



**Maharaja's  
College  
Ernakulam**



Re-Accredited by NAAC with 'A Grade'  
Affiliated to Mahatma Gandhi University  
Centre of Excellence under Govt. of Kerala  
Identified by UGC as College with Potential for Excellence

## **POST GRADUATE DEPARTMENT OF COMMERCE**



### **Post Graduate Curriculum**

**For 2016 Admission Onwards**

**Programme: Master of Commerce [M. Com.]**

**Specialisation: Finance**

**Under Choice Based Credit System [CBCS]**



**Maharaja's College Ernakulam**  
A Government Autonomous College  
Affiliated to Mahatma Gandhi University, Kottayam

**Master Degree Programme in Commerce**  
w.e.f. 2016 Admission Onwards

**Board of Studies in Commerce**

<b>Sl. No.</b>	<b>Name of Member</b>	<b>Designation</b>
1	<b>Dr. Suresh. V. N.</b>	Chairman, BoS Commerce
2	<b>Dr. Francis Cherunilam</b>	External Member
3	<b>Dr. John. P. V.</b>	External Member
4	<b>Mr. Deepak L Aswani</b>	External Member
5	<b>Dr. G. Raju</b>	External Member
6	<b>Ms. Sreeja Radhakrishnan</b>	External Member [Alumni]
7	<b>Dr. Anitha. M. N.</b>	Internal Member
8	<b>Mr. Madhusoodanan Kartha. N. V.</b>	Internal Member
9	<b>Dr. Vineeth. K. M.</b>	Internal Member
10	<b>Ms. Mary Sudha P</b>	Internal Member
11	<b>Mr. Eugene George</b>	Internal Member
12	<b>Ms. Neena Merina</b>	Internal Member



## **ABOUT THE PROGRAMME**

### **1. PROGRAMME STRUCTURE**

1.1 Students shall be admitted into postgraduate programme under the faculty of Commerce.

1.2 The programme shall include two types of courses, Program Core courses and Program Elective Courses. There shall be a Program Project with dissertation to be undertaken by all students. The Programme will also include assignments, seminars / practical viva etc., if they are specified in the Curriculum.

#### **1.2 Project work**

1.2.1 Project work shall be completed by working outside the regular teaching hours

1.2.2 Project work shall be carried out under the supervision of a teacher in the concerned department.

1.2.3 A candidate may, however, in certain cases be permitted to work on the project in an Industrial / Research Organization on the recommendation of the Supervisor.

1.2.4 There should be an in-semester assessment and end-semester assessment for the project work.

1.2.5 The end-semester evaluation of the Project work is followed by presentation of work including dissertation and Viva-Voce.

#### **1.3 Seminar Lectures**

1.3.1 Every PG student shall deliver one seminar lecture as an internal component for every course. The seminar lecture is expected to train the student in self-study, collection of relevant matter from the books and Internet resources, editing, document writing, typing and presentation.

#### **1.4 Test Papers**

1.4.1 Every student shall undergo at least two class tests as an internal component for every course. The weighted average shall be taken for awarding the grade for class tests.

#### **1.5 Assignments**

1.5.1 Every student shall submit one assignment as an internal component for every course.

#### **1.6 Attendance**

1.6.1 The attendance of students for each course shall be another component of in-semester assessment.

1.6.2 The minimum requirement of aggregate attendance during a semester for appearing the end semester examination shall be 75%.

1.6.3 Condonation of shortage of attendance to a maximum of 10 days in a semester, once during the whole period of postgraduate programme.

1.6.4 If a student represents his/her institution, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities such as college union / university union activities, he/she shall be eligible to claim the attendance for the actual number of days participated subject to a maximum of 10 days in a Semester based on the specific recommendations of the Head of the Department and Principal of the College.

1.6.5 A student who does not satisfy the requirements of attendance shall not be permitted to take the end-semester examinations.

### **1.7 Maximum Credit**

1.7.1 No course shall have more than 4 credits.

### **1.8 Viva-Voce**

1.8.1 Comprehensive Viva-voce shall be conducted at the end semester of the programme. Comprehensive Viva-Voce covers questions from all courses in the programme.

## **2. Registrations**

2.1 A student shall be permitted to register for the programme at the time of admission.

2.2 A student who registered for the course shall complete the course within 4 years.

## **3. Admission**

3.1 Candidates for admission to the first semester of the PG programme shall be required to have passed an appropriate Degree Examination of any recognized University or authority accepted by the Academic council of the Maharaja's College

Graduation in Commerce / BBA/ BBM with not less than CGPA Graduation in Commerce/ BBA/ BBM with not less than of 1.80 out of 4 in the Core Group (Core + Complementary + Open Courses) OR 45% marks in the Part III (Main/Core+ subsidiaries/ Complementaries.

3.2 The candidate has to register all the courses prescribed for the particular semester.

3.3 Cancellation of registration is applicable only when the request is made within two weeks from the time of admission.

3.4 Students admitted under this programme are governed by the Regulations in force.

## **4. Promotion**

4.1 A student who registers for the end semester examination shall be promoted to the next semester

## **5. Examination**

5.1 There shall be end semester examination at the end of each semester.

5.2 Project evaluation and Viva -Voce shall be conducted at the end of the programme only.

5.3 Project evaluation and Viva-Voce shall be conducted by two external examiners and one internal examiner.

## 6. End-Semester Examinations

6.1 The examinations shall normally at the end of each semester. There shall be one end semester examination of 3 hours duration in each lecture based course and practical course.

6.2 A question paper may contain short answer type/annotation, short essay type questions/problems and long essay type questions.

## 7. Evaluation and Grading

### 7.1 Evaluation

7.1.1 The evaluation scheme for each course shall contain two parts; (a) in-semester evaluation and (b) end-semester evaluation. 20 marks shall be given to in-semester evaluation and the remaining 80 marks to end-semester evaluation so that the ratio between internal and external marks is 1:4. Both in-semester and end semester evaluation shall be carried out by using marks system. Both internal and external marks are to be mathematically rounded to the nearest integer.

#### 7.1.2 Internal evaluation

7.1.2.1 The internal evaluation shall be based on predetermined transparent system involving periodic written tests, assignments, seminars and attendance in respect of theory courses and based on written tests, lab skill/records/viva and attendance in respect of practical courses.

The marks assigned to various components for in-semester evaluation is as follows:

#### Components of Internal Evaluation [Theory]

Components of Internal Evaluation	Component Marks
Assignment	4
Seminar	4
Two Test Papers	8
Attendance	4
TOTAL	20

All components of Internal Evaluation are **Mandatory**

#### Components of Internal Evaluation [for Project]

Components of Internal Evaluation	Component Marks
Topic/Area Selected	2
Experimentation/Data Collection	4
Punctuality	2
Compilation	4
Content	4
Presentation	4
TOTAL	20

### Evaluation of Attendance

<b>% of Attendance</b>	<b>Marks</b>
>95 %	4
Between 85 and < 95	3
Between 80 and < 85	2
Between 75 and < 80	1
<75	0

### Evaluation of Assignment

<b>Components</b>	<b>Marks</b>
Punctuality	1
Content	1
Conclusion	1
Reference / Review	1
TOTAL	4

### Evaluation of Seminar

<b>Components</b>	<b>Marks</b>
Content	1
Presentation	2
Reference / Review	1
TOTAL	4

7.1.2.2 To ensure transparency of the evaluation process, the in-semester marks awarded to the students in each course in a semester shall be published on the notice board at least one week before the commencement of external examination. There shall not be any chance for improvement for in semester marks.

7.1.2.3 The course teacher and the faculty advisor shall maintain the academic record of each student registered for the course and a copy should be kept in the college for at least one year for verification.

#### **7.1.3 End-Semester Evaluation:**

7.1.3.1 The end-semester evaluation in theory courses is to be conducted by the college with question papers set by external experts. The evaluation of the answer scripts shall be done by examiners based on a well-defined scheme of valuation. The end semester evaluation shall be done immediately after the examination preferably through Centralized Valuation

7.1.3.2 Photocopies of the answer scripts of the external examination shall be made available to the students for scrutiny on request and revaluation/scrutiny of answer scripts shall be done as per the request of the candidate by paying fees.



7.1.3.3 The question paper should be strictly on the basis of model question paper set by BOS and there shall be a combined meeting of the question paper setters for scrutiny and finalisation of question paper. Each set of question should be accompanied by its scheme of valuation.





## Post Graduate Department of Commerce

**PG Programme : Master of Commerce [M. Com.]**  
**Elective : Finance**

**Total Credits: 80**

### Curriculum

	Course Code	Course	Credit	Weekly Contact Hours	Marks				Course Code	Course	Credit	Weekly Contact Hours	Marks		
					Internal	External	Total						Internal	External	Total
<b>Semester I</b>	PG1COM01	Advanced Corporate Accounting	4	5	20	80	100	<b>Semester II</b>	PG2COM06	Advanced Accounting	4	5	20	80	100
	PG1COM02	Indian Economy: Policies and Regulations	4	5	20	80	100		PG2COM07	Business Environment & Strategic Management	4	5	20	80	100
	PG1COM03	Quantitative Techniques	4	5	20	80	100		PG2COM08	Operations Research	4	5	20	80	100
	PG1COM04	Research Methodology	4	5	20	80	100		PG2COM09	Business Ethics & Corporate Governance	4	5	20	80	100
	PG1COM05	Principles of Management and Organizational Behaviour	4	5	20	80	100		PG2COM10	Strategic Human Resource Management	4	5	20	80	100
		<b>TOTAL</b>		<b>20</b>	<b>25</b>		<b>500</b>			<b>TOTAL</b>	<b>20</b>	<b>25</b>			<b>500</b>
	<b>Semester III</b>	PG3COM11	Strategic Financial Management - Principles	4	5	20	80		100	<b>Semester IV</b>	PG4COM16	Strategic Financial Management - Practice	3	5	20
PG3COM12		Direct Taxes - Law and Practice	4	5	20	80	100	PG4COME01	Taxation – Assessment and Procedures		3	5	20	80	100
PG3COM13		Financial Markets and Derivatives	4	5	20	80	100	PG4COME02	Security Analysis and Portfolio Management		3	5	20	80	100
PG3COM14		Strategic Cost Accounting	4	5	20	80	100	PG4COME03	Management Accounting		3	5	20	80	100
PG3COM15		International Business	4	5	20	80	100	PG4COME04	International Finance		3	5	20	80	100
								PG4COMD01	Project / Dissertation		3		20	80	100
								PG4COMV01	Viva Voce		2			100	100
		<b>TOTAL</b>		<b>20</b>	<b>25</b>		<b>500</b>		<b>TOTAL</b>		<b>20</b>	<b>25</b>			<b>700</b>



# **Detailed Syllabus and References**

## **Semester 1**

**Semester 1**  
**ADVANCED CORPORATE ACCOUNTING**

**Credits: 4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objectives**

- To know the methods of valuation of goodwill and share
- To acquaint with the amalgamation and reconstruction procedures of companies
- To familiarize Human resources accounting and International Financial Reporting Standards.

**MODULE-1**

Valuation of Goodwill and Shares

**a)** Goodwill - meaning and definition, Factors affecting goodwill - Methods of valuing goodwill - Average profit method-Super profit method, Annuity method and capitalization method.

**b)** Valuation of share - Need for valuation - Methods of valuation - Net asset method or intrinsic value method - yield method - earning capacity method - fair value

(20 Hrs)

**MODULE-2**

Amalgamation, Absorption and External Reconstruction - Amalgamation in the nature of merger and Amalgamation in the nature of purchase - Purchase consideration - Net payment method - Net Asset method - share exchange method - Entries in the books of purchasing company - entries in the books of vendor company - consolidated balance sheet - Inter-company owings and Mutual holdings - Advanced problems

(25 Hrs)

**MODULE-3**

Alteration of share capital and internal reconstruction - Procedure for reducing share capital - Re-organisation - Scheme of reconstruction - Accounting entries on Internal reconstruction

(15 Hrs)

**MODULE-4**

Insolvency accounts of an Individual - Statement of affairs and deficiency accounts

(10 Hrs)

**MODULE-5**

**(a)** International Financial Reporting Standards (IFRS) – Concept of Fair Value - IAS 1, Presentation of financial statements, IFRS 15, Revenue from contracts with customers, IAS 8, Accounting policies, changes in accounting estimates and errors (theory only)

**(b)** Human Resource accounting – Meaning – Objectives - Valuation of Human Resource - Different methods - Limitations of HRA

(20 Hrs)

## **REFERENCE BOOKS**

1. Advanced Financial Accounting, M.C.Shukla & T.S.Grewal, S.Chand & Co;
2. Advanced Accountancy, Arulanandam & Raman, Himalya Publishing House
3. Fundamentals of Financial Accounting, Nassem Ahmed, Ane books Pvt, Limited
4. Advanced Financial Accounting, R.L.Gupta & Radhaswami, Sultan Chand Co;
5. Advanced Financial Accounting, S.N.Maheswari
6. Advanced Financial Accounting, Paul & Kaur
7. Advanced Financial Accounting, B.D. Agarwal
8. Advanced Financial Accounting, S.P.Jain & K.L.Narang; Kalyani Publishers

[www.bseindia.com/corporates/comp](http://www.bseindia.com/corporates/comp)

[www.reportjunction.com](http://www.reportjunction.com)

[www.financepractitioner.com](http://www.financepractitioner.com)

[www.nseindia.com](http://www.nseindia.com)

[www.moneycontrol.com](http://www.moneycontrol.com)

**Semester 1**  
**INDIAN ECONOMY: POLICIES AND REGULATIONS**

**Credits: 4**

**Instructional Hours: 90**

**Objectives:**

- To understand and update knowledge on New Economic Policy of India
- To familiarize students with the major regulations initiated as part of reforms

**Module 1**

**Basic Issues in Economic Development** - Concept and Measures of Development and Underdevelopment - Economic growth – Factors affecting economic growth: capital, labour and technology - Role of monetary and fiscal policies -Economic Transition in India –Liberalization, Privatization and Globalization

**Planning in India** - Current Five Year Plan - Salient Features of Current Five Year Plan - NITI Ayog - Macro Economic Stabilization and Structural Adjustment; India and the WTO

(25 Hours)

**Module 2**

**Structure of Indian Economy and Sectoral Policies:**

a) Agriculture: Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the public distribution system and food security

b) Industry and Services: Phases of Industrialization – the rate and pattern of industrial growth across alternative policy regimes; Public sector – its role, performance and reforms; Small scale sector.

(20 Hours)

**Module 3**

**Competition Act 2002:** Objective, Purpose and Salient Features - Concept of: - Agreements Having Adverse Impact on Competition; Abuse of Dominant Position; Regulation of Combination; Criteria for Determining “Appreciable Adverse Effect on Competition” and ‘Dominant Position’; ‘Relevant Geographic Market’ Factors; ‘Relevant Product Market’ Factor - Anti-competitive Agreement and WTO

(15 Hours)

**Module 4**

**Substantial Acquisition of Shares and Take over Regulations (SEBI), 2011:** Salient Features - Open Offer Process - Conditional Offer - Obligations of the Acquirer - Obligations of the Target Company - Obligations of the manager to the Open Offer - Disclosures of Shareholding and control - SEBI’s Power to issue directions

(15 Hours)



## Module 5

**Prevention of Money Laundering Act, 2002:** Salient Features - Obligations of Intermediaries under PMLA - Cash Transaction Report - Suspicious Transaction Report - Client Identification Procedure - Information to be maintained - Maintenance and Preservation of Records - Reporting to Financial Intelligence Unit

(15 Hours)

### References:

1. Mishra and Puri, Indian Economics, Himalaya Publishing House
2. GauravDutt and KPM Sundarum, Indian Economy, S. Chand & Company.
3. Deepashree, "Indian Economy, Performance and Policies", Scholar Tech. NewDelhi
4. Bettelheim. Charles India Independent. Chapters 1, 2 and 3.
5. Bhagwati, J. and Desai, P. India: Planning for industrialization, OUP, Ch 2.
6. Patnaik, Prabhat. Some Indian Debates on Planning. T. J. Byres (ed.). The Indian Economy: Major Debates since Independence, OUP.
7. Ahluwalia, MontekS. State-level Performance under Economic Reforms in India in A.O. Krueger. (ed.). Economic Policy Reforms and the Indian Economy, University of Chicago Press.
8. Nagaraj, R. Indian Economy since 1980: Vitrious Growth or Polarisation? Economic and Political Weekly. pp. 2831-39.
9. Ray, S. K. Land Systems and its Reforms In India. Sections II & III, Indian Journal of Agricultural Economics. Vol. 51. Nos. 1 & 2.
10. Visaria, Pravin. Demographic Aspects of Development: The Indian Experience, Indian Journal of Social Sciences. Vol. 6. No. 3.
11. Dreze, Jean and Amartya Sen. Economic Development and Social Opportunity. Ch.2. OUP.
12. Vaidyanathan, A. India's Agricultural Development Policy. Economic and Political Weekly.
13. Sawant, S. D. and C. V. Achuthan. Agricultural Growth Across Crops and Regions: Emerging Trends and Patterns. Economic and Political Weekly. Vol. 30 A2-A13.
14. Krishnaji, N. Agricultural Price Policy: A Survey with Reference to Indian Foodgrain Economy. Economic and Political Weekly. Vol. 25.No. 26.
15. Chaudhuri, Sudip. Debates on Industrialisation.in T.J. Byres (ed.). The Indian Economy: Major Debates since Independence, OUP.
16. Planning Commission, Task Force on Employment Opportunities. Ch 1 and 2
17. Uma Kapila (ed), "Indian Economy since Independence", Relevant articles.
18. Rangarajan, C. and N. Jadhav. Issues in Financial Sector Reform. BimalJalan. (ed). The Indian Economy. Oxford University Press, New Delhi.
19. Chakravarty, Sukhamoy. Development Planning – The Indian Experience. Oxford University Press, Delhi.
20. Government of India, Economic Survey (Annual), Ministry of Finance, New Delhi.
21. SEBI Act, 1992 with amendments
21. Bharat's Manual of SEBI Act, Rules, Regulations, Guidelines, Circulars, etc. Bharat Law House, New Delhi.
22. Competition Act, 2002

**Note: Latest edition of text books may be used.**

**Semester 1**  
**QUANTITATIVE TECHNIQUES**

**Credits: 4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objectives:**

- To understand the statistical tools for research and business decision making
- To familiarize students with tools used in hypothesis testing

**MODULE-1**

Meaning of quantitative techniques - Classification of QT - Application of QT in business - Industry and management - merits and limitations of QT

Probability: Probability Rules - Unconditional and Conditional Probability - Bayes' Theorem [Brief Study Only]

Probability Distributions: Discrete and Continuous Random Variables - Binomial Distribution – Poisson Distribution – Normal Distribution – Z Transformation – The Central Limit Theorem

(20 Hours)

**MODULE-2**

Sampling theory: Sampling and non-sampling errors - Statistic and parameter - Sampling distribution - Level of Significance – Standard Error of Sampling Distribution - Type I Error and Type II Error – Degrees of Freedom

Statistical Inference: Testing of Hypothesis - Procedure for Testing Hypothesis - Parametric Test - t Distribution – Z Distribution – F Distribution – One way ANOVA – Two way ANOVA

(25 Hours)

**MODULE-3**

Non Parametric Test: Chi Square Test – The Run Test – The MannWhitney U Test – KruskalWallis H Test - The Wilcoxon Signed Rank Test

Statistical Inferences - Estimation - Point estimates - Interval estimates – Confidence limits for mean, proportion

(25 Hours)

**MODULE-4**

Association of attributes - consistency of data - association and disassociation - methods to study association - comparison of actual and observed frequency - comparison of actual and observed frequency comparison of proportion and products - Yule's co-efficient of association - Co-efficient of Colligation - Co-efficient of contingency

(10 Hours)

**MODULE-5**

Statistical Quality Control – Techniques of SQC – Control charts – Control charts for variables – X chart, R chart – Control chart for attributes p chart, np chart and c chart.

(10 Hours)

**Note:** Use of SPSS for statistical analysis shall be discussed in the relevant modules

## **REFERENCE BOOKS**

1. Statistics for Management, Richard Levin & Davis S Rubin, Printice Hall of India.
2. Statistics for Business and Economics, R.P. Hooda, Macmillan Business Book.
3. Quantitative Methods and Operations Research, Reddy & Appanayya, Himalaya Publishing House
4. Statistical Methods for Research, Prof. K.Kalyanaraman, Prentice Hall, India.
5. Statistical Methods, S. P. Gupta
6. Fundamentals of Statistics, D.N.Elhance.
7. Quantitative Techniques, CR. Kothari
8. Quantitative Methods, D.R.Agarwal.
9. Quantitative Techniques for Statistical Decision Making, Digambar Patri & Priyambada Patri

**Semester 1**  
**RESEARCH METHODOLOGY**

**Credits: 4**

**Instructional Hours: 90**

**Objective**

- To enable the students to understand how to do research in the area of commerce and management

**Module 1**

**Foundations of Research:** A brief history of Social Research – logical positivism – Axiology – Ontology - Positive Epistemology – Logical Preliminaries – Indian and Western Constructivist Paradigm – Transformative Paradigm – Pragmatic paradigm - Merging Paradigms - Phenomenology

**Introduction to Research Methodology:** Research – Meaning – Significance – Objectives - Types of Research - Research methods Vs methodology - Steps in research

(20 hours)

**Module 2**

**Research Problem:** Definition – nature – formulation – techniques of defining the problem

**Research Design:** Meaning – needs – types of research design

**Variables:** Dependent and independent variables – extraneous variables – intervening variable – dichotomous variable

**Research Hypothesis:** Types of hypotheses

(15 hours)

**Module 3**

**Data Collection:** Source of Data – Primary, Secondary and Tertiary Data – Methods of Collecting Data – Observation – Questionnaire – Interview - Interest Inventories – Construction and Standardisation – Pilot Survey and Pre-Testing

**Scaling Techniques:** Different Types of Scales - Attitude Scales

**Sampling:** Different Types – Sampling Errors – Type I and Type II errors – Different Types of Variables

**Use of Internet in Research:** Search Engines – e-Journals – e-Library – INFLIBNET

(20 hours)

**Module 4**

**Data Analysis and Interpretation [Theory Only]:** Classification and Tabulation of Data – Graphical Representation

**Descriptive Analysis:** Central Tendency and Dispersion - Coefficient of variation - Correlation and Regression Analysis.

**Inferential Analysis:** Parametric and Non-parametric tests - t-test - F-test – ANOVA – ANCOVA - Chi-square

Basic principles of Statistical Computation using SPSS

(15 hours)

## Module 5

**Report Writing:** Organisation of Research Report – Types, Structure and Components – Contents - IMRD Framework – Bibliography, Appendices

**Style Manuals:** APA style - MLA style - ASA style - Chicago Manual of style

Preparing Research papers for journals - seminars and conferences

**Preparation of project proposal:** Title – Abstract – Introduction – Rationale – Objectives - Methodology – Time frame and work plan – Budget and justification – References

**Application of Results and Research Ethics:** Commercialization – IPR – Plagiarism – Environmental Impacts – Ethical Issues – Accountability

(20 hours)

### Reference Books

1. Gaqrg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K. 2002. An Introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R.(2008). Research Methodology: Methods and Techniques. Second Edition. New Age International Publishers, New Delhi.
3. Sinha, S.C. and Dhiman, A.K., 2002. Research Methodology, Ess Ess Publications. 2 volumes.
4. Bagchi, Kanak Kanti (2007) Research Methodology in Social Sciences: A Practical Guide, Delhi, Abijeet Publications.
5. Wilcox.R.Rand, 2010, Fundamentals of Modern Statistical Methods.
6. Gupta S.C (2009), Fundamentals of Statistics, Himalaya Publication House, Bombay
7. Henry C.Lucas, Jr.(2000) Information Technology for Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi
8. Sinha P.K.(1992), Computer Fundamentals, BPB Publications, New Delhi.
9. SPSS-Operating Manual and Handbook – Latest version.
10. Chandera A. and Sexena T.P. (2000) Style Manual, New Delhi, Metropolitan Book Comp.Ltd.
11. Brymann, Alan and Carmer, D(1995) Qualitative Data Analysis for Social Scientist, New York, Routledge Publication.
12. Radhakrishnan S. and Charles Moore.A. (Ed.) (1989) A Source Book in Indian Philosophy.Princeton. Princeton University Press.
13. Tomberlin. James (ed.) Philosophical Perspectives 13. Epistemology, Black well Publishing. 1999.
14. Gopal, M.H (1970) An Introduction to Research Procedures in Social Sciences, Bombay, Asia Publishing House.
15. Peter Winch (2007) Idea of a Social Science and Its Relation to Philosophy. Routledge.London.
16. Vineeth KM, Dileepkumar MC (2014) Research Methodology, Kalyani Publishers, New Delhi

## **SEMESTER 1**

### **PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**Credits: 4**

**Instructional Hours: 90**

#### **Objectives**

- To familiarise the students with the conceptual frame work of organizational behaviour
- To make them aware of the managerial applicability of the concepts

#### **MODULE 1**

Introduction to Management: The management concept - Historical evolution of Management - Schools of Management thought - Principles of Management [Brief Study Only]

(15 hrs)

#### **MODULE II**

Organisational behaviour: Organization structure – formal – informal - flat tall structures - Bureaucratization of organization - concepts and significance of OB - relationship between management and OB - Models of OB - Contributing disciplines to OB - Challenges and opportunities

Transaction analysis - Johari window

Organisational development – concepts - OD Intervention

Change management - Need for change - Resistance to change - Theories of change - Organisational Diagnosis

(20 hrs)

#### **MODULE III**

Individual Behaviour – Personality - Determinants of Personality - Perception and Attribution factors influencing Perception - Attitudes and Values - Components of Attitude –Stress - Sources of stress - Behaviour modification in OB

(20 hrs)

#### **MODULE IV**

Group Behaviour - Group dynamics – Leadership – Communication - Groups Conflict - Functional and Dysfunctional aspect of conflict - types of conflict - conflict process - Intra Individual Conflict - Goal conflict - Interpersonal conflict - Strategies of Interpersonal conflict - lose lose, win lose, win-win - Inter group conflict - Strategies to handle inter group conflict - Organizational conflict - Conflict handling mechanisms

(20 hrs)

#### **MODULE V**

Modern Techniques in Management - Quality Circle – TQM – BPR - Six Sigma – Kaizen - Bench Marking - Core Competence – Bottom of Pyramid Approach – MDP - Steps in MDP - Emerging Trends in Management

(15hrs)

**Note:** At least one relevant case shall be discussed in each module and seminar presentations shall be encouraged to be in the form of case studies.

### **REFERENCE BOOKS**

1. Human Relations and Organizational Behaviour, RS. Dwivedi, Macmillan publishers
2. Management Process and OB, Sharma & Gupta, Kalyani Publishers
3. Principles of Management, T Ramaswami, Himalaya Publishing House
4. Management and Organizational Behaviour Essentials, Schermerhorn
5. Organisational Behaviour, Aswathappa, Himalaya Publishing House
6. Organisational Behaviour, Sujanair, Himalaya Publishing House
7. Principles of Management, BS.Moshal, Ane Books Private Limited
8. Management Theory and Practice, J.P.Mahajan, Ane Books Private Limited
9. Organizational Theory and Behaviour, BS.Moshal, Ane Books Private Limited
10. Organisational Behaviour, BS.Moshal, Ane Books Private Limited
11. Principles and Practice of Management, PF.Drucker
12. Principles of Management, LM.Prasad, Sultan Chand Co
13. Fred Luthans, Organisational Behaviour
14. Daniel C Fieldman and Hugh Arnold, Managing Individual and Group Behaviour in Organisation





# **Detailed Syllabus and References Semester 2**

**SEMESTER 2**  
**ADVANCED ACCOUNTING**

**Credits: 4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objectives**

- To understand the proceedings of the preparation of consolidated balance sheet
- To get an idea about Green accounting, Double accounts, Farm accounts, voyage accounts, and liquidation proceedings of companies

**MODULE-1**

**Accounts of holding companies** - consolidated balance sheet - minority interest - cost of control - pre-acquisition and post - acquisition profit elimination of common transaction - contingent liabilities - unrealised profit - bonus issue - revaluation of assets and liabilities - treatment of dividend - debentures and preference shares of subsidiary companies

(30 Hrs)

**MODULE-2**

**Forensic accounting** – Concept – Role - Reporting

**Accounting in Computerised Environment** - An overview of computerized accounting system – Salient features and significance - Concept of grouping of accounts - Codification of accounts - maintaining the hierarchy of ledger - Accounting packages and consideration for their selection - Generating Accounting Reports

(20 Hrs)

**MODULE-3**

**Liquidation accounts** - statement of affairs - deficiency accounts – liquidators final statement of accounts

(15 Hrs)

**MODULE-4**

**Accounting for specialized type of business** - voyage accounts - farm account - accounts of underwriters

(15 Hrs)

**MODULE-5**

**Green accounting** – meaning - scope and importance - green accounting concepts - advantages and limitations

(10 Hrs)

**REFERENCE BOOKS**

1. Financial Accounting, Nirmal Gupta, Ane Books Private Limited.
2. Advanced Financial Accounting, M.C.Shukla & T.S.Grewal, S.Chand & Co
3. Advanced Accountancy, Arulanandam & Raman, Himalaya Publishing House
4. Fundamentals of Financial Accounting, Nasseem Ahmed, Ane Books Pvt Limited

5. Advanced Financial Accounting, R.L.Gupta & Radhaswami, Sultan Chand Co
6. Advanced Financial Accounting, S.N.Maheswari
7. Advanced Financial Accounting, Paul & Kaur
8. Advanced Financial Accounting, B.D. Agarwal
9. Advanced Financial Accounting, S.P.Jain & K.L.Narang, Kalyani Publishers

[www.bseindia.com/corporates/comp](http://www.bseindia.com/corporates/comp)

[www.reportjunction.com](http://www.reportjunction.com)

[www.financepractitioner.com](http://www.financepractitioner.com)

[www.nseindia.com](http://www.nseindia.com)

[www.moneycontrol.com](http://www.moneycontrol.com)

[www.mca.gov.in](http://www.mca.gov.in)

## Semester 2

### BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT

Credits: 4

Instructional Hours: 90

#### Objectives

- To understand the impact of environment in business
- To understand the framework across strategic analysis, strategy formulation and strategic implementation

#### Module 1

**Business environment** - Nature and scope of - Uses of environmental study - Relationship between business and its environment – Economic Environment - Political and Legal Environment - Social and Cultural Environment – Technological Environment – Social Responsibility of Business

**Environmental management**-sustainable development - Environmental impact assessment and its relevance - Environmental ethics

(15 hrs)

#### Module 2

**Strategic Management** – Introduction to Study of Strategic Management – Basic Concept of Strategy – Definition – Classes of Decisions – Levels of Strategy – Core Competence – Vision – Mission – Objectives – Goals – Models of Strategic Management – Approaches to Strategic Decision Making – Strategic Intent and Stretch - Role, Benefits and Limitations of Strategic Management – Strategic Management Process

(15 hrs)

#### Module 3

**Environmental Analysis** – Internal and External Analysis – Micro and Macro Analysis - SLEPT – PEST – Environmental Scanning – Models of Environmental Analysis – SWOT Analysis – Relating SW with OT – BCG Matrix – GE’s Spot Light Matrix – TOWS Matrix

(20 hrs)

#### Module 4

**Organizational Level Strategies** - Capacity Expansion – Mergers - Joint Ventures – Acquisitions – Takeovers – Consortia – Networking – Franchising – Licensing - Sub Contracting – Outsourcing - Concentric Diversification - Conglomerate Diversification - 7S framework - Competitive Analysis and Strategies

(20 hrs)

#### Module 5

**Strategic Planning and Formulation** – Stages – Strategic Alternatives – Types of Strategies - Growth strategies - Dependency and Reduction Strategies - Horizontal and Vertical Integration -

Backward and Forward Integration - Diversification and Defensive strategies - Generic Strategies - Grand Strategies - Portfolio Strategies - Turn Around Strategies

**Strategic Implementation, Evaluation and Control** - Various Approaches to Implementation of Strategy - Strategic Choice - Strategy and Structures - Strategic Control Process - Operational Control - Performance Gap Analysis - Models and Tools of Control

(20 hrs)

**Note:** At least one relevant case shall be discussed in each module and seminar presentations shall be encouraged to be in the form of case studies.

### **Reference Texts**

1. Business Environment, Elsevier, Ane books Private Limited
2. Business Environment, Francis Cherunilam, Himalaya Publishing House
3. Environmental management, Behera, Himalaya Publishing House
4. Essentials of Business Environment, Aswathappa, Himalaya Publishing House
5. Business Environment, Rosy Joshi & Sangam Kapoor, Kalyani Publishers
6. Text book of strategic management, U.C. Mathur, Macmillan India Limited
7. Strategic Management, CN.Sontakki, Kalyani Publications
8. Strategic Management: Theory and Practice, Parnell
9. Fundamentals of Strategic Management, Parthasarthy
10. Strategic Management, White, Palgrave Macmillan
11. Strategic Management, Francis Cherunilam, Himalaya Publishing House
12. Jauch Lawrence R, Business Policy and Strategic Management, McGraw Hill Co
13. Sharma RA, Strategic Management in Indian companies, Deep & Deep Co.
14. FR.David, Strategic Management Concept and Cases, Prentice Hall India
15. Philip Sadler, Strategic Management, Kogan Page India.

**Semester 2**  
**OPERATIONS RESEARCH**

**Credit-4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objective**

- To enable the students to understand various operations research models used in business decision making

**MODULE-1**

**Operations research:** Meaning - origin and development – nature - OR in India - OR and Decision making - Objectives of OR - Scope of OR- Applications of OR - Phases of OR - Models in OR - Limitations of OR

(5 Hrs)

**MODULE-2**

**Linear Programming:** Meaning – concepts – notations - Uses and applications – formulation - Graphical solution - Simplex method - Introduction of slack, surplus and artificial variables - Duality

(25Hrs)

**MODULE-3**

**Transportation Problems:** Different initial allocation methods - Move towards optimality - MODI method of solving transportation problems - Loops in transportation problem

**Assignment problems:** Differences between Transportation and Assignment Models – Solutions - Variations in assignment problems - Travelling Salesman Problem

(20 Hrs)

**MODULE-4**

**Decision Theory:** Quantitative approach to management decision making - Decision under conditions of uncertainty – Maximin - Maximax – Hurwics - Laplace and Minimax Regret Criterion - Decision making under risk – EMV – EOL - EVPI Criterion - Decision Tree Analysis

**Game Theory:** Two Person Zero Sum Game – Pure Strategy Problems - Mixed Strategy - Rules of Dominance

**Queuing Theory:** Applications – Classification of Queuing Models – Single - server Model - Limitations of Queuing Theory

**Replacement Theory:** Replacement of items that deteriorate – Replacement of items that fail suddenly

(25Hrs)

**MODULE-5**

**Network Analysis:** CPM and PERT - Network concepts – construction of network diagram - numbering the events (Fulkerson's Rule) , requirements - Network calculations – CPM - Concept of float – PERT - Probability considerations in PERT - Calculation of float/slack under PERT - PERT calculations - Differences between CPM and PERT - Limitations of PERT and CPM

(15 Hrs)

## **REFERENCE BOOKS**

1. Operations Research, Prem Kumar Gupta & D.S.Hira, S.Chand & Company Ltd.
2. Operation Research, Theory and Applications, J.K.Sharma, Macmillan India Ltd
3. Research Methodology and OR, H.R.Ramanath, Himalaya Publishing House
4. Operation Research, VK.Kapoor, Sultan Chand Co
5. Operations Research, Sharma & Anand, Himalaya Publishing House
6. Operation Research, KanthiSwarup, Sultan Chand Co
7. Operation Research, SD. Sharma, Kedarnath Co
8. Operation Research Problem and Solutions, J.K.Sharma, Macmillan India Ltd
9. Operations Research, K.K. Chawla, Gupta & Sharma, Kalyani Publishers
10. Operations Research, K. Rajagopal, PHI Learning Private Ltd

**Semester 2**  
**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Credits: 4**

**Instructional hours: 90**

**Objectives**

- To understand the impact of business on environment
- To understand the framework across ethics, corporate governance and sustainability

**MODULE-1**

**Business Ethics** – Meaning – Scope – Importance - Dimensions -Role of Ethics in Business – Law and Ethics – Ethics and values - Important Ethical Principles in Business - The new management philosophy – Ethics in Business functional areas – Integrity – Sales – HRM - Management of quality

(15 hours)

**MODULE-2**

**Corporate governance** – meaning – importance – principles – objectives – constituents - benefits of corporate governance - history and growth of corporate governance in India - stake holders and corporate governance

**Corporate Social Responsibility** – Legal provisions

(15 hours)

**MODULE 3**

**Corporate governance and mandatory and non mandatory requirements**-Clause 49 of Listing Agreement - board of directors -independent directors - audit committee - subsidiary companies – disclosures - CEO/CFO certification - corporate governance report - Changes as per Companies Act 2013

(20 hours)

**MODULE-4**

**Corporate Excellence**- Role of chairman in corporate governance

**Corporate Culture** – Styles and Values of Management - Organisational culture - managing cultural diversity in organization

(15 hours)

**MODULE-5**

**Building corporate image**-meaning and importance-steps in building corporate image-knowledge workers and knowledge management

**Knowledge economy** - protection of employees – QWL – work life balance

(15 hours)

**Note:** At least one relevant case shall be discussed in each module and seminar presentations shall be encouraged to be in the form of case studies.



## **REFERENCE BOOKS**

1. Corporate Governance and Business Ethics, U.C.Mathur, Macmillain India limited.
2. Corporate Governance, Machiraju, Himalaya Publishing House.
3. Corporate Governance, Monks.
4. Corporate Governance: Principles, Mechanisms & Practice, Parthasarathy.
5. Corporate Governance and Business Ethics and CSR, J.P.Sarmma, Ane books private limited.
6. Corporate Governance, Fernando
7. Corporate Governance, Indrajith Dube
8. Corporate Governance, Kesho P
9. Corporate Governance: Codes Systems Standards and Practices, Chandra D
10. Business Ethics and Corporate Governance, Khanka

**Semester 2**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Credits: 4**

**Instructional Hours: 90**

**Objective**

- To familiarise the students with the human resource functions in an organization and the methods of HR development

**MODULE-1**

**Human resource management:** Introduction – nature – features - scope objectives – importance – functions - managerial and operative functions personal management Vs human resource management - qualification and qualities of human resource manager - evolution and growth of HRM in India - Human Capital Management  
Strategic Human Resource Management – HR Strategies

(15 hrs)

**MODULE- 2**

**Human resource planning** – concept - objectives and importance process – limitations - job analysis - Dejobbing

**Recruitment** – concept – sources - methods and techniques of man power recruitment - characteristics of a good recruitment policy - principles of recruitment - factors affecting recruitment

**Selection** - concept and procedures – placement, training and induction

**Employment on Contract** – use – merits - limitations

(20 hrs)

**MODULE – 3**

**HRD** – concept – objectives – needs – significance - principles of HRD, qualities of an HRD manager

**Labour Welfare** - significance - Agencies of labour welfare - types of welfare services - statutory provisions concerning employee welfare - labour welfare officer – QWL – Work life balancing

**Diversity at Work** - Managing diversity, causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging. Empowerment and gender issues

(20 hrs)

**MODULE-4**

**Motivation** – meaning – objective - types of motivation - management techniques to improve motivation - employee morale and productivity nature and significance of morale - factors influencing morale - concepts and significance of productivity - factors influencing productivity

**Leadership** – Styles – Theories

**Performance appraisal** - meaning – purpose - all methods of performance appraisal

(15 hrs)

## **Module 5**

**Measuring HR:** Introduction - The Need for Measuring HR - Approaches to Measuring HR - Competitive Benchmarking - HR Accounting - HR Auditing - HR Cost Monitoring - HR Effectiveness Index - HR Key Indicator - HR MBO - HR Profit Centre - HR Reputation - Return on Investment – Surveys - Measuring HR’s Contribution to Enterprise Goals - Cost Benefit Analyses for HR Interventions - Measuring HR’s Impact on Processes - Measuring HR’s Value Added - Balanced Scorecard and HR Scorecard - Human Development Index [Brief Study Only]  
(20 hrs)

**Note:** At least one relevant case shall be discussed in each module and seminar presentations shall be encouraged to be in the form of case studies.

## **REFERENCE BOOKS**

1. Fundamentals of HUMAN RESOURCE MANAGEMENT, Rajib Lochan Dhar, Macmillan India limited
2. HUMAN RESOURCE MANAGEMENT, Seema Sanghi, Macmillan India limited
3. Text book of HUMAN RESOURCE MANAGEMENT, Memoria, Himalaya Publishing House
4. Personal & HUMAN RESOURCE MANAGEMENT, Subbarao, Himalaya Publishing House
5. HUMAN RESOURCE MANAGEMENT, Naik, Ane books Private Limited
6. HUMAN RESOURCE MANAGEMENT, Gupta
7. HUMAN RESOURCE MANAGEMENT, Fisher
8. Advanced HUMAN RESOURCE MANAGEMENT, S.C.Gupta, Ane books private limited.
9. HUMAN RESOURCE MANAGEMENT, Bratton, Palgrave Macmillan.
10. HUMAN RESOURCE MANAGEMENT, CB.Gupta.
11. HUMAN RESOURCE MANAGEMENT, Subbarao.
12. HUMAN RESOURCE MANAGEMENT, L.M.Prasad



# **Detailed Syllabus and References**

## **Semester 3**

## SEMESTER 3

### STRATEGIC FINANCIAL MANAGEMENT - PRINCIPLES

**Credit: 4**

**Instructional Hours: 90**

**Theory 40 % Problems 60 %**

#### **Objective**

- To acquaint the student with various methods and techniques of financial management

#### **MODULE-1**

Strategic Financial management – goals and objectives of finance function - Functions of a financial manager - financial decision making - financial planning concept and relevance of time value of money - compounding technique - discounting technique

(15 Hrs)

#### **MODULE-2**

Cost of capital – concepts – importance – computation - cost of debt - cost of preference capital - cost of equity - cost of retained earnings - weighted average cost of capital - book value and market value weights - marginal cost of capital

(15 Hrs)

#### **MODULE-3**

Financing decision and capital structure - finance structure - pattern of capital structure - concept of balanced capital structure - determinants of capital structure - optimum capital structure - theories of capital structure - net income approach - net operating income approach - traditional approach - MM approach

(20 Hrs)

#### **MODULE-4**

Long term investment decisions - capital budgeting - nature features and significance of capital budgeting - traditional methods - payback period – ARR - Discounted cash flow methods - Bailout payback period - NPV

IRR - incremental IRR and Modified IRR Profitability index - Capital Rationing - Risk analysis in capital budgeting - techniques of risk analysis including DCF Break even analysis, Simulation method and Decision tree analysis

(25 Hrs)

#### **MODULE-5**

Leverage analysis - concept - meaning and measurement of leverage – Financial Leverage - Operating leverage - Combined Leverage - Financial risk and operating risk – EBIT – EPS - Indifference point

(15 Hrs)

#### **REFERENCE BOOKS**

1. Contemporary Financial Management, Rajesh Kothari, Macmillan India limited.
2. Financial Management, PV.Kulkarni, Himalaya Publishing House.

3. Financial Management, Srivastava, Himalaya Publishing House
4. Fundamentals of Financial Management, Preeti Singh, Ane books Private Limited
5. Financial Management, Dhagat, Kogent
6. Financial Management, Shah
7. Financial Management, Knott, Palgrave Macmillan
8. Financial Management, S.N.Maheswari, Sultan Chand Co
9. Financial Management, Van Horn, James C, Prentice Hall India, Limited
10. Financial Management, Khan MY, Jain PK, Tata McGraw Hill Publishing Co
11. Financial Management, Pandey IM, Vikas Publishing
12. Financial Management, Prasanna Chandra
13. Strategic Financial Management, Ravi M Kishore, Taxmann

**Semester 3**  
**FINANCIAL MARKETS & DERIVATIVES**

**Credits: 4**

**Instructional Hours: 90**

**Theory 80 % Problems 20 %**

**Objectives**

- To make the students familiar with the financial system of the country in general and capital market operations in particular
- The course also aims to give clarity on the trading and pricing of derivatives

**MODULE-1**

**Financial system** - Indian financial system – Components - Role and functions of financial system - Money market - Capital market - Industrial security market - Government securities market – Bond Market - Innovative financial instruments

(10 Hrs)

**MODULE-2**

**Primary market** – Functions - Methods of new issue – Pricing of an issue - Book building - Intermediaries in the new issue market – SEBI ICDR Regulation [Brief Study Only]

Secondary market - Types of traders

(10 Hrs)

**MODULE-3**

**Derivatives** – Meaning – Types – Forwards - Forward prices - Continuous compounding - Currency forwards - Exchange rate quotation - Direct and indirect - Bid and offer rates - Spot market and forward rate - Foreign exchange risk - Hedging through forwards – Speculation - Option forward deals - Closing forward contracts - Currency forwards and banks - Advantages and disadvantages of forwards

(20Hrs)

**MODULE-4**

**Futures contracts** – Features - Delivery terms - Price and price limit - Long and short positions - Open interest - Uses of futures – Pricing - Cost of carry model in perfect market environment and imperfect market environment - Deviations from model expectation - Model of futures pricing - Price patterns - Difference between future and forwards - Commodity futures - Trading mechanism - Forward market commission - Important commodity exchanges in India - Role of futures market - Currency futures - Clearing and settlement – Margin - Marked to market - Use of currency futures - Stock futures - Hedging with futures - Stock futures trading in India - Index futures trading – Uses - Interest rate futures

(25 Hrs)

**MODULE-5**

**Options** – Types – Trading – Uses - Currency options - Combination of options - Exotic options - Option pricing - Black Scholes model – Assumptions – Notations - Calculation of option price -



Using put call party - Dividends anticipated - Pricing of American option - Binomial model of option pricing

**Credit Derivatives** – Concept – Recent Developments – Credit Limited Notes

**Financial swaps** - Interest rate swaps - Swapping through intermediaries - Motivation for coupon swap - Currency swaps – Credit Default Swaps

(25 Hrs)

### **REFERENCE BOOKS**

1. Commodity and financial derivatives, S. Kevin, PHI Learning PVT.LTD.
2. Financial derivatives, SSS. Kumar, PHI Learning PVT.LTD.
3. Fundamentals of Financial Derivatives, Parasuraman.
4. Derivatives and financial market, Gopalakrishnan, Himalaya Publishing House
5. Fundamentals of derivatives market. Prabhullakumar.
6. Understanding futures market, Robert W Kolb, PHI Learning PVT.LTD.
7. Financial derivatives, Redhead Keith, PHI Learning PVT.LTD.
8. Options, Futures and other derivative securities, Hull John C, PHI Learning PVT.LTD.
9. Financial Institutions and Markets, Shashi. K.Gupta etc.. ; Kalyani Publishers

**SEMESTER 3**  
**DIRECT TAXES - LAW & PRACTICE**

**Credits: 4**

**Instructional hours: 90**

**Theory 40 % Problems 60 %**

**Objectives:**

- To enable the students to have awareness and comprehensive knowledge about the provisions of Income Tax Act
- To develop the ability to apply the knowledge in real life situations

**Module I**

Basic concepts - assessment year - previous year – assessee – income - different heads of income - gross total income - total income - tax liability - agricultural income - exemption and deduction – assessment - capital and revenue - capital asset - residential status of individuals, HUF, AOP/BOI, company, residential status and incidence of tax – income - receipt and accrual - income exempted under section 10 - tax rates

[20 Hours]

**Module-II**

Income under the head salaries - basis of charge – meaning – definitions - different forms of salary income – allowances – perquisites - valuation of perquisites - problems - Income from house property - meaning of house property - section 22 - property income exempt from income tax - computation of income from let-out, self-occupied property - treatment of unrealised rent - arrears of rent - problems

[20 Hours]

**Module III**

Income under the head profits and gains of business or profession – chargeability – definitions - general principles in assessment of business income - method of accounting - deductions under sec 28 to 44 – disallowances – computation of business income – problems

[20 Hours]

**Module IV**

Income under the head capital gains – chargeability - meaning of capital assets – definitions - transfer of capital assets - capital gain meaning - short term and long term capital gains - computation of capital gains - indexed cost of acquisition - exemption of capital gains on transfer of assets – short term and long term capital gains how charged to tax – problems - Income from other sources - basis of charge – meaning - definitions – different income sources – deductions - computation of income from other sources

[20 hours]

## **Module V**

Income of other persons included in assessee's total income - set off and carry forward of losses - deductions from gross total income and tax liability - Agricultural income - calculation of agricultural income - assessment of individuals - tax incidence on individuals - calculation of taxable income and tax liability - assessment of Hindu Undivided families

[10 hours]

### **Suggested Readings:**

1. Direct Taxes Law and Practice - Dr. Vinod K Singhania and Dr. Kapil Singhania. Taxmann Publications
2. Direct Taxes Law and Practice-Dr A P Philip, Sobha Publications
3. Income Tax Law and Practice, Dr.H.C.Mehrotra& Goyal, Sahityabhavan, Agra.
4. Income Tax Law and Practice, BS.Raman, United publishers,
5. Direct Taxes, Bhagavathi Prasad, Viswaprakasan.
6. Income Tax Law and Practice, Geethkrishnapai R.
7. Income Tax Law and Practice, B.Bhattacharya.

**SEMESTER 3**  
**STRATEGIC COST ACCOUNTING**

**Credit: 4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objectives**

- To learn about the higher application of cost accounting techniques and methods
- To know the application of cost control techniques

**MODULE-1**

**Process costing** - Normal loss - Abnormal loss - Abnormal gain - Interprocess profit - Equivalent production - Valuation of work in progress - Joint product - Bye product - Advanced problems

(20 Hrs)

**MODULE-2**

**Marginal costing** - Application of marginal costing in business decisions - Advanced problems

**Differential costing** - Application of differential costing in business decisions - Advantages and limitations - Advanced problems

(20Hrs)

**MODULE-3**

**Budgetary control** - Budget and budgetary control - preliminary steps for the adoption of a system of budgetary control - types of budget - functional budget - cash budget - fixed and flexible budgeting - zero base budgeting - performance budget - responsibility accounting - advantages and limitations of budgetary control.

(15 Hrs)

**MODULE-4**

**Standard costing** - standard cost - standard costing Vs budgetary control - variance analysis - material, labour, overhead, sales variances - advantages and limitations of standard costing

(20 Hrs)

**MODULE-5**

**Modern Method of Costing:**

Target Costing and Activity Based Costing- Meaning of Target Costing - Nature – Methodology - Methods of establishing Target Costs

Activity Based Costing (ABC) - Reasons for Emergence of ABC - Concepts and Uses; Steps in ABC System - Distinguish between value added and non value added activities - Flow of costs in ABC - Allocation of overhead under ABC; Simple Problems - Emerging costing system Vs Activity Based Costing

**Cost accounting system** - Cost ledger accounting - Integral accounting - Reconciliation of cost and financial accounting

(15 Hrs)

**Note:** Use of Computer Application in Budgeting and Analytics shall be discussed during relevant modules

### **REFERENCE BOOKS**

1. Advanced Cost Accounting, M.L.Agarwal, Sahityabhavan, Agra
2. Advanced Cost Accounting, SN.Maheswari& Mittal
3. Cost and Management Accounting, MN.Arora, Himalaya Publishing House
4. Advanced Cost Accounting, Gowda, Himalaya Publishing House
5. Advanced Cost Accounting, Nigam & Sharmma
6. Advanced Cost Accounting, N K Prasad
7. Cost and Management Accounting, S N Maheswari
8. Advanced Cost Accounting, S P Iyengar
9. Advanced Cost Accounting, Saxena & Vasisht
10. Advanced Cost Accounting, S P Jain & K L Narang, Kalyani Publishers
11. Cost and Management Accounting, Ravi M. Kishore, Taxmann

**Semester 3**  
**INTERNATIONAL BUSINESS**

**Credits: 4**

**Instructional Hours: 90**

**Objectives**

- To understand different aspects of international business
- To know about the international organizations and its functions
- To create awareness among the students to frame the strategy of home trader in International competition

**MODULE-1**

**International business** - meaning, nature, importance of international business - different theories of International Business - difference between domestic business and international business - international business environment – economic - political and legal - nature and scope of international marketing – Foreign Market Entry Strategies - Challenges of international business – EXIM Policy – Foreign Trade Policy

**(15 Hrs)**

**MODULE-2**

**Globalization and international business** - different approaches of business - global change and international business - motives of firm internationalization - drivers of globalization - global enterprise - transnational enterprise - transnational confederation - concept of multinational organization - the changing pattern of multinationals - criticism of MNCs' - MNCs' in India – Indian MNC's

**(20Hrs)**

**MODULE-3**

**International economic institutions** – IMF – WB – ADB – UNCTAD – WTO – MFA – BRICS – AIIB - International trade and payments – Protection - Quantifiable and Qualifiable protection - IPR - WIPO

**(15 Hrs)**

**MODULE-4**

**International investment** – meaning – significance – types - growth dispersion of foreign investment - FDI and FPI - mode of FDI entry - FDI in India - Hurdles for FDI in India - mergers and acquisitions - foreign investment promotion board - foreign investment implementation authority

**(25 Hrs)**

**MODULE-5**

**Global regulatory environment** - international monetary system exchange rate system - SDR, Currency and convertibility - distinct features of India's approach to convertibility - finance of global business

**(15 Hrs)**

## **REFERENCE BOOKS**

1. International business, Sumathivarma, Ane books private limited.
2. International business management, SC.Gupta, Ane books private limited.
3. International business, Subbarao, Himalaya Publishing House
4. Elements of International Business, Chary, Wiley publications.
5. International Business, Francis Cherunilam, Himalaya Publishing House
6. International Business, Francis Cherinilam, Himalaya Publishing Co;
7. International Business, Srivastava.

[www.xe.com](http://www.xe.com)

[www.internationaltrade.co.uk](http://www.internationaltrade.co.uk)

[www.wto.org](http://www.wto.org)

[www.bankingtech.com](http://www.bankingtech.com)





# **Detailed Syllabus and References Semester 4**

**SEMESTER 4**  
**STRATEGIC FINANCIAL MANAGEMENT - PRACTICE**

**Credit: 4**

**Instructional Hours: 90**

**Theory 40 % Problems 60 %**

**Objective**

- To apply financial management theories and techniques for strategic decision making in business

**MODULE-1**

**Working capital management** - concept of working capital – types – determinants - optimum level of current assets - liquidity Vs profitability - risk return trade off - estimating working capital needs – approaches to WCM working capital financing

(20 Hrs)

**MODULE-2**

**Inventory management** - nature of inventory - objectives of inventory management - inventory control-systems and methods of inventory control - inventory valuation

Cash management – meaning - motives for holding cash - cash planning managing cash flows - inflows and outflows - investing surplus cash determining optimum cash balance - Models of Cash Management - liquidity profitability analysis

(20 Hrs)

**MODULE-3**

**Receivables management** - need and importance - levels of receivables selection and evaluation of receivables - credit policy - credit evaluation credit terms - collection of receivables - cost benefit analysis - average age of receivables - credit risk and default risk analysis - monitoring of receivables - factoring

(15 Hrs)

**MODULE-4**

**Dividend decisions** - internal financing - forms of dividend - dividend policy and its objectives - stability of dividend - dividend theories - relevance theory - Walter's model - Gordon's model - dividend uncertainty - irrelevance theory - MM theory

(20 Hrs)

**MODULE-5**

**Corporate restructuring** - Mergers and Acquisitions - types – Reverse Merger - sources of takeover gains - valuation and financing of Merger and Acquisitions - Bail out Takeover - Levered buyouts- Spin offs – demerger - Financial Restructuring - Share Split – Consolidation - Cancellation of paid up capital - Other Mechanism - Contemporary issues in financial management

(15 Hrs)

**REFERENCE BOOKS**

1. Contemporary Financial Management, Rajesh Kothari, Macmillan India limited.
2. Financial Management, PV.Kulkarni, Himalaya Publishing House.

3. Financial Management, Srivastava, Himalaya Publishing House
4. Fundamentals of Financial Management, Preeti Singh, Ane books Private Limited
5. Financial Management, Dhagat, Kogent
6. Financial Management, Shah
7. Financial Management, Knott, Palgrave Macmillan
8. Financial Management, S.N.Maheswari, Sultan Chand Co
9. Financial Management, Van Horn, James C, Prentice Hall India, Limited
10. Financial Management, Khan MY, Jain PK, Tata McGraw Hill Publishing Co
11. Financial Management, Pandey IM, Vikas Publishing
12. Financial Management, Prasanna Chandra
13. Strategic Financial Management, Ravi M Kishore, Taxmann

**Semester 4**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Credit: 4**

**Instructional Hours: 90**

**Theory 80% Problems 20%**

**Objectives:**

- To acquaint the students with the working of security market and principles of security analysis; and
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions

**Module I**

**Investment-** Types of Investment - Characteristics of Investment - Objectives of Investment - Types of Investors - Investment Vs Speculation - Investment Vs Gambling - Speculation Vs Gambling - Hedging - Real Asset Vs Financial Assets - Investment Avenues - Sources of Investment Information - Investment Process.

**(15 Hours)**

**Module II**

**Security Analysis:** Risk - Systematic Risk –Unsystematic Risk - Risk Measurement of Stock - Stock Return - Stock Valuation – Bond Risk - Bond Return - Valuation of Bond – Convexity - Duration of a Bond

**Fundamental Analysis** - Economic Analysis: Economic Forecasting - Economic Indicators - Diffusion and Composite Indices - Business Confidence Index

Industry Analysis: Economy and the Industry Analysis - Industry Groups - Key Characteristics in an Industry Analysis - Business Cycle Analysis - Industry Life Cycle Analysis - Structural Analysis

Company Analysis: Qualitative Analysis - Quantitative Analysis - Determination of Price – Earnings Ratio

**(20 Hours)**

**Module III**

**Technical Analysis:** Meaning - Basic Assumptions - Fundamental Vs Technical Analysis - Dow Theory - Elliot Wave Principle - Neutral Networks – Charts - Line Charts - Bar Charts - Point and Figure Chart - Candlestick Chart - Support and Resistance Levels - Chart Patterns - Head and Shoulders, Inverted Head and Shoulders, Double Top and Bottom, Rounding Bottom, Triangles, Flags, Gaps - Technical Indicators - Volume of Trade, Breadth of the Market, Short Sales, Moving Average, Relative Strength Index, ROC Index - Limitations of Technical Analysis

**Efficient Market Theory:** Market Efficiency - Random Walk Theory - Weak Form of Efficiency - Empirical Tests - Semi Strong Form - Empirical Tests - Strong Form - Market Inefficiencies

**Behavioural Finance:** Behavioural Issues - Prospect Theory - Regret Theory – Anchoring - Attention Anomalies - Conservatism Bias - Cognitive Dissonance - Limited Arbitrage - Heuristic

**(20 Hours)**

**Module IV**

**Portfolio Analysis:** Traditional Vs Modern Approaches in Portfolio Construction - Portfolio Risk and Return - Markowitz Model - Efficient Frontier - Utility Analysis - Portfolio Selection - Sharpe Index Model - Capital Market Theory – CAPM – SML - CML – APT – Fama’s French Model

**(20 Hours)**

**Module V**

**Portfolio Evaluation:** Sharpe's Performance - Treynor's Performance Index - Jenson's Performance Index - Fama's Performance Measure

**Portfolio Revision:** Need for Revision - Passive Management - Active Management - Rebalancing Portfolios - Formula Plans

**(15 Hours)**

**References:**

1. Security Analysis and Portfolio Management- Donald E. Fischer and Ronald J. Jordan, Pearson Education.
2. Fundamentals of Investments- Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey, PHI Learning Private Limited.
3. Security Analysis and Portfolio Management – M.Ranganatham and R. Madhumathi, Pearson Education.
4. Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House Pvt. Ltd.
5. Security Analysis and Investment Management – O.P. Agarwal, Himalaya Publishing House.
6. Investment management, Bhalla VK, S. Chand & Company
7. Portfolio management, Kevin.
8. Managing Investment, Prasanna Chandra.
9. Investments, Xvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, McGraw Hill Education India Pvt. Ltd.

**SEMESTER 4**  
**TAXATION: ASSESSMENT AND PROCEDURES**

**Credits: 4**

**Instructional Hours: 90**

**Theory 60 % Problems 40 %**

**Objectives:**

- To enable the students to have awareness and comprehensive knowledge about the provisions relating to the assessment and filing procedures under the Income Tax Act
- To develop the ability to apply the knowledge in real life situations

**MODULE I**

**Assessment and computation of tax** - firms, AOP/BOI, and companies - MAT

**Return of income and assessment** - types of return - filing of return – PAN – assessment – reassessment - Penalties and prosecutions - advance payment of taxes – interest - tax deduction or collection at source - refund of excess payments - appeals and revisions

(30 Hours)

**Module II**

**Income Tax Authorities** - Settlement of cases - General Anti-avoidance Rule - Search, seizure and assessment

(15 Hours)

**Module III**

**Tax planning** – meaning - tax panning, tax avoidance, tax evasion - tax planning for different heads of income - tax planning for different types of assesses

**Tonnage Tax** - Securities Transaction Tax - Commodities transaction Tax - Tax Clearance Certificate - Document Identification Number - Electronic communication – Direct Tax Code (theoretical aspects only)

(15 hours)

**Module IV**

**Central Excise** – Central Excise Act, 1944 – Central Excise Tariff Act 1985

**Service Tax** – Law Relating to Service Tax as contained in Finance Act 1994 as amended from time to time

**VAT** - Concept - Assessment

**GST** - Concept

(15 Hours)

**Module V**

**Customs and Foreign Trade Policy** – Customs Act 1962 – Customs Tariff Act 1975 – Foreign Trade Policy to the extent relevant to the Customs Law

(15 Hours)

**Suggested Readings:**

1. Direct Taxes Law and Practice - Dr. Vinod K Singhania and Dr. Kapil Singhania. Taxmann Publications
2. Direct Taxes Law and Practice-Dr A P Philip, Sobha Publications
3. Income Tax Law and Practice, Dr.H.C.Mehrotra& Goyal, Sahityabhavan, Agra.
4. Income Tax Law and Practice, BS.Raman, United Publishers,
5. Direct Taxes, Bhagavathi Prasad, Viswaprakasan.
6. Income Tax Law and Practice, Geethkrishnapai R.
7. Income Tax Law and Practice, B. Bhattacharya.
8. Indirect Taxes, V S Datey, Taxmann
9. Indirect Taxes, Mohammed Rafi, Bharat Law House
10. A Guide to Goods and Service Tax, Sanjiv Agarwal, Snow White Publications
11. Master Guide to Service Tax, Vineet Sodhani and Deepshikha Sodhani, Taxmann

**SEMESTER 4**  
**MANAGEMENT ACCOUNTING**

**Credits: 4**

**Instructional Hours: 90**

**Theory 30 % Problems 70 %**

**Objective**

- To understand accounting methods and techniques used for business decision making

**MODULE-1**

**Management Accounting:** Nature, meaning, functions, scope, objectives, tools and techniques - Management accounting VS financial accounting - Management accounting VS cost accounting  
(10 Hrs)

**MODULE-2**

**Financial statement analysis** - Financial statements - types of financial analysis - methods of financial analysis - comparative statements - trend analysis - common size statement - advantages and limitations of financial statement analysis  
(10 Hrs)

**MODULE-3**

**Ratio analysis** – meaning – significance - advantages and limitations of ratio analysis - classification of ratios - income statement ratios - balance sheet ratios - inter statement ratios - liquidity ratios - profitability ratios – ROI - turnover ratios - solvency ratios - leverage ratios - miscellaneous ratios - preparation of Trading and P&L account and balance sheet on the basis of ratios - statement showing proprietary fund - Advanced problems  
(25 Hrs)

**MODULE-4**

**Statement of changes in financial position** - Fund flow analysis - Cash flow analysis - Advanced problems  
**Management reporting** - report writing - general principles of a good reporting system  
(25 Hrs)

**MODULE-5**

**Inflation accounting** – Meaning - CPP method - Replacement cost accounting technique - CCA method – COSA - Gearing adjustment – MWCA - advantages and disadvantages of price level accounting  
**Transfer Pricing** – Meaning – Objectives – Method - Cost based Pricing - Market Based Pricing - Negotiated Pricing - Dual pricing - Opportunity Cost pricing - Simple Problems  
(20 Hrs)

**Note:** Use of computers in business analytics shall be discussed in relevant modules



## **REFERENCE BOOKS**

1. Management Accounting, MadhuVij, Macmillain India limited
2. Management Accounting, SN.Maheswari, Sultan Chand Co;
3. Management Accounting, Gordon, Himalaya Publishing House
4. Management Accounting, Wilson, Himalaya Publishing House
5. Managerial Accounting, Balakrishnan, Wiley publications.
6. Management Accounting, Dr.SP.Gupta, SahityaBhavan, Agra.
7. Management Accounting, Manmohan & Goyal.
8. Management Accounting, RSN Pillai.
9. Management Accounting - Concepts and Applications, Abhishek Godha, Macmillain India limited.
10. Management Accounting, Mamtasha, Ane books Private Limited.
11. Management Accounting, Sharma & Gupta, Kalyani Publishers
12. Cost and Management Accounting, Ravi M Kishore, Taxmann

**Semester 4**  
**INTERNATIONAL FINANCE**

**Credits: 4**

**Instructional Hours: 90**

**Objectives**

- To give a detailed idea about macro environment on which financial transactions are carried out
- To give a comprehensive knowledge about ways and means of raising of finance by MNCs'

**MODULE-1**

International finance – meaning - nature and importance - brettenwoods conference and afterwards - IMF and world bank, methods of international investments - balance of payments and its components recent trends in international finance and trade - international flow of goods - service and capital coping with current account deficit

**(20 Hrs)**

**MODULE-2**

International financial system - International monetary system developments - gold standard - brettenwood system - fixed parity system smithsonian arrangement - exchange rate regime since 1973 - floating system - international liquidity – creation of SDR – IMF - funding facilities - European monetary system - monetary and banking institutions in international markets

**(20 Hrs)**

**MODULE-3**

MNCs - multinational financial management - theory and practice complexities and issues in managing financial functions in MNCs techniques of covering foreign exchange risk by MNCs

**(15 Hrs)**

**MODULE-4**

Parity conditions in international finance - currency forecasting arbitrage and law of one price - PPP theory - fisher effect - inflation risk and its impact on financial market - currency forecasting

**(20 Hrs)**

**MODULE-5**

Management of working capital - international cash management receivables management and inventory management - Management of short term overseas financing resources - foreign investment analysis international portfolio investment - corporate strategy and FDI – FII – Participatory Notes – Sovereign Wealth Fund – Recent developments in International Finance

**(15 Hrs)**

**REFERENCE BOOKS**

1. International finance, Levi, T&F Ane.
2. International Finance, OS.Srivastava.
3. International Finance, MS. Vijayakumari

4. International finance, Avadhani, Himalaya Publishing House
  5. International financial management, Agarwal, Himalaya Publishing House
  6. International Finance: A Casebook, Desai.
  7. International financial management, PK.Jain, Macmillain India limited
  8. Global Financial Management, Anbarasu, Ane books Private Limited.
  9. International Finance, Parul Khanna, Rubeena Bujwa; Kalyani Publishers
- [www.xe.com](http://www.xe.com)
- [www.internationaltrade.co.uk](http://www.internationaltrade.co.uk)
- [www.wto.org](http://www.wto.org)
- [www.bankingtech.com](http://www.bankingtech.com)