

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

COM-C302(B) ENTREPRENEURSHIP

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

Unit – I: Introduction

Entrepreneurship-meaning and definition, Entrepreneurship Theories- Sociological, Economic, Psychological and Managerial Theories, Entrepreneurship process- Setting, preparation, Management and survival, Growth, Entrepreneurship transition, Entrepreneurship- problems and prospects in India and NE region,
Entrepreneurial Behaviour and Skills, Entrepreneurial Culture Vs Administrative Culture
Entrepreneurship vs. Intrapreneurship, New facets of entrepreneurship

Unit – II: The Entrepreneur

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

Unit – III: Entrepreneurship in Different Context and Forms

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

Unit –IV: Entrepreneurship Development

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

Suggested Readings:

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

COM-C 303(B) MANAGEMENT OF SMALL ENTERPRISES

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

Unit –I: Management in Small Business: An Introduction

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

Unit – II: Functional Management in Small Enterprise-I

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

Unit –III: Functional Management in Small Enterprise-II

Management of Product and Product Life Cycle
Promotional Activities for Small Business
Pricing Policy for a small Business
Distribution Strategy and channels for Small Business

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

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

Suggested Readings

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

COM-O 304: NGO MANAGEMENT and MICRO FINANCE

Objectives: *To familiarize the students with the management aspects of Non- Profit, Non-Government Organization by exposing them to the important functional areas of management of NGOs. and to expose students to the models, intervention strategies, impacts, governance mechanisms, and sustainability aspects of micro financing.*

Unit I: Introduction

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

Unit II: Functional Management of NGOs

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

Unit-III: Microfinancing: Conceptual Framework

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

Unit-IV: Sustainability Issues in Microfinance

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

Suggested Readings

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