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GOVERNMENT OF ARUNACHAL PRADESH
DEPARTMENT OF PLANNING
ITANAGAR.

SYLLABUS FOR DIRECT RECRUITMENT OF RESEARCH
OFFICER
COMMERCE – PAPER –I (Pg. No. 2-6) & II (Pg. No. 7-13)

PAPER -I

MANAGERIAL ECONOMICS

- UNIT I: Introduction:** Definition, Scope and Importance of Managerial Economics- Difference between Traditional Economics and Managerial Economics. Relationship of managerial Economics with other Economics-Managerial Economist Role and Responsibility in decision. Demand analysis-Elasticity of Demand-Demand Determinants.
- UNIT II: Production Analysis:** Production Function, Stages of Production, Return to Scale – Law of Returned to Scale, Law of Variable Proportions-Homogenous Production Function-Concept of Iso-quants Curves and Iso-cost curves, Optimal Combinations of Inputs-Choice of Expansion Paths.
- UNIT III: Cost Analysis:** Classification of Cost-Measurement of Cost-Cost Output Relationship-Determinants of Cost Behaviours. Profit Analysis: Economic Profit and Accounting Profit-Theories of Profit-Break-even analysis.
- UNIT IV: Pricing Analysis:** Firm theory of Pricing-Target Pricing-Cost plus Pricing-Price Determinants under different market structure in short run and long run period, Price Discrimination-Product-Line Pricing.
- UNIT V: Macro Economics:** National Income concept and Estimation, Business Cycle-Managerial Economist in the Context of Globalization, Inflation-its Definition, Characteristics, Types and Effect, Relation between income, investment and consumptions.

MANAGEMENT CONCEPT AND ORGANIZATION BEHAVIOUR

- UNIT I: Introduction:** Concept, Features, Types and Significance of Organization- Various Approaches to Organization Theory-Classical, Neo-Classical & Modern.
- UNIT II: Behaviour in organization:** Nature of Organization Behaviours- Determinants of Individual Behaviours-Models of Man-Perception-Meaning and Factors influencing perception-Attitude and Behaviour- Behaviour Process in Organization.
- UNIT III: Motivation:** Theories of Motivation-Maslow's Hierarchy of Needs-Mc Clelland's Need Theory- Hersberg's. Two factor theory –Adam's Equity Theory-Vroom's Expectancy Theory-Porter and Lawler Model-Alderter's ARG theory-McGregor Theory, Morale.

UNIT IV: Interpersonal Behaviour and Group Behaviour: Group-Dynamics-Formal Groups and Informal Groups-Organizational Conflict-Power & Politics-Transactional Analysis.

UNIT V: Organizational Climate: Meaning and Factors affecting Organizational Climate. Organizational Effectiveness-Concepts and Different Approaches, Organizational Development.

ACCOUNTING FOR MANAGERIAL DECISION

UNIT I: Introduction to Accounting: Management accounting as a area of accounting; objectives, nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accountant's position, role and responsibilities.

UNIT II: Standard Costing and Variance Analysis: Standard costing as a control techniques; Setting of standards and their revision; Variance analysis – meaning and importance, kinds of variances and their uses- material, labour and overhead variances; Sales variances; Relevance of variance analysis to budgeting and standard costing.

UNIT III: Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Break-even Chart, Assumptions and practical applications of break-even-analysis; Decisions regarding sales –mix, make or buy decisions, discontinuation of a product line and pricing decision for special order etc.

UNIT IV: Analyzing Financial Statements: Its types and techniques, Cash flow (Statement as per AS-3) and Fund Flow Analysis.

UNIT V: Budgeting and Reporting: Essentials of Budgeting; Types of budgets-Preparation of Cash, Sales, Fixed and flexible budget; Budgetary control; Zero-bases budgeting; Performance budgeting. Objectives of reporting, Types of reports, Reporting to different levels of management.

BUSINESS ENVIRONMENT

UNIT I: Theoretical Framework of Business Environment: Concept , Significant and Nature of Business Environment, Element of Business Environment, Techniques of Environmental scanning and monitoring, Global Business Environment and its rationalities in present context.

UNIT II: Economic Environment of Business: Significance and elements of Economic Environment, Economic Planning in India, Industrial Policy, Fiscal and monitoring Policy, Liberalization, Privatization and Globalization(LPG).

UNIT III: Political and Legal Environment of Business: Elements of Political Environment, Government and Business, Changing dimension of legal environment in India; Competition Act, Consumer Protection Act, FEMA and Patent Laws.

UNIT IV: Socio-cultural Environment of Business: Elements of socio-cultural environment, Social institutions and system, Social value and attitudes, Emerging rural sector in India, Consumerism in India, Social responsibility of Business.

UNIT V: International Business and Environment: FDI, FII, MNC and Indian Business, WTO, IMF, World Bank and their function and role to Indian Economy Environment Impact Assessment, Environmental Audit, Valuation of environment assets.

CORPORATE POLICIES AND STRATEGIC MANAGEMENT

UNIT I: Corporate Strategy & Planning: Concept of Corporate Strategy- Organizational purpose and missions – Objective and Goals-Policies- Programme Strategies-Kinds of Strategies-Mckinsey 7-S framework- Corporate Policy & Planning in India- Definition-Characteristic-benefits-Why Corporate Planning Fails.

UNIT II: Board of Directors: Role & Function-Responsibility of BOD's – Size & Composition of Boards-Boards in Public & Private Sector Enterprises- Enhancing Boards Effectiveness- Top Management – CEO - Role & Functions of Top Management - Corporate Values, Corporate Governance and SEBI Regulations.

UNIT III: SWOT Analysis: Environmental Analysis- Constituents & Impacts- Assessing the Impact of Opportunities-Competitive Analysis - Economist's Viewpoint -Marketing Viewpoint - Porter's Framework - Competitor Analysis - Strategy –Performance - Strengths & Weakness – Reaction - Internal Corporate Analysis -Criteria for Determining & Measuring Strengths & Weakness - Identifying Strengths & Weakness - Concept of Synergy.

UNIT IV: Strategic Analysis: Cost Dynamics-Cost Levels in India-Causes & Effects of High cost in India – Sensitivity Analysis-Portfolio Analysis & Display Matrices-What is Portfolio Analysis-Balancing the Portfolio- Display Matrices- Boston Consulting Group's Growth share Matrix-Mckinsey Matrix-Arthur D. Little Company's Matrix.

UNIT V: Implementation & Evaluation of Strategy: Resource Allocation- Organization Structure-Leadership-Communication of Strategy- Evaluation & Control of Strategy-Evaluation & Control Process-Key Variables-Performance Standards-Analysis & Follow up Action for Control-Problems of Control Systems.

E-COMMERCE AND INFORMATION TECHNOLOGY IN BUSINESS

UNIT I: Introduction to E-Commerce: E-Commerce entities and its functions; Role of Web sites; Electronic payment systems; Electronic data interchange; E-Commerce and E-Business; Mass customization and product differentiation.

UNIT II: E-Marketing: Meaning and Concept, E- Marketing vs Traditional Marketing, Need for E-Marketing, Media Convergence, Channels of E-Marketing, Global Publishing Concept, Supply Chain, Product and Service Digitization, Online Advertising, Push and Pull Technologies, Alternative Methods of Customer Communication, Measuring Effectiveness of E-Marketing through consumer and business feedbacks.

UNIT III: Introduction to Operating Systems: PC and its main components, operating systems, Software needs, Soft Category, Windows.

UNIT IV: Introduction to Statistical Packages: Uses of statistical packages in business; Preparation spread sheet; Excel, SPSS, SYSTAT and PowerPoint.

UNIT V: Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade(Software), Talley etc.

INDIAN FINANCIAL SYSTEM

UNIT I: Financial system and economic development: Meaning and function of Financial System; Its role in Economic development; classification and Composition of financial system; Financial concepts; Regulatory framework.

UNIT II: Financial Markets: Meaning and importance; Nature of Indian financial market; classification of financial market; Money market-Sub markets; Role of RBI; Capital Market; Classification; stock market operation; new issue market and secondary market; Role of SEBI; Reforms in Indian Financial market.

UNIT III: Financial Institutions: Meaning, importance and classification of financial institutions; structures of Banking and non-banking financial institutions;

Development Banks and Investment Institutions-their main features; Reforms in Banking industries.

UNIT IV: Financial instruments: Meaning, importance, Nature and classification; Money market instruments-Treasury Bills, Commercial Bills, Commercial papers, Certificate of Deposits; Capital market instruments-Equity shares, Preference shares, Debenture, Bonds, Term Loans; Derivatives; GDR and ADR-main features.

UNIT V: Financial Services: Meaning and importance; Main features of Merchant Banking, Hire purchase company, Leasing company, Venture Capital, Mutual Fund, Factoring and Forfeiting, Securitization of Debts, Credit rating.

BUSINESS STATISTICS

UNIT I: Probability: Different Approaches, Types of Events, Addition and Multiplication Theory and their application, Mathematical expectation, Baye's Theorem.

UNIT II: Theoretical Distribution: Binomial, Normal and Poisson and their properties and applications.

UNIT III: Testing of Hypothesis for large and small samples: Types of Hypothesis, Step involved in formulation of hypothesis, One tail in two tail test, sampling distribution and standard error, Z-Test, T-Test, F-Test and chi-square test.

UNIT IV: Statistical Decision Theory: Introduction, Steps in Decision-Market Environments, Decision market under uncertainty; Criterion of Optimism, Pessimism, Equally likely, Realism, Regret, Decision making under risk; Expected Monetary Value (EMU), Expected Opportunity Loss (EOL) and Expected Value of Perfect Information (EUPI).

UNIT V: Statistical Quality Control: Introduction, Basis and Definition, Objectives, Techniques, Process Control, Control Charts for Variables, Advantage and Limitations.

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PAPER-II

FINANCIAL MANAGEMENT AND CONTROL

UNIT I: Financial Management: Meaning, nature & scope of financial management; profit vs. wealth maximization; organization of finance functions; finance functions-investment, financing and dividend decisions.

UNIT II: Analysis of capital budgeting decisions: Nature of investment decisions; investment evaluation criteria - NPV, IPR, PI, PB period, ARR, NPV & IPR comparison; capital rationing.

Measurement of operating and financial leverage, effects of operational & financial leverage on profits.

UNIT III: Cost of capital: Meaning and scope of cost of capital; calculation of cost of debt, preference capital, equity capital and returned earnings; weighted average cost of capital.

UNIT IV: Management of working Capital: Meaning, significance and types of working capital; sources of working capital; Financial of WC & norms of bank finance; estimation of WC requirements; management of cash, receivables and inventory.

UNIT V: Dividend policies: Issues on dividend decisions; Walter's model; M.M. Hypothesis, Gordon's model; dividend and uncertainty; Dividend policy in practice; stabilities in dividend policy.

PROJECT PLANNING AND MANAGEMENT

UNIT I: Formulation and Planning of Projects: Characteristics of a sound project- Assessing the value of a sound industrial project to the economy-Stages in project appraisal, Feasibility report, Project proposal in detail.

UNIT II: Market Appraisal: Market Survey, Sources of Data, Methods of Collecting Data, Forecasting Future Demand, Preparation of Sales Plan and Report.

UNIT III: Socio-Techno-Economic Appraisal: Depth of Technical Analysis; Factors for Consideration under Technical Analysis (Social Appraisal of Industrial Projects).

UNIT IV: Financial Appraisal: Estimation of Financial Requirements, Application of Capital Budgeting Techniques, Risk and Uncertainty in Project Evaluation. Planning the Pattern of Capital Structures and Financing the Project, Financial Viability, Preparation and Analysis of Financial Statement.

UNIT V: Project Management: Network Analysis, Gantt Chart, PERT, CPM, Managing Time and Cost Overruns, Project Follow-up.

MARKETING MANAGEMENT

UNIT I: Conceptual framework of marketing: Nature , scope and importance of marketing, Marketing philosophy/concept, Modern marketing concept, Marketing environment, Marketing mix, Market segmentation, Marketing Information System and Marketing Research, International marketing, marketing organization structure.

UNIT II: Product policy decision: Product concept, Product mix, Elements of product policy-Product planning and new product development, Branding, Packaging, Labelling after sale services, Product line policy, Product Life Cycle-strategic implication.

UNIT III: Pricing Policy and decision: Meaning, objectives and importance of price, Pricing process and decision, Factors affecting price of a product, Pricing policies and strategies, Pricing of a new product, Discounts and rebates, Price discrimination.

UNIT IV: Distribution policy and decision: Nature, function and types of distribution channels, Channel design, selection, Channel intermediaries; Retailing and Wholesaling, Physical distribution decision; its importance and function; Online Marketing; Direct Marketing.

UNIT V: Promotion policy and decision: Meaning, importance and objectives, Promotion mix-advertising, personal selling and sales promotion; their inter-relationship, Factors affecting promotion mix, Sales promotion-tools and techniques.

INDUSTRIAL RELATIONS

UNIT I: Introduction: Industrial Relations- Concepts, Determinants and Significance, Conditions for good Industrial Relations, Causes of Poor Industrial Relations. Effects of Poor Industrial Relations.

Unit II: Trade-Union: Definition, Types, Function, Advantages and Disadvantages of Trade-Union, Theories of Trade-Union, Limitations of Indian Trade-Union, India and ILO.

UNIT III: Industrial Disputes: Meaning, Fundamental Causes of Industrial Disputes in India, Effects of Industrial Disputes, Prevention and Settlement of Industrial Disputes in India-Joint Consultations, Code of Discipline, Grievance

Procedure, Disciplinary Procedure, Welfare Officer, Negotiation, Conciliation and Mediation, Arbitration.

UNIT IV: Collective Bargaining: Meaning, Functions and Conditions Essential for Successful Collective Bargaining, Distinction between Collective Bargaining and Co-operation, Procedure, Content and Scope of Collective Bargaining, Collective Bargaining in India.

UNIT V: Workers Participation in Management: Meaning, Objectives, Factors Influencing Participation, Conditions Necessary for the Success of the Schemes of Workers Participation, Workers Participation in Management in India.

ACCOUNTING THEORY

UNIT I: History of Accounting Thought: Nature , scope and objectives of accounting, Socio-Economic Environment and Accounting, Development of Accounting Practice, Accounting Method, Doctrine of Accounting Practices, Accounting and Other Disciplines, Accounts of Terminable Ventures and Accounts of Continued concerns, Cash and Accrual System of Accounts.

Unit II: Conceptual: Framework for Accounting and Reporting Features of Accounting Information. Accounting Standards, Historical Development, Need, Setting of Accounting Standards, National and International Accounting Standards and Need for Harmonization and Specialization.

UNIT III: Measurement Theory: Measurement of Business Income, Expenses, Assets and Liabilities, Revenue Recognition and Matching Concept, Scope of Subjectivity in Measurement- Depreciation, Inventory and other assets valuation as per relevant Accounting Standard.

UNIT IV: Accounting as information system, published Accounting requirement as per Company Act' 1956, Inter disciplinary relation of Management Accounting, Cost Accounting and Financial Accounting. Corporate Reporting- Aggregate and Segmental as per AS -17 Report, Reporting-Disclosure and Transparency, Current Trend in Corporate Reporting, International Corporate Reporting Standards.

UNIT V: International Dimensions of Accounting: Internationalization of the Accounting Profession, Accounting Profession in Select Countries- UK, USA, International Dimensions of Financial Reporting: Transactional Reporting, Reporting Practices, Consolidation of Financial Statements.

CORPORATE TAX PLANNING & MANAGEMENT

- UNIT I: Concept of Tax Planning:** Tax Planning for Different Organizations; Concept of Capital, Revenue, Receipt and Expenditure; Concept of Income, Computation of Income for Corporate Form of Organization; Deductions and Exemptions; Carry Forward and Set off Losses.
- UNIT II:** Deduction of Tax at Source and Advance Payment of Tax, Filing of Returns and Procedure for Assessment of Tax, Fines and Penalties for Delay and Default; Problems of Evasion, Concealment and Avoidance as per Indian Income Tax Act'1961.
- UNIT III: Tax Planning with reference to:** Selection of Forms of Business Organization, Location of Business/Factory, Claims of Deductions, Exemption, Rebates and Relief's as per Indian Income Tax Act'1961.
- UNIT IV: Administration:** Income Tax Authorities, Assessment Procedures, Tax Payment, Interest, Penalties, MAT, Search and Seizure, Appeals and Remission as per Indian Income Tax Act'1961.
- UNIT V: Tax Provisions** Relating to Free Trade Zones, Infrastructure Sector and Backward Areas, VAT, CENVAT, MODVAT, Comprehensive VAT & Service Tax, Recent Changes in Taxation.

RESEARCH METHODOLOGY

- UNIT I: Concept of Research,** Social science research, Business research, Approaches and types, Historical approach, Case study approach, Descriptive Approach, Experimental approach, Type of research: Pure research, Applied research, Field investigation research, Survey research, Evaluation research, Action research, Methods and Methodology.
- UNIT II:** Selection and Formulation Research problem, Factors to be considered in selecting research problems, Steps on Formulation, Framing of hypothesis, Research design, Data collection-Techniques & Tools of Data Collection- Interview, Questionnaire, Observation, Test, Framing of questionnaire.
- UNIT III:** Designing of samples: Types, Techniques, Sampling and non sampling error, Analysis and Interpretation of data-procedure of analysis, Report writing.

ENTREPRENEURSHIP DEVELOPMENT

UNIT I: Concept of Entrepreneurship; Evolution, Characteristics; Distinction between an Entrepreneur and a Manager, Entrepreneurial functions, Type of entrepreneurship, Growth of entrepreneurship in India. Role of entrepreneurs in Economic Development, Small enterprise and Entrepreneurship development.

UNIT II: Entrepreneurial Growth: Factors influencing Entrepreneurial Growth, Economic and Non-Economic factors, Role of Govt. Entrepreneurial motivation, Motivation theories, Motivation factors, Achievement motivation, Project Appraisal-Methods of project appraisal.

UNIT III: Entrepreneurship Development Programmes: Models of Entrepreneurship Development-EDPs in India-EDPs in North East India-Evaluation of EDPs-Components of a comprehensive EDP-Making EDPs effective in India.

UNIT IV: Financing of Enterprises: Needs of financial planning, Types and sources of finance, Spontaneous source and Negotiated source, Institutional finance, SFC, NSIC, SIDBI, Com., Banks venture capital, Lease finance, Hire purchase, Project appraisal- Method of project appraisal.

UNIT V: Future Outlook: Global competitiveness, Strategies for SSIs; Problems of SSIs; Sickness in Small Scale Industries with reference to existing legislation, Remedial measures, Govt. Policy and Programmes for SSIs; Discovering future growth prospects of SSIs in North East Region of India with special reference to Arunachal Pradesh, Small Scale Unit and Intellectual property.

HUMAN RESOURCE PLANNING

UNIT I: Introduction: Concept, Definition, Importance, Functions, Policies of Personnel Management. Changing Concept of Personnel Management, Qualities and Role of Personnel Manager, Organization of a Personnel Department- Its relationship with other departments.

UNIT II: Manpower Planning: Concept, Benefits and limitations, Process of manpower planning, Problems involved in estimation of manpower requirement, Recruitments selection, Placement, Induction, Promotion, Demotion, Transfer, Termination of Employees.

UNIT III: Training and Development: Concept, Methods, Benefits, Ingredients for a good training programme, Identification of training need, Implementation and Evaluation of training programme.

UNIT IV: Wage and Salary Administration: Wage-Fixation policy and Procedure or Methods of wage determination, Form of wage-monetary, Non-Monetary benefits and incentives, Basic concepts of employee benefits.

UNIT V: Labour Welfare: Concept, Objective of labour welfare, Different approaches to labour welfare, Importance of welfare work, Govt. policy, Present position, the Recommendations of the National Labour Commissions, Machinery connected with Labour Welfare, Appraisal of Welfare Services.

ADVERTISING AND SALES MANAGEMENT

UNIT I: Advertising policy and decision: Meaning, Nature and objectives of advertising; Advertising as a tool of marketing; Advertising effects- economic and social; Advertising copy – its development and testing; Advertising budget; Advertising and consumer; Advertising scene in India.

UNIT II: Advertising Media policy and decision: Meaning and importance, Media planning and scheduling; Media selection decision-Print media, broadcasting media, audio-visual media; Non-media advertising; Advertising on internet; Managing advertising agency; Measuring advertising effectiveness.

UNIT III: Conceptual framework of selling: Concept, objective and functions of sales management; Fundamentals of selling; Selling process; Sales planning-importance, Types, process; Sales forecasting-methods; Sales territory, sales quotas and sales budgets.

UNIT IV: Sales organization: Meaning, importance and function; Setting up of a sales organization; Planning process; Principles of determining sales organization; Sales Manager-types of sales manager, qualification, functions duties and responsibilities.

UNIT V: Sales force Management: Meaning, Importance; Sales force estimation; Sales force planning-Recruitment and selection, training and development, placement and induction; Motivation sales force; Compensation and promotion policies; Control and evaluating sales performance of sales force.

SPECIALIZED ACCOUNTING & AUDIT

UNIT I: Holding Company (Including Chain Holding)

UNIT II: Double Accounting System (Including Accounts of Electricity Companies)

UNIT III: Human Resource Accounting, Social accounting, Inflation accounting and Responsibility accounting.

UNIT IV: Government accounts: Commercial accounts and Government accounts, Accounting methods & Financial statements, Basic Principles of Government accounts in India, Classification of Government accounts in India, Basic feature of Government budget and Process of preparation of Government budget.

UNIT V: Financial audit incase of Mechanized accounts- Cost audit, Management audit- Operation of Government audit by CAG of India, Accrual basis accounting for Government.

COST CONTROL & MANAGEMENT ACCOUNTING

UNIT I: Cost Accounting Standards: Definition, Nature and Scope of Cost Reduction and Cost Control, Organization of Cost Accounting Department, Role of Cost Accountant in decision-making. Cost analysis and Classification, Costing methods and techniques, Cost sheet.

UNIT II: Cost-Volume Profit Analysis and Marginal Costing: Uses and Importance, Limitation, Mathematical Problems in relation their to.

UNIT III: Recent developments in Cost Accounting: Activity based costing, Programme budgeting, Life-Cycle-Costing, Scope of cost auditor in other functional areas of business.

UNIT IV: Ratio analysis: Guidelines for use of ratios, Significance of ratios, Classification of ratios, Interpretation of ratios, Du-Pont Control Chart.

UNIT V: Working Capital: Meaning, Significance and Types of working capital; Calculating operating cycle period and Estimation of working capital requirements; Financing of working capital and norms of Bank finance; Sources of working capital; Factoring services; Various committee reports on Bank Finance; Dimensions of working capital management.