

## DECLARATION

I hereby declare that the thesis titled “EMERGING DIMENSIONS OF CASH MANAGEMENT IN INDUSTRY WITH SPECIAL REFERENCE TO THE INDUSTRIAL UNITS LOCATED IN NORTH BENGAL” submitted to University of North Bengal, West Bengal for the award of the degree ‘Doctor of Philosophy’ in Commerce is a record of original research work done by me under the supervision of Prof. Dipen Roy, Professor, Department of Commerce, University of North Bengal, Rajaramohanpur, Dist Darjeeling, West Bengal and that the thesis has not formed the basis for the award of any Degree/ Diploma/ Fellowship or any other similar title.

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This is to certify that the thesis titled “ Emerging Dimensions of Cash Management in Industry with special Reference to the Industrial units located in North Bengal” Submitted by Pawan Prasad for the award of Degree of Doctor of Philosophy in Commerce is the record of original research work carried out by him during the period 2017 to 2022 under my guidance and supervision and that this work has not been submitted for the award of any Degree, Diploma, Fellowship, Title in this or any other University or other similar Institutions of Higher Education.

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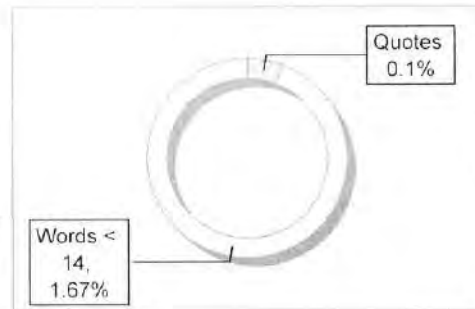
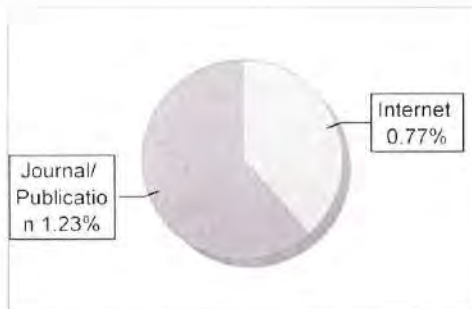
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## PREFACE

Cash management is organically involved with all operational and financial activities of a business firm. In this context, managerial expertise in cash management is an added advantage to a company; contrary to this, a deficiency in cash management is an advanced signal of impending failure. A failure in cash management can escalate the costs associated with abnormal cash holdings or create a payment failure, and thereby cause severe damage to corporate reputation and continuity. In light of these points, it is realized that being good at cash management is a precondition for future continuity and success.

Understanding the trend in corporate cash management and chalking out the correct principles of cash management is a serious academic task. Some issues about cash management that have acquired a pivotal place in this field are forecasting cash requirements, understanding volatility associated with the pattern of cash inflows and deciding how much cash is to be kept in the bank and how much cash should be kept in hand.

In North Bengal, the industrial scenario is not reasonably healthy. There is no heavy industry in North Bengal. Only some small, medium, and micro-enterprises are found busy in exploring ways to survive. To them managing cash is a matter of the highest concern. Naidu and Sri (2017) noted that only 5% of start-up SMEs finally succeed in remaining in business, while ninety-five per cent of companies fail to survive. The reason for failure is mostly the failures in cash management. This study is aimed at understanding the problems of issues of cash management of these firms and exploring the remedies.

In completing the work, I learnt a lot from the previous research studies, which enriched my literature survey. The blessing and cooperation of every professor of the Department of Commerce were my great privilege. I express respect for them from the core of my heart. I also note the blessings of my mother without which the completion of the thesis was impossible.

PAWAN PRASAD

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