

Sl. No	HC SC OE	Code No.	Title of the Course / Paper	Max. Marks		Total Marks	Credits	Page
				I. A.	Sem Exam			
1	HC	1.1	Business Environment	30	70	100	5	2
2	HC	1.2	Indian Financial System	30	70	100	5	3
3	HC	1.3	Accounting Theory	30	70	100	5	5
4	SC	1.4	Information System and Computer Application	30	70	100	3	7
5	SC	1.5	Market Structure and Analysis	30	70	100	3	8
6	SC	1.6	Quantitative Methods and Techniques	30	70	100	3	9
7	HC	2.1	International-Business Management	30	70	100	5	11
8	HC	2.2	Financial Management	30	70	100	5	12
9	HC	2.3	Organization Behaviour Structure Process and Design	30	70	100	5	14
10	SC	2.4	Business Research Methods	30	70	100	3	16
11	SC	2.5	Human Resource Management				3	18
12	SC	2.6	Advanced Marketing Management	30	70	100	3	19
13	OE	2.7	Accounting for Non-Accounting Executives	15	35	50	2	20
General								
14	HC	3.1	Internet Technologies for Business	30	70	100	6	23
15	HC	3.2	Accounting Information System	30	70	100	6	24
Special								
16	HC	3.3	*OPTIONAL STREAM PAPER 1	30	70	100	4	
17	HC	3.4	*OPTIONAL STREAM PAPER 2	30	70	100	4	
18	HC	3.5	*OPTIONAL STREAM PAPER 3	30	70	100	4	
Open Elective Course								
19	OE	3.6	Personal Financial Management	15	35	50	2	26
General								
20	HC	4.1	Business Ethics & Corporate Governance	30	70	100	4	29
21	HC	4.2	Strategic Management	30	70	100	4	31
22	HC	4.3	Project Report	30	70	100	8	33
Special								
23	HC	4.4	*OPTIONAL STREAM PAPER 4	30	70	100	4	33
24	HC	4.5	*OPTIONAL STREAM PAPER 5	30	70	100	4	41
25	HC	4.6	*OPTIONAL STREAM PAPER 6	30	70	100	4	54

Course Outline for M. Com. Programme
Department: Department of Commerce
Course Title: M. Com.

SEMESTER I

Sl. No.	HC/SC/OE	Code No.	Title of the Course / Paper	Max. Marks		Total Marks	Credits	Page
				I. A.	Sem Exam			
1	HC	1.1	Business Environment	30	70	100	5	2
2	HC	1.2	Indian Financial System	30	70	100	5	3
3	HC	1.3	Accounting Theory	30	70	100	5	5
4	SC	1.4	Information System and Computer Application	30	70	100	3	7
5	SC	1.5	Market Structure and Analysis	30	70	100	3	8
6	SC	1.6	Quantitative Methods and Techniques	30	70	100	3	9
Total							24	

HC 1.1 – BUSINESS ENVIRONMENT

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Objective :

The objectives of this course is to acquaint students with the economics environment, Technological Environment, Social And Culture Environment for Business.

- Module 1** Meaning, nature, Characteristics, scope, objectives, structure, types of business environment, the dynamics of business environment and corporate adjustment, Risk in Business Environment. Environment analysis and Forecasting – Techniques to environmental forecasting, benefits / importance of environmental analysis, limitations of environmental analysis.
- Module 2** Economic Environment – Nature and Structure of Economy, Economic policies and conditions, the process of economic growth, present state of indianEconomic Environment, monetary and credit policy environment, the inflationary environment.
- Module 3** Technological Environment – Meaning, concept understanding of Technological development and technical progress, determinants of technological environment. Indications of technological development, R & D.
- Module 4** Social and Culture Environment – Social institutions and functions, Social values and attitudes, Culture determines goods and services, people’s attitude to business, attitude to work. Problems of uneven income distribution, emerging rural sector in India. India business system, social responsibility of business, consumerism in India. India business system, social responsibility of business, consumerism in India.
- Module 5** Political and legal environment of Business : Critical elements of political environment, functions of state ; economic role of government, government and legal environment in India. MRTP Act, FEMA and licensing policy, consumer protections act.

References :

1. Adhikari S. “Economics Environment of Business”, Sultan Chand, New Delhi.
2. Ashwathappa K. “ Essentials of Business Environment”, Himalaya Publishing Co.
3. Dasgupta and Sengupta, “ Government and Business”, Vikas Publicating Co, New Delhi.
4. Francnhis Cherunilum “ Business Environment”, Himalaya Publishing Co, Bombay.
5. Francnhis Cherunilum, Business and Government”, Himalaya Publishing House.

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Objective : To give students an overall view of the India Financial Systems and also to provide insight to them to take vital decisions pertaining to finance.

Module 1 Introduction of Financial System:

- Meaning and Definition of Financial system
- Function of the Financial System
- Organization of the Financial System
- Relationship between Financial system and Economic Development
- The Role of Markets in Economic system
- Types of Markets in Economics system
- Type of Financial Markets within the Financial System.
- Factors tying all Financial markets together
- The Technology of the Financial System.

Module 2 A) Financial assets, money and Financial Transaction:

- The creation of Financial Assets
 - ✓ Meaning of Financial Assets
 - ✓ Characteristics of Financial assets
 - ✓ Different kinds of Financial assets
 - ✓ The creation process for Financial assets
- Financial assets and Financial system
- Lending and Borrowing in the financial system.

B) Money as a Financial System.

- ✓ What is money?
- ✓ Alternative definition of money
- ✓ Function of money

C) Financial Transactions

- ✓ The evaluation of Financial Transactions
- ✓ Direct Finance
- ✓ Semi direct Finance
- ✓ Indirect Finance

D) Major Financial Institution Active in money and capital market

- ✓ Relative size and Importance of major Financial Institutions.
- ✓ Classification of Financial Institution
- ✓ Portfolio Decisions by Financial Intermediaries and other Financial Institutions

- ✓ Disintermediation of funds
- ✓ New types of Disintermediation.

Module 3 Markets:

- Understanding securities markets
- What are securities markets on
- The micro structure of securities markets
- How traders are executed
- The importance of credit in securities markets
- Securities Forms
- The Regulation of securities markets
- The market for Governments securities
- Evolution the primary market, the secondary markets, how to become securities dealers, scandals and regulations.
- Competition in the markets for Derivatives.

Module 4 Stability and Central Bank (RBI) :

- Managing liquidity
- Managing all types of risks (Market risk, Credit Risk and other specific risks)
- The stability of the financial system :
- Liquidity crises
- Factors that affect stability
- Solutions to market crashes
- Deposit Insurance
- How to market crashes
- Deposit Insurance
- How to deposit Insurance works
- The Deposit Insurance risks
- Controlling the quality of money
- Recent trends in monetary policy.

Module 5 Contemporary Financial Services :

- Meaning of financial service, financial services as products, Contemporary FS.
- Financial Services as Networking
- Functions of the financial sector
- Producing Financial Services
- The environment of Financial services
- Change & innovation in the Financial Service Industry
- The role of financial instruments in creating financial service.

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Course description :

The course provide the coverage of the meaning of accounting theory, its types approaches to formulate accounting theory, the IASB's conceptual framework, recognition, measurement and disclosure of financial statements.

Course Objectives :

The goal of this is to provide the knowledge of accounting theory based on conceptual framework of accounting theory and also the critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with accounting system.

Pedagogy :

Course activities consist of lectures, case study analysis, group discussions, seminar presentations, assignments writing and tests. Reading and analysis of annual reports of companies will be the integral part of instruction.

Course contents :

Module 1 Introduction:

Accounting and its changing role, users of accounting information, need of users, what is accounting theory? Need for accounting theory, research methodology for the formulation of accounting theory, nature of accounting theory, classifications of accounting theories, foundations of accounting theory.

Module 2 Approaches for the formulation of Accounting Theory

Traditional Approaches – Deductive, Inductive, Ethical, Sociology, Economic and Eclectic New Approaches – Events Approach, Decision Model, Behavioral Approach, Predictive Approach, Information – Economic Approach.

Module 3 Approaches for the formulation of Accounting Theory

History of accounting, basic accounting equation, development of accounting principles, the GAAP, basic accounting principle, the exception for principle, accounting standards, standards versus principles, accounting standards, concepts of accounting.

Module 4 Accounting, Reporting and Accounting Standards

The IASB, Accounting Standards Board, Financial Accounting standards, Financial Accounting Concepts, International Accounting Standards, Accounting Standards in India.

Module 5 Recognition, Measurements and Disclosure of elements of Income Statement and Balance Sheet

Income Statements – Concept of revenue and expenses, their recognition principle and procedures, measurement methods and disclosure issues, effects of changes in accounting principles, other issues and problems.

Balance Sheet – definition of Asset, Liability, Owners Equity, their types and characteristics recognition measurements and disclosure of long –term assets and liability, owners equity and retained earnings, problems. Case studies of annual reports of companies.

Pedagogy :

1. Anthony R. N. , D. F. Hawkins and k. A. Merchandt Accounting , Text and Cades, MCGraw Hill, 1999.
2. Richard G. Schroede, myrtle W. Clark and Jack M. Cathey, Financial Accounting Theory and Analysis ; Text Reading and Cases, John wileu and Sons, 2005
3. Ahmed Riahi Belkaoui, Accounting Theory, Quorm Books, 2000.
4. L.S. Porwal, Accounting theory, TMH, 2000.
5. Thomas R. Dyckman, Charles j Davis Ronald E. Dukes, Intermidate Accounting, Irwin McGraw – Hill
6. Eldon S. Hendriksen, Accountitng theory.
7. Jawahar Lal, Accounting Theory and Practics, Himalaya Publishing House, 2008
8. www.iasb.org
9. www.icaai.org
10. www.dca.gov.in

SC 1.4 – INFORMATION SYSTEM AND COMPUTER APPLICATION

3 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Objective :

11. To familiarize students with aspects of business information systems and relevant information technology.
12. To develop skills to design and implement simple computer based business information systems.

Module 1 Computer basics- Introduction, Meaning, Types, Generations, Classifications, Functions, Number System, - Binary, Decimal, Computer languages – Machine level, High level and Low level languages and their uses.

Module 2 Operating systems – windows, Unix, DOS – its Role, Function, Commands and Uses. Networking – Types and Applications. Internet basics – concepts, web server, browser, routers and server.

Module 3 Computer application in Statistical Analysis – Features of SPSS, Creating files and data entry in SPSS, preparation of frequency tables and graphs, computation of interpretation of Mean Standard Deviation, Standard error, Simple and Multiple Correlation, Regression analysis of variance t- Test Chi square Test, E- Commerce.

Module 4 Database definition, types of structures, DBMS software creating, editing, Modifying Searching and sorting Database, creating and printing formatted reports, Multiple data files RDBMS Creating view, index, join, sorting, union of different Database, tables Executing Quires.

Module 5 Information systems and organization – Information organization and decision making, Classification for information systems, information support for functional areas of managements, Impact of business on information system, information system concept, Data processing systems :

Reference :

1. Sadagopan S : Management information Systems.
2. Gordan B. Davis : Management Information System.
3. Sadagopan S. EPR : Managerial Practics TMH
4. V. Rajaraman : Fundamentals of Computers

SC 1.5 – MARKETING STRUCTURE AND ANALYSIS

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Objective To acquaint the students with the concepts and techniques. Used in the market structure and analysis and to enable them to apply this knowledge in business decision making. Focus is on the changes in context of globaliza.

Module 1 Nature, Scope and importance of the Managerial Economics Business decision and economics analysis, fundamental principles of M. E., roles and responsibilities of managerial economics difference between economics and difference between economics, M. E., and other Disciplines.

Module 2 Demand Analysis – Demand determinants and distinctions, elasticity of demand and its uses. Demand forecasting – methods and criteria of forecasting supply analysis and elasticity supply

Module 3 Production function, production and cost analysis. Types and managerial uses of P.F., Economies, Cost –output relationship in Short run and long run. Market structure and analysis Meaning and Classification in of the markets – Perfect competition, monopoly, Monopolistic competition, and oligopoly. Pricing and output decision under each market. Price discrimination and Price leadership Behavior of the firm and profit theories-nature and objectives of the firm, an outline of theories of the firm, profit theories, profit maximization as an objective.

Module 4 pricing theory and Practices – Importance of pricing, methods and problems of pricing , pricing in life cycle of a product, pricing to establishment product transfer pricing, Multiple products pricing.

Module 5 Introduction to the Macro Economies Policies : Concept and measurements of Objectives and tools of marking policy, objectives and tools of fiscal policy, concepts of money supply, Banking system and money markets, elements of open economy, balance of payments.

Reference :

1. Manngerial Economics by Samuelson marks, wiley publishing house, 5th edition
2. Managerial Economics by mote, paul, gupta TMH, new edition
3. Managerial Economics by Yogesh Maheshshwari PHI, 2nd edition
4. Managerial Economics by D. N. Dwividi Vikas publishing house, 6th edition
5. Managerial Economics by Reddy, appanaiah and shanthi HPH, 3rd edition
6. Managerial Economics by D. M. Mithani, HpH, 5th Edition

SC 1.6 – QUANTITATIVE METHODS AND TECHNIQUES

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

- Objective** The aim of this course is to enable a student to have knowledge about application of probability theory and sampling theory in different areas of commerce, time series analysis and application of linear and multiple correlation and regression analysis .
- Module 1** Introduction, origin and development of statistics, meaning, nature of statistics & quantitative techniques, scope and limitations of statistics and applications in various fields.
- Module 2** Probability- meaning of probability, concepts of sample space, sample points and events, calculations of probability in case of simple events, mutual exclusive events and compound events.
- Sampling** – Concept of sampling, methods of sampling – simple, stratified, and systematic random sampling convenience, quota and judgment sampling
- Module 3** Measures of central tendency-mean, median and mode, measures of dispersion-range, mean deviation and standard deviation.
- Module 4** Time series analysis Meaning, Definition and Components of time series, type of variation-secular trend-semi average method, moving average method, seasonal variation-ratio to trend method, link relative method. Correlation-definition, types of correlation (graphic and mathematical), coefficient. Regression – Meaning, Definition, Regression analysis, estimation of relationship by graphic and algebraic method.
- Module 5** Multivariate analysis concepts of multiple regressions and correlation, multiple correlation and regression analysis, coefficients of multiple correlation and regression analysis, concept of partial correlation and Calculations.

Reference :

1. Statistics for management by Levin & Rubin of (PHI Pub) , 7th edition
2. Fundamentals of Statistics by S C Gupta (Himalaya publication house)
3. Quantitative techniques in managements by Vohra (Tata MC Graw hill)
4. Quantitative methods for business decisions by Lapin (Dryden pub)
5. Business Statistics by Bharadwaj R. S. (Excel books)

SEMESTER II

Sl. No.	HC/SC/OE	Code No.	Title of the Course / Paper	Max. Marks		Total Marks	Credits	Page	
				I. A.	Sem Exam				
1	HC	2.1	International-Business Management	30	70	100	5	11	
2	HC	2.2	Financial Management	30	70	100	5	12	
3	HC	2.3	Organization Behaviour Structure Process and Design	30	70	100	5	14	
4	SC	2.4	Business Research Methods	30	70	100	3	16	
5	SC	2.5	Human Resource Management				3	18	
6	SC	2.6	Advanced Marketing Management	30	70	100	3	19	
7	OE	2.7	Accounting for Non-Accounting Executives	15	35	50	2	20	
							Total	26	

HC: Hard Core

SC : Soft Core

OEC: Open Elective Course

HC 2.1 - INTERNATIONAL BUSINESS MANAGEMENT

5 credits: 3 lectures, 2 Tutorials, 2 Practicals per week

Pedagogy : Lectures, group discussions, case studies.

The objective of this course is to give the students an in-depth knowledge of the theory and emerging trends in the international business environment.

Module 1 International Business- an overview, types of IB, factors influencing on international business, Reasons for the growth and Regulation of international business. Barriers to Trade: reasons for trade barriers, Tariff and Non-Tariff trade barriers. International Trade Theories-Theory of absolute advantage, Theory of comparative advantage, Factor endowment theory, International product life cycle theory, and other important considerations.

Module 2 International Business Environment-economic environment, legal and political environment, social and cultural environment, technological environment.

Module 3 : Multinational Corporations-conceptual framework, importance and characteristics of Multinational Corporations. The Internationalisation process of MNCs, MNCs in India, why firms become multinational enterprises. Strategic alliance-Export management, licensing, joint ventures, mergers and acquisitions.

Module 4 : International Financial Management-international monetary system, international monetary fund, European monetary system, WTO, Regional Blocks, Foreign exchange market mechanism, determinants of exchange rates, EURO-currency markets, off-shore financial centers, international banks, non-banking service firms, global competitiveness.

Module 5 : Environmental aspects of international business-TRIPS, TRIMS, GATTs, settlement of international commercial disputes, ethical issues in international business.

References

- Daniels, Radebaugh, Sullivan "International Business" Pearson Education
- Alan M. Rugman, Richard M. Hodgetts "International Business" Pearson Education
- Justin Paul "International Business" PHI
- S.N.Chary "Elements of International Business" Wiley India Pvt., Ltd.

Course workload: 5 Credits consisting of 3 Lectures, 2 Tutorials, 2 Practicals

COURSE OBJECTIVE:

To acquaint the students with broad framework of financial management and to impart the knowledge in techniques of financial management, enable them to apply the techniques in financial investment, financial & dividend decisions

MODULE 1 Financial management: An overview-nature, significance, functions & scope of financial management;

Financial management & its relationship with other disciplines;

Financial management's importance in business;

Objectives of financial management;

Time value of money-present value of single amount, future value of single amount,

Present value of an annuity, Future value of an annuity, inter year compounding & discounting

MODULE 2 Sources of finance to business-Instruments of long term finance;

COST OF CAPITAL: Meaning & concept; cost of equity, cost of debt, weighted average cost of capital

CAPITAL STRUCTURE: Meaning & concept of capital structure;

Theories of capital structure-Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani & Miller (MM) Approach;

Taxation & Capital Structure- corporate & personal tax;

Case study on the effect of Capital Structure change on securities price of Ronald Masulis Ltd

MODULE 3 CAPITAL BUDGETING DECISIONS- Meaning & Concept;

Principles & characteristics of capital budgeting;

Process of capital budgeting;

Investment criteria- Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback period, accounting Rate of Return, EVA, Profitability Index.

MODULE 4 WORKING CAPITAL MANAGEMENT: Concept, characteristics, importance of WCM, Factors influencing working capital requirement;
Computation through operating cycle approach; Walker's Four Part Theory of WCM
Case Study on managing Working Capital of Unilever Ltd

MODULE 5 DIVIDEND DECISIONS: Why firms pay dividends;
Legal & procedural aspects;
Dividend & management valuation- Walter's Model, Gordon's Model, Traditional position-Case study on traditional approach of dividend policy of ICICI Ltd, MM Position, Radical Position
Case study on dividend policy of Hero Honda Co., Ltd

Text/References:

1. "Financial Management Theory and Practice" – Brigham E F (Dryden Press Publications).
2. "Financial Management" – M Y Khan and P K Jain (5th Edition) (Tata McGraw-Hill Publishing Company)
3. "Financial Management Theory and Practice" – Prasanna Chandra (7th Edition) (Tata McGraw-Hill Publishing Company).
4. "Financial Decision Making" – Hampton, John (Prentice Hall, Englewood Cliffs Publication)
5. "Financial Management" - Archer, Stephen H (John Wiley Publications)
6. "Financial Management and Policy" – Van Horne, James C (PHI Publications)
7. "Financial Management" – ICF AI Publications

Case Study/Numerical Problem References:

1. "Financial Management Text, Problems and Cases" – M Y Khan and P K Jain
2. (5th Edition) (Tata McGraw-Hill Publishing Company)
3. "Cases in Financial Management" – I M Pandey, Ramesh Bhat (2nd Edition) (Tata McGraw-Hill Publishing Company)
4. "Cases in Financial Management" - ICF AI Publications
5. "Solved Numerical Problems in Financial Management" – Dr Manu Agarwal (Calpaz Publication)
6. "Formulae and Tables in Financial Management" - ICF AI Publications

Course workload : 5 Credits consisting of 3 Lectures, 2 Tutorials, 2 Practicals per week.

Pedagogy : Lectures, Seminars, group discussions, case studies.

Objectives

- To familiarize the students with dynamic issues of orgnal designed structure

Module 1 Organizational Behaviour as a field of study, contributing disciplines, objective and goals , model of organizational behavior.

- Organizational Behaviour –By Fred Luthans

Module 2 Foundations of individual behaviour, individual abilities, personality traits, job-related aspects of personality learning theories. Emotional intelligence, foundations of group behavior, group formation, analyzing group interactions. Leadership: A broad sweep of leadership theories

- Organizational behaviour - Steven L.Meshm (fourth edition)
- Organizational behaviour - K.Ashwathappa

Module 3

- 1) Values, attitudes and job satisfaction. A broad sweep of motivation theories, foundation of group behaviour, group formation, analyzing group interaction, Team-building.
 - 2) A broad sweep of Leadership theories, a broad sweep of management of change, management of stress, conflict management and negotiations, power and politics.
- Organisational behaviour - John.W.Newstrom (ninth edition)
 - Organisational behaviour - Hellgriegel (eight edition)

Module 4 Understanding classical, Neo-classical and modern approaches to the study of organization and management. Evolution of structures, its impact on organizational design, empowerment, The basis for utility of different types of organization structures. The impact of environment, technology, size and strategy on organizational structures

- Organizational behaviour - Robbins
- Organizational behaviour - Fred Luthans (tenth edition)

Module 5 Organizational Design for excellence. Transformation. Restructuring organization, down-sieing, reorganizing to gain competitive advantage, developing lean organizations.

- Organizational design for excellence - Khandwalla
- Organizational behaviour - Slocum (eight edition)

References:

1. *Organisational behaviour by Robbins.S.P*
2. *A Diagonetic approaches to Organisational behaviour by Gordon.J.R (Allyn and Bacon Publications)*
3. *Management by Batrol K.M AND Martin D.C (Mc GRAW Hill Publications)*
4. *Organisational Designs for Excellence by Khandwalla.K TMH Public ations*
5. *Selected Published Journal articles by well-known authors.*



M.COM. SECOND SEMESTER

SC2.4 - BUSINESS RESEARCH METHODS

Course workload: 3 credits

- Objective :** Business Research Methods provides a comprehensive introduction to area of business research methods. It gives students an assessment of the contexts which different methods may be used and how they should be implemented. And it helps to students to go about doing their own research projects.
- Pedagogy:** Lecturers, assignment, Group Discussion, Case study. (2hours of lectures, 2 hours of tutorials per week)
- Module : 1** Research: introduction, meaning, nature, Objectives(Donald.r.cooper, Pamela.S.Schindler, pankajaj Madam, Vageesh Paliwal, rajul Bhardwaj.)
Need of research in business decision making (Donald R. cooper, Pamela. S. Schindler.)
Types of research, Research process (Donald R. Cooper, Pamela S. Schindler, pankajaj Madam, Vageesh Paliwal, rajul Bhardwaj, Joseph. F. Hair, Jr. Mary Wolfinger, Arthur.)
Criteria of good research, Importance of Doing Research, Problem Encountered by Research in India :Alan Bryman, Emma Bell, (Donald. R. cooper, Pamela S. Schindler, pankajaj Madam, Vageesh Paliwal, rajul Bhardwaj, C. R. Kothari.)
Business Research: nature, scope and benefit of research. Ethics in business research(Donald. R. Cooper, Pamela. S. Schindler, pankajaj Madam, Vageesh Paliwal, rajul Bhardwaj.)
- Module : 2** Research Design:Introduction, Need for Research Design(Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)
Features of Good Design(Donald.r.cooper, Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)
Identification of research problem, selecting the problem(K.V.Rao, Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)
Technique involved in defining a problem, concepts related to research design, different research Design(Donald.r.cooper, Pamela.S.Schindler, pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj,Mark saunders.)
- Module: 3** Source of data collection: Methods of data collection, Methods of collecting Primary data, Sources of secondary data, Selection of appropriate methods for data collection: (Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)
Measurement scales, nature of attitudes and their relationship to behaviour, Selecting a measurement scale, Rating scales, Scaling techniques(

:Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)

Sampling: Probability and Non-probability Sampling(Bennet Roger,K.V.Rao,
:Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam, Vageesh Paliwal,rajul Bhardwaj.)

Module 4: Data Analysis: Data Processing, Editing, coding, Tabulating:
(Donald.r.cooper,Pamela.S.Schindler,pankajaj Madam.)

Techniques of data Analysis: ANOVA shortcut Method for one-way ANOVA,
Coding Method, Two-way ANOVA, ANOCOVA, Technique
ANOCOV.:(Donald R Cooper, Pamela S.Schindler.)

Hypothesis: Sources of Hypothesis, Tests of Significance and Testing of
hypothesis (Pankaj Madam, vageesh paliwal, Rajul Bhardwaj.)

Chi-Square Test. (Donald R Cooper, Pamela S.Schindler).

Module 5: Preparation and Presentation of Research

Introduction, meaning of Interpretation:

(Pankaj Madam, vageesh paliwal, Rajul Bhardwaj.)

Technique of Interpretation, Precautions in Interpretation (Pankaj Madam,
vageesh paliwal, Rajul Bhardwaj.)

Report Writing: Different steps report writing, Layout of the Research Report,
Types of Report, Techniques and precautions for writing Research Report. (
Donald R Cooper, Pamela S.Schindler. Pankaj Madam, vageesh paliwal, Rajul
Bhardwaj.Report)

References:

1. Donald R Cooper, Pamela S.Schindler, *Business Research Methods, 9th Edition*, Tata McGrew Hill Education private limited.
2. Mark Saunders, Philip Lewis, Adrian thornhill, *Research Methods for Business students, 3rd Edition*.
3. Alan Bryman, Emma Bell, *Business Research Methods, 2nd Edition*.
4. Joseph.F.Hair, Jr. Mary Wolfinbarger cels, Arthur. H.Money, Philip samouel, Michel.J *Essentials of Business Research Methods*.
5. Pankaj Madam, vageesh paliwal, Rajul Bhardwaj.*Research Methodology, Global vision publishing house*.
6. Bennet Roger: *Management Research*;ILO Publications.
7. C.R. Kothari: *Research Methodology: New Age International Publications*.
8. K.V.Rao *Research Methodology in Commerce and Management; Sterling Publications Ltd., New Delhi*

Course workload: 3 Credits (2 Lectures, 2 Tutorials per week)

Objectives To sensitize the students to the various facts managing people and to create an understanding of various policies and practices of HRM.

Pedagogy Lectures, role playing (simulation) exercises and presentations (both group and individual)

Module 1 : Concepts and Perspectives on HRM, HRM in changing environment, Functions of HRM, HRM Qualities and role of HRM. Human Resource Planning: Process and mechanisms, job analysis, job description, job specification.

Module 2 : Recruitment strategies, sources and techniques of recruitment, Attracting and selecting human resources, selection procedures, induction and socialization, assessment centers, out sourcing.

Module 3 : Human Resource Development – models, Training and development – Practices, needs, analysis, Training – design, methods, techniques, training and leadership, Management development.

Module 4 : Performance Management – systems and methods, performance appraisal – methods of performance appraisal, employee compensation, wage and salary administration, career planning, succession planning, counseling, mentoring, grievance management.

Module 5 : Leadership – Theories and styles of leadership, Motivation – Theories of Motivation, A broad sweep of compensation package, employee welfare retirement, VRS and other employee – related issues, Employee morale – employee absenteeism, employee turnover, labour welfare – employee promotion, recent trends and techniques in HRM.

Reference Books:

1. P. Subba Rao: *Fundamentals of Human Resource Management and Industrial relations: Himalaya Publishing House.*
2. K.Aswathappa: *“Human Resource and Personal Management” (Tata Mc Graw Hill Publication)*
3. K.Aswathappa: *Human Resource Management.*
4. Wayne.F.Casico: *“Managing Human Resources” (Tata Mc Graw Hill Publication)*

Course Workload: 3 credits consisting of 2 Lectures, 2 Tutorials

Objective To familiarize with marketing concept and its environment, function, career opportunities, and relationship between other subsystems of management.

Pedagogy Lectures, assignments, seminars, group discussions and case studies.

Module 1 Marketing management

- Marketing concept, definitions and purpose of marketing- exchange process – origins of marketing – implications of marketing – functions within marketing – concept of marketing mix- 4P's-product, price, promotion, place.

Module 2 Marketing environment;

- its nature – environmental analysis, dimensions of marketing environment – controllable factors – uncontrollable factors – competitors – suppliers – distributors – government – economy, technology – trends in marketing environment

Module 3 Customer's demand and market segmentation

- meaning- demand forecasting and its methods- concept of market segmentation- Bases for segmentation – advantages of segmentation-target market and market positioning

Module 4 Strategic marketing management

- Elements of strategic marketing management – process of strategic marketing management – and its advantages – product strategies – pricing strategies – promotional strategies and distribution strategies

Module 5 Marketing in action

- Consumer marketing – industrial marketing – services marketing – international marketing – non-business marketing

Reference Books :

- 'Marketing' 14th edition- by Etzel- tatamcgraw hill publications
- 'Marketing' by Grewal, Lewis –tatamcgraw hill publications
- 'Marketing 8e' by Evans and Berman- Biztantra publications
- 'Marketing management' S A Sherlakar- Himalaya publications
- 'Basic marketing' 15th edition by Perrault, McCarthy- tatamcgraw hill publications
- 'Business marketing', 13th edition by Dwyer, -tatamcgraw hill publication

OE 2.7 - ACCOUNTING FOR NON-ACCOUNTING EXECUTIVES

Credits : 2 Lectures per week

Course objective:

This paper intended to provide an elementary and clear exposition of the subject of accountancy not only to those students who want to take it as career but also to those who are otherwise interested in the general understanding of the subject.

Pedagogy : Lectures, assignments, seminars, group discussions and case studies.

Module 1 : Accounting and Business

Accounting- meaning, definition, need for accounting, users of accounting information, branches of accounting.

Business- meaning, definition, types of business organizations

Accounting and business, what accountants do?

Module 2 : Accounting Records

Book Keeping – meaning, definition, types- single entry system, double entry system, accounting and book keeping.

Transactions, recording of transactions, accounts, rules of accounts

Basic accounting records-journal-division of journal (subsidiary books), ledger, cash book, trail balance, errors and rectification of errors, bank reconciliation statement.

Module 3 : Basic Accounting Principles

Accounting Principles; meaning of accounting principles, basic accounting principles- concepts and conventions, accounting policy, accounting postulates, accounting standards.

Module 4 : Financial Statements,

Profit and loss account- expenses, income, preparation of profit and loss account Balance sheet- assets, liabilities, owner's capital, preparation of balance sheet Cash flow statement- meaning of cash flow, sources of cash, preparation of cash flow statement. Fund flow statement.

Module 5 : Financial Statement Analysis;

Meaning of financial analysis, objectives and importance of financial analysis, types-horizontal analysis, vertical analysis-Common size statement, comparative statement, trend analysis

Ratio analysis, meaning- ratio, ratio analysis, significance of ratio analysis, various types of ratios.

References :

1. S.N. Maheshwari & S.K. Maheshwari, "An Introduction to Accountancy", Vikas Publications.
2. N. Ramachandran & Ramkumar Kakani, "Financial accounting for management", The McGraw-Hill companies
3. S.K. Bhattacharya & John Dearden, "Accounting for management", Vikas Publications.
4. Peter Eisen, "accounting", Barron's Business Review Books.
5. Chakravarthy, "Fundamentals of accounting", New Age International Publishers
6. Shashi.K.Gupta & R.K.Sharma. "Management Accounting – Principles and Practices", Kalyani publishers.

SEMESTER III

Sl. No	HC/SC/OE	Code No.	Title of the Course / Paper	Max. Marks		Total Marks	Credits	Page	
				I. A.	Sem Exam				
General									
1	HC	3.1	Internet Technologies for Business	30	70	100	6	23	
2	HC	3.2	Accounting Information System	30	70	100	6	24	
Special									
3	HC	3.3	*OPTIONAL STREAM PAPER 1	30	70	100	4		
4	HC	3.4	*OPTIONAL STREAM PAPER 2	30	70	100	4		
5	HC	3.5	*OPTIONAL STREAM PAPER 3	30	70	100	4		
Open Elective Course									
6	OE	3.6	Personal Financial Management	15	35	50	2	26	
Total							26		

HC : Hard Core

SC : Soft Core

OEC : Open Elective Course

HC 3.1 INTERNET TECHNOLOGIES OF BUSINESS

Theory: 2 Hrs.

Practical: 2 Hrs.

- UNIT I** : Overview Of E-Commerce :E-Business-Potential benefits of E-Commerce – Driving forces of E-Commerce – Business Process Re-engineering – E-Commerce applications – Regulatory Environment of E-Commerce – Competitive intelligence on the Internet – Future of E- Commerce.
- UNIT II** : Electronic Data Interchange (EDI) : Introduction – Traditional EDI systems – Benefits and Drawbacks – Data transfer and standards; Applications (Legal security and private concerns); issues of EDI; Types of payment systems e-cash and currency servers, e-cheques, credit cards, smart cards, digital tokens; electronic purses and debit cards.
- UNIT III** : Internet Concept and Technologies: concept and evolution of Internet; History and future of Internet; types on network; Web page and Website; domain name system, client server concept; Hypertext publishing and Hypertext information network; benefits of Hypertext, URLs, HTTP, HTML forms.
- UNIT IV** : Security Issues in E-Commerce: Risks of e - Commerce – Types and sources of threats, Protecting electronic commerce assets and intellectual property; Firewalls; client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure.
- UNIT V** : Recent developments in computer applications.
- LAB WORK** : Designing of web pages
Creating Commerce oriented application

SUGGESTED REFERENCE:

1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Education)
2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (New Delhi : Pearson Education)
3. David Kroenke, Business Information Systems, TMH, New Delhi.
4. Henry C.Lucas, Information Technology for Management, TMH, New Delhi.
5. James O' Brien, Management Information Systems, TMH, New Delhi.
6. C.S.V. Murthy, e-commerce application & technology.

M.COM THIRD SEMESTER

HC 3.2 ACCOUNTING INFORMATION SYSTEM

Unit - 1 :

- Introduction to Accounting Information systems (AIS) challenges and opportunities for the accountant, components of the study of AIS. The Management Information System, comparison of manual and Automated Accounting Information System.
- Intelligent Systems for Aiding Decision making-introduction, management uses of information, Data versus Information, Management Decision making, Strategic Planning & information Systems, organizational Strategic Planning.
- Documenting Information Systems: Introduction, Reading & Preparing Systems documentation, Data Flow diagram, flow charts, Uses of Flow charts in Public accounting.

Unit – 2 :

- Data Management and Electronic Commerce.
- Data Base Management Systems. Transaction Processing, Cycle approach, Event – Driven approach, File management logical and physical data base models, overcoming the limitation of File Processing, select the Data base management system(DBMS), implementation of DBMS,
- Entity Relationship (E-R) Modeling – Entities, relationships, model constraints, Diagrams, Relational Data Base.
- SQL: A Relational data base Query Language, construction, updating, Basic quarrying commands, Generating standard reports.
- E – Commerce

Unit - 3 :

- Controlling Information Systems: Introduction, Definition, Control goals & plans, control frame work and control matrix.
- Controlling information system: IT Process.
 - A Hypothetical computer system, the information system, function and four broad – IT control process Domains.
 - Planning & organizing
 - Acquisition & Implementation
 - Delivery & Support & Monitoring

Unit – 4 : A I S applications:

- The order entry/sales (OE/s) System, Introduction: Organizational setting, logical description of the OE/s systems, Technological Trends & Developments, Physical Prescription of OE/s systems.
- The billing / Accounts Receivable/Cash receipts systems.
- The purchasing/Accounts payable/Cash disbursement systems.
- Integrated production systems (I P S). Challenges and opportunities for the accountant.
- The General Ledger/ Financial Reporting (GL/FR) System.

Unit – 5 : System Development:

Introduction, Project Management, Quality assurance, Alternative Development approach, Business process Re-engineering, Change management, A case study in systems Development,

Structured systems analysis, Systems selection and systems Design, systems implementation and operation.

References :

1. Accounting Information Systems – Gelinas, Sutton,
2. Accounting Information System - Karthikeyan. M., Avinash Publishers
3. Accounting Information System - Jamer.A.Hall, South Western Publishers
4. Accounting Information System - Rahul L Hurt, Irwin/Mc Grow-Hill
5. Accounting Information System - Robert Hurt, Irwin/ Mc-Grow – Hill
6. Accounting Information System-A Practitioner Emphasis – Heagy, Cengage Learning

Paper 3.6 (Open Elective): Personal Financial Management

(Course offered by Department of Commerce for the students of other department)

Module I : Basics of Personal Finance

Understanding Personal Finance: The Financial Planning Process.

Measuring and Assessing personal financial performance. Financial Goals.

Financial Value of Money. Financial Statements, Tool, and Budgets.

Financial Adviser

Module II : Money Management –Borrowing and Credit

Basics of borrowing – Borrowing decisions, Lenders, Applying for a Loan, Repayment, Defaults, Resolving disputes.

Consumer Credit – Credit card, Store charge account, Time Payment and Deferred payment, Personal Loans.

Financial for Cars and Homes – Car Loans, Buyback plan, Leasing, Car loan default. Home Loans, Choosing a home loan, Home Loan Process, Home Loan Default.

Managing Income Taxes - Managing Checking and Savings accounts, Planning the Basic Household Activity, Cash Management and Financial Institutions.

Module III :

Savings and Investments – Different types of savings, Risk and Return in savings plans. Investing in Shares, Investing in Mutual Funds, Investing on Gold and Real Estate

Module IV : Income and Asset Protection

Managing Property and Liability risk; Managing Health Expenses; Life Insurance Planning

Module V : Retirement and Estate Planning Insurance

Planning for retirement; Protecting the household Wealth; Life, Health and Disability Insurance; Property, Home and Automobile Insurance, Estate Planning

Reference Books:

1. Personal Finance – Jack R.Kapoor, Les R.Dlabay & Robert J.Hughes- McGraw Hill
2. Personal Finance – Garman & Forgue – 10 Edition, South Western Cengage Learning Publication.
3. Personal Finance – A User’s Perspective _ Michael D Joehnk, Lawrence J. Gitman, South Weston Cengage Learning Publication.
4. Personal Financial Management – Nico Swart – Juta & Co Ltd.
5. Personal Finance and Investments, A behavioral finance perspective – Keith Redhead

SEMESTER IV

Sl. No	HC/SC/OE	Code No.	Title of the Course / Paper	Max. Marks		Total Marks	Credits	Page	
				I. A.	Sem Exam				
General									
1	HC	4.1	Business Ethics & Corporate Governance	30	70	100	4	29	
2	HC	4.2	Strategic Management	30	70	100	4	31	
3	HC	4.3	Project Report	30	70	100	8	33	
Special									
4	HC	4.4	*OPTIONAL STREAM PAPER 4	30	70	100	4	33	
5	HC	4.5	*OPTIONAL STREAM PAPER 5	30	70	100	4	41	
6	HC	4.6	*OPTIONAL STREAM PAPER 6	30	70	100	4	54	
Total							28		

*Any six courses among the listed courses under each Optional Stream, as recommended by the departmental council

HC 4.1: BUSINESS ETHICS & CORPORATE GOVERNANCE

Unit I : Concept of Ethics:

Sources – Values – Codes of Conduct – What is an Ethical Issues? - Ethical theory and its applications to Business / Morality and Ethical Theory – Ethical Management – love and reverence in work and life – strengthening personal and organizational integrity – the spiritual core of leadership.

Unit II : Business Ethics:

Introduction to Business Ethics – Ethics, Morals and Values – Conflicts in Decision Making from Business – Legal and Moral Points of View; Analyzing Ethical Problems – Economic, Ethical and Legal Aspects – Managerial Ethics and Individual Decisions – Ethical Analysis – Ethical Dilemmas & Personal Career.

Unit III : Corporate Responsibility:

A Historical Perspectives from Industrial Revolution to Social Activism – The Nature of Ethics in Management – Ethical Problem as Managerial dilemmas – Conflict Between Economic & Social Performance – Complexity of Ethical Issues – Typical Problems in Business Ethics – Pricing – Advertising – Product Promotion – Working Conditions – Consumer Service – Downsizing Workforce – Environmental Pollution & Supplier Relations.

Unit IV : Corporate Governance:

Nature and Evaluation of Corporate Governance – Global and National perspectives, Why Governance? – Claims of Various Stake Holders – Owners, Employees, Customers, Creditors, Suppliers, Community, and Government – Business Standards and Values – Anticipating & Avoiding

Unethical Consequences Selecting Ethical Goals – Value Orientation of the Firm.

Unit V : Corporate Governance – Global Scenario:

Corporate Governance – Global Practices – Cadbury Report, OECD Committee recommendations & SEBI Committee Recommendations – Corporate Governance Role & responsibilities of Directors and Shareholder; Dilemmas facing directors – Defining Good Corporate Conduct – Increasing Expectation from Directors.

BOOKS :

1. Satish Kumar, Corporate Governance, Oxford University Press
2. Prabakaran S, Business Ethics and Corporate Governance, Excel
3. AB Rao, Business Ethics and Professional Values, Excel
4. Fernando, Business Ethics: an Indian Perspective, Pearson
5. Weiss, Business Ethics Concepts and Cases, Cengage
6. Murthy CSV, Business Ethics, Himalaya
7. Bob Tricker, Corporate Governance, Oxford

M.COM FOURTH SEMESTER

HC 4.2 STRATEGIC MANAGEMENT

- Unit I** : Strategic management – an overview, nature and scope of strategic management, level of strategic management, concept of strategy, formal planning and strategic intent, strategic planning process, strategic management v/s operational management, Gap analysis.
- Unit II** : Corporate mission and objectives – concept of mission and vision, constituents of corporate mission, stakeholders – goals and corporate mission; objectives – concept, hierarchy and importance of objectives setting, corporate governance and strategy, ethics in strategic management.
- Unit III** : External and internal analysis – concept of environment, types and importance; PEST analysis; analysis of Michael Porter’s Five Forces Model, strategic groups and preparation of ETOP internal analysis – concept of competitive advantage – advantage – resources and capabilities; value chain analysis; internal factor analysis and preparation of SAP
- Unit IV** : Strategy formulation and implementation; strategic planning and approach to strategic formulation, developing alternative strategies, types of strategies; strategy activation, policies, organization structure, resources, commitment and corporate culture.
- Unit V** : Strategic evaluation and control: concept and purposes of strategic evaluation and analysis, Gap analysis; strategic control system; ROI, budgeting, auditing system; feedback and information systems.

Suggested Readings:

1. Hill and Jones, Strategic Management, All India, Publishers, Chennai.
2. Hill & Jones, Strategic Management – Text & Cases, All India Publishers, Chennai.
3. Lawrence R. Jaunch and Sillian F.B.Blaeck, Business Policy and Strategic Management, McGraw Hill Singapore.
4. Johnson and K.Scholes, Exploring Corporate Strategy, Prentice Hall, New York.
5. Azar Kazmi, Business, Policy, TMH, New Delhi.
6. G.Hamel & C.K. Prahlhad, Competing for the Future, Free Press, New York.
7. M.E. Porter, Competitive Advantage, Free Press, New York.
8. P.Ghemawat, Commitment: The Dynamics of Strategy, Harvard Business School Press, Boston.
9. Peers and Robinson, Strategic Management, AITBS, New Delhi.
10. R.M. Srivastava, Corporate Strategy and Planning, TMH, New Delhi.

M.COM FOURTH SEMESTER
***OPTIONAL STREAM I - ACCOUNTING**

PAPER 1 - ACCOUNTING STANDARDS AND COMPONENT REPORTING

Unit 1 : Accounting Standards (AS)

Introduction, AS- Meaning – Definition – Features – Reasons to establish, AS – Nature of AS – Need of AS – Benefits of AS, International Accounting Standards Committee (IASC), American Accounting Association (AAA), Financial Accounting Standards Board (FASB), Accounting Standards Board (ASB), Indian Accounting Standards (IAS)

Unit 2 : Dimensions Corporate Reporting

Introduction, Objectives of Financial Reporting, Investment Decision – Making, Management Accountability, Scope of Financial Reporting, Objectives of financial reporting, True blood report (USA), The Corporate Report (UK), Financial Accounting Standards Board (FASB) of USA, The Stamp Report, General Purpose financial Reporting, Types of Financial Statements, Benefits of financial reporting.

Unit 3 : Social Reporting

Introduction, Concept, Definition, Areas for considering Social Reporting, Aims, Need, Procedure, Areas of Corporate Social Reporting, Benefits, Social Accounting Approaches.

Unit 4 : Interim Reporting

Introduction, Meaning, Features of Interim reporting Aims of interim reporting, objectives of interim reporting, auditing of interim reports, Disclosure in Interim Financial Reporting, Interim Financial reporting in India, Mandatory, Developments in Interim Reporting in USA, Improving the Interim Financial Reporting, Accounting Problems in Preparing Interim Financial Reports, Conclusion.

Unit 5 : Segment Reporting

Introduction, Need, Usefulness of Allied Users, Objectives of Segment reporting, Terminology, Scope, Reportable Segments, Segment Accounting Policies, Disclosure, Advantages, Disadvantages, Segment Reporting in India.

References:

Accounting Theory and Standards, P.Mohana Rao Published by Deep & Deep Publications Pvt.Ltd.
American Accounting Association, Essays in Accounting Theory.

M.COM FOURTH SEMESTER

PAPER 2 - ACCOUNTING FOR MANAGERIAL DECISION

- Module 1** : Decision making process, Database for decision-making, Cost-Based Decision-making
- Module 2** : Cost behavior and profits, Marginal Costing and Short term Decisions and pricing. Application of short term decision models, Problem of key factors, diversification of products, Product mix decision, make or buy decisions, effect of changes in selling prices, shut down, continue decision, application of differential cost analysis.
- Module 3** : Budgets and Standards as keys to Planning and Control, functional master budgets and responsibility accounting, flexible budgets planning of variable and fixed costs, budget implementation and operation, monitoring results and control variance analysis material, Labour and Overheads (Advanced Problems)
- Module 4** : Uniform Costing and inter firm comparison: Steps and techniques
- Module 5** : Cost audit, aspects, scope, cost audit scheme under the Companies Act 1956, procedure for cost audit, cost audit report, cost audit Vs Financial audit, management audit, statutory audit.
A brief survey of accounting software packages.

Books for Reference:

1. Vashit and Saxena, Advanced Cost and Management Accounting, Sultan Chand and Sons.
2. Jain and Narang, Advanced Cost Accounting, Kalyani.
3. Arun Prasad Roy Chowdhury, et.al; Cost and Management accountancy New Central Book Agency.
4. Horngren, Cost Accounting; A Managerial Emphasis, PHI.
5. Prasad. N.K, Principles and Practice of Cost Accounting, Book Syndicate.
6. ICWA Publications on application of costing principles in different industries.
7. Jawaharlal, Cost Accounting, TMH
8. Khan and Jain, Theory and Problem of Management and Cost Accounting, TMH
9. Nigam and Sharma, Cost Analysis and Control Management Approach, HPH.
10. ICWA, Calcutta, Advanced Cost and Management Accountancy Methods, Techniques and Application.
11. Mukherjee. S and Roy Chowdhury, Advanced Cost and Management Accountancy New Central Book Agency, Calcutta

M.COM FOURTH SEMESTER
PAPER 3 - INTERNATIONAL ACCOUNTING

- Unit 1** : International Accounting: An overview, Definition & Importance of International Accounting Scope and Status of International Accounting, International Audit Environment – Definition of Audit, Types of Audit, objective & evolution of Audit.
- Unit 2** : International Financial Accounting issues foreign currency Translation – Information, Need for translation, International transactions Forward Exchange Contracts. Business Combination and Consolidations – Motivation for combinations accounting treatment for combinations, Consolidation of Financial Statements, Need for consolidation, Consolidation Techniques, Treatment for consolidation, Mechanics of consolidation.
- Unit 3** : Price level Accounting – Nature of price changes, Evolution of Accounting for changing prices, suggested adjustment methods, Accounting for foreign inflation. International Financial Reporting & Disclosure – Introduction, Need for Transnational Reporting & Disclosure and their complexities.
- Unit 4** : Standards setting in India: An overview the Accounting Standards Board, Standards issued by the Institute, A comparison between IFRS & GAAP. Global convergence of Accounting – Need for convergence, Benefits & challenges of convergence, organizations involved in convergence.
- Unit 5** : International Management Accounting Issues : Multinational Transfer Pricing – Evolution of Transfer Pricing, Approaches to Transfer Pricing, Transfer pricing for intangible, Services, & Cost sharing arrangements, Transfer pricing provisions in select countries.

References:

1. Radebaugh L.H. and S.J.Gray. International Accounting, and Multinational Enterprises, John Wiley & Sons, 2002.
2. Sandagaran S.M., International Accounting, South Western, 2001.
3. Gray.S.J., International Accounting and Transnational Decisions, Butterworth, London, U.K.,
4. Holzer H. Peter, International Accounting, Horper and Row Publishers, New York.
5. Frederucj D.S. Choi and Gary K. Meek, International Accounting, Pearson Education, 2005.
6. Shirin Rathore, International Accounting Prentice Hall of India, 2008.

M.COM FOURTH SEMESTER

PAPER 4: CONTEMPORARY ISSUES IN ACCOUNTING

- Unit 1** : Measurement of business income during inflation; Price level accounting and business decisions; Accounting for price level change in India; Cash flow accounting; Accounting for leases.
- Unit 2** : Human resources accounting: Meaning and scope; Human resource cost accounting capitalization, write-offs and the amortization procedure; Human resource valuation accounting; Appraisal of various human resource; Valuation models; Use of human resource accounting in managerial decisions; Human Resource in India.
- Unit 3** : Corporate social reporting: Area of corporate social performance approaches to corporate social accounting and reporting; Relationship between human resource accounting and corporate social reporting; corporate social reporting in India.
- Unit 4** : Corporate reporting: Concept of disclosure in relation to published accounts; issues in corporate disclosure; Principles of disclosure; Corporate disclosure environment; Modern trends in the preparation of published accounts- designing a profit and loss account in contribution margin form; reporting by diversified companies; corporate reporting practices in India; A review of the accounting standards issued by ICAI. International accounting: Nature and growth of International corporations-Accounting and reporting problems of International Corporation; Causes of financial reporting; Differences; International financial analysis; International transfer pricing. International accounting: Nature and growth of international corporations-Accounting and reporting and problems of international corporations; Causes on financial reporting; Differences; International financial analysis; International transfer pricing.
- Unit 5** : International accounting standards: Role of the international accounting standards committee in harmonizing divergent accounting and reporting practices; A review of the major standards; Accounting for currency translation; Consolidation of the accounts of subsidiaries and affiliates.

Books Recommended:

1. Jawahar Lal and R.K.Lele: Contemporary Accounting Issues.
2. L.S.Porwal: Accounting Theory.
3. Davidson et.al. Handbook of Modern Accounting.
4. Davidson et. Al. Handbook of Cost Accounting.
5. P.K.Ghosh, G.D. Maheshwari and R.H. Goyal: Studies in Accounting Theory.

M.COM FOURTH SEMESTER

PAPER 5: ACCOUNTING FOR SPECIALIZED INSTITUTIONS

- Unit I** : Accounting of banking companies: Legal provisions as per Banking Regulation Act, Narasimhan Committee recommendations and NPA treatment, classification of banking company's assets, capital adequacy ratio and preparation of financial statements.
- Unit II** : Accounting of insurance companies: Legal provisions as per Insurance Act, 1930, LIC Act 1956 and GIC Act, revenue accounts and final accounts of life and non-life insurance companies, IRDA Act and provisions relating to final accounts.
- Unit III** : Double account system: Meaning of double account system, differences between single and double account system, advantages and disadvantages of double account system account of electricity companies.
- Unit IV** : Analysis of financial statements: Uses and information needs, horizontal and vertical analysis, accounting ratios and their uses.
- Unit V** : International accounting: International accounting standards, US accounting standards, conversion of accounts as per US GAAPs.

Suggested Readings:

1. S.N.Maheshwari, Advanced Accounting, Vol.II, Vikas Delhi.
2. Shukla and Grewal, Advanced Accounting, Vol.II, S.Chand and Sons, New Delhi.
3. R.L. Gupta and Radhaswamy, Advanced accounting, Vol.II, Sultan Chand and Sons, New Delhi.
4. Hrishikesh Chakraborty, Advanced Accounting, Oxford Publishing House, New Delhi.
5. Jain and Narang, Advanced Accounting, Vol.II Kalyani, New Delhi.
6. C.T. Horngren, Introduction to Financial Accounting, PHI, New Delhi.
7. Mark, E., Harkins, International Financial Reporting and Analysis, TMH, New Delhi.
8. Thomas, P. Edmonds, Fundamentals of Financial Accounting Concepts, TMH, New Delhi.
9. Robert Libby, Financial Accounting, TMH, New Delhi.
10. P.V. Ratnam, Advanced Accounting, Konark, New Delhi.

M.COM FOURTH SEMESTER

PAPER 6 - INNOVATIONAS IN ACCOUNTING

- Unit I** : Accounting for price level changes: Limitations of conventional financial statement, inflation accounting and price accounting, methods of accounting for changing for changing prices, CPP method, CCA method and Hybrid method, price level accounting and Indian Practices.
- Unit II** : Human resource accounting: Need and development, concept of human resource accounting suggested methods for valuation of human resources, financial disclosure of human resources, importance and objectives against HRA, HRA practices in India.
- Unit III** : Corporate social accounting: Limitations of conventional accounting, concept and objectives of social accounting, social responsibilities of business, social accounting measures and approaches, preparation of social income statement and balance sheet, social accounting and reporting practices in Indian context, environmental accounting environmental concerns and need for green accounting; concept and objectives of environmental accounting, shadow pricing techniques and preparation of environmental balance sheet.
- Unit IV** : Accounting for intangibles: Concept and importance of intangibles in corporate success, concept and objectives intangibles accounting types of intangible assets, methods of accounting and amortization practice with reference to goodwill, patents, etc. Brand accounting brand as strategic assists, need and importance of brand accounting methods of valuation of homegrown and acquired brands, brand accounting and Indian corporate practices.
- Unit V** : Creative accounting: Concept and importance of creative accounting objections against-meaning and significance and calculation of national income.

Suggested Readings:

1. S.N. Maheshwari, Advanced Accounting, Vol.II, Vikas, New Delhi.
2. Jain and Narang, Accounting Theory, Kalyani, New Delhi.

3. Jawahar Lal and Lele, Accounting, Theory, Himalaya, Bombay.
4. R.Narasimhan, financial Accounting: An integrated Approach.PHI, New Delhi.
5. Vithal and Sharma, Accounting for Management, macmillan. Bangalore.
6. Kapferer J.N,. Strategic Brand Management – A New Approach to Creating and Evaluating Brand Equity, Abhinava, Delhi.
7. Estes Ralph, Corporate Social Accounting, John Willey, New York Ghosh P.K. Maheshwari G.C. And Goyal R.N., Studies in Accounting Theory Wiley Eastern Ltd., New Delhi.
8. Geidler L.J., and Geidler L.N. Social Accounting Theory, Issues and Cases Melville, Los Angeles.
9. Sujit Sikidar and Alok K. Pramanilk, Accounting and Auditing, Deep and Deep, New Delhi.
10. As: Management Accounting, Chartered Accounting, Chartered Secretary, Accounting Review, Accounting and Finance, Journal of Commerce, Harvard Business Review.

PAPER 7: COMPUTER APPLICATIONS IN ACCOUNTING (TALLY)

- Unit 1** : Introduction to Computerized Accounting: Significance of Computerized Accounting – Advantages – Disadvantages – Computerized General Ledger System – Spreadsheet Software and Its Applications – Different Software Available in the Market Advantages – Disadvantages.
- Unit 2** : Accounting Software Tally (Ver.7.2): Characteristics of the software – Creation of a company – Security Control – Configuration – Accounts Information – Creation of Ledgers – Vouchers – Types of Vouchers – Cost Center Budgets – Balance Sheet – Alteration of Vouchers – Audit – Trial – P & L a/c – Ratio Analysis – Security – Limitations of Tally – Short Cut keys. (Lab – with practicals)
- Unit 3** : Tally's Forte (Reports): Displaying Reports – Characteristics – Objectives – Printing Reports – Display Account Books – Display Statement of Bank Reconciliation of Bank Accounts – Display Inventory Reports – Expert Usage. (Lab – with practicals).
- Unit 4** : Inventory Handling Using Tally Ver 7.2 – A Practical Approach: Creation of Stock Groups – Creation of Stock Categories – Creation of Stock Items – Creation of Godown – Creation of Units of Measure – Inventory Vouchers. (Lab – with practicals).
- Unit 5** : Accounts of Banking Companies and Departmental Accounting: Objectives – Characteristics – Advantages – Disadvantages – Preparation of Accounts Using Tally in Departmental Accounts – Usefulness in Banks – Ledger Preparation – Guidelines of RBI for Profit & Los Account – Expert Usage. (Lab – with practicals).

Suggested Books:

1. Computers and Common Sense, Robert Hunt & John Shelly, Prentice Hall of India, New Delhi.
2. Computer and Information Management, S.C. Bhatnagar, K.V. Ramani, Prentice Hall of India, New Delhi.
3. Management Information Systems and Data Processing, Bently, Holt, Rinehart and Winston.
4. Principles of Data Base Management, Martin, Prentice Hall of India, New Delhi.
5. Introduction of Systems Software, Dhandhere, Tata-Mc Grawhill Publication, New Delhi.
6. Accounting Systems, M.Sulochana, K. Kameshwaa Rao & R.Kishore Kumar, Kalyani Publishers, Hyderabad.

M.COM FOURTH SEMESTER
***OPTIONAL STREAM: FINANCE**

PAPER-1 : FINANCIAL MARKETS & INSTITUTIONS

- UNIT I :** Financial Markets-Nature, functions and efficiency system; financial system and economic development; Financial assets-meaning properties, types and role of financial assets; financial markets-meaning, role and types of financial intermediaries, financial innovation; overview of Indian financial system; analysis of supply and demand for funds; sectoral and inter-sectoral flows; regulation of financial markets
- UNIT II :** Money Market-Organization, instruments, functioning and regulations of money markets; role of RBI; Govt. treasury bills
- UNIT III :** Theory and Structure of Interest rates-the theory of interest rates-current and future nominal interest rates; base interest rate; yield curve and the term structure; spot and forward rates; determinants of the shape of the term structure.
- UNIT IV :** Financial Institutions-Depository Institutions-commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspect of banking.
- UNIT V :** Financial Institutions-Non-depository institutions-meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds-organization and working of pension funds; regulatory frame work

SUGGESTED READINGS:

1. Cornett M.M., & Saunders A.,: Fundamentals of Financial Management, McGraw Hill, New York.

2. Santomero A.M., & Babbel D.C.:Financial Markets, Instruments & Institution, McGraw. Hill, New York.
3. Rose & Marquis: Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
4. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2007.
5. Fobozzi & Modigliani: Capital Markets, Institutions and Instruments, PHI New Delhi 2006.
6. Mandura Jeff: Financial Markets and Institutiions, West Publishing Company, New York.
7. Khan, M.Y:Indian Financial Markets & Institutions,, THM, New Delhi.
8. Bhol, M.K:Financial Markets & Instituions, THM, New Delhi.
9. Thygerson Kenneth J: Financial Markets & Institutions, Harper Collins, New York.
10. Mishkin, F.S., & Eakins: Financial Markets & Institutions Addison Wesley, 2000 S.C.
11. RBI Reports on Currency and Finance.
12. RBI Bulletins.

PAPER-2: MERCHANT BANKING AND FINANCIAL SERVICES

MODULE 1 : Bank and Banking

Permissible banking activities-Types of banks in India-Role of RBI as a regulator-Banker and customer-Types of relationship between bank and customer-Bank's obligation to customers-Types of accounts and customer-Types of lending-charging of securities-Banks and technology-Variety of IT products and services-International banking services.

MODULE 2 : Insurance service

Need and importance Life and non life insurance-Players in life and non life insurance-Essentials of insurance contracts-Risk appraisal and selection- Life and non life insurance products including unit linked plans.

MODULE 3 : Merchant Banking

SEBI guidelines for merchant bankers- Issue Management-Equity issues-activities—Raising capital from International markets: ADRs, GDRs, ECB etc.

MODULE 4 : Lease and Hire purchase

Meaning and Types of leasing-Legislative frameworks-Matters on Depreciation and Tax-Problems on leasing-Hire Purchasing-Concepts features-Tax and Depreciation implications-Problems on Hire Purchasing.

MODULE 5 : Credit rating and Securitization of debts

Definition and meaning-Process of credit rating of financial instruments-Rating methodology-Rating agencies- Rating symbols of different companies Securitization of debt-Meaning-Features-Special Purpose Vehicle-Pass Through Certificate & mechanism- Benefits of Securitization-Issues in Securitization.

MODULE 6 : Depository Service and Mutual funds

Depository services-Role of depositories and their services-Advantages of depository system-NSDL and CDSL-Depository participants and their role-Stock Broking Services including SEBI guidelines-Mutual Funds-Structure of Mutual Funds-Types Mutual Funds-Advantages of mutual funds-Exchange Traded Funds-Hedge funds-Regulations on mutual funds-Accounting aspects-Performance Evaluation.

MODULE 7 : Money Market Instruments

Treasury Bill-Commercial bill- Commercial paper- Certificate of deposit – REPO/Reverse REPO-Call money-Notice money-Term money-Credit card-Bill discounting-Factoring-Forfeiting-Consumer finance-Reverse mortgage service.

MODULE 8 : Marketing of Financial Services

Conceptual framework-Distribution-Pricing-Promotion-Attracting & retaining customers-Segmentation-Positioning-Development and launching of new products-Behavioural profile of customers.

REFERENCES:

1. Financial Services-M.Y.Khan-TMH
2. Merchant Banking-J.C.Verma
3. Financial Services & Systems-S.G.Guruswamy-Thomson Learning
4. Indian Financial System-M.Y.Khan-TMH
5. Financial Service-Gorden & Nataraju-HPH
6. Indian Financial System-Pathak-Person Education
7. Merchant Banking Principles and Practice:H.R, Machiraju-New Age International
8. Financial Institutions and Markets L.M.Bhole-TMH
9. Financial Markets & Institutions-S.G.Guruswamy-Thomson Learning
10. Services Marketing-S.M.Jha-HPH
11. Indian Financial System-Machiraju-Vikas
12. Merchant banking and financial services-N.Mohan-Excel Books

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PAPER-3: RISK MANAGEMENT

- MODULE 1 :** Over view of Risk. Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation. Risk assessment & Management-Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability. Risk management, Risk control.
- MODULE 2 :** Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures-specification of futures-Commodity futures, Index futures interest rate futures-arbitrage opportunities.
- MODULE 3 :** Risk Management using Swaps: Mechanics of interest rate swaps-volatility of interest rate swaps-currency swaps.
- MODULE 4 :** Risk Management using Options: Types of options, option pricing, factors affecting option pricing-call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options-stock options-options on stock index-options on futures-interest rate options. Concept of exotic option. Hedging & Trading strategies in revolving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.
- MODULE 5 :** Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward market, commissions and regulation-commodities traded-trading and settlements-physical delivery of commodities.

MODULE 6 : Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements(FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

MODULE 7 : Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.

MODULE 8 : Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

REFERENCES :

1. Option Futures & Other Derivatives-Hohn C.Hull-(Pearson Education), 6/e
2. Options & Futures-Vohra & Bagri-(TMH), 2/e
3. Derivatives-Valuation & Risk Management-Dubofsky & Miller-(Oxford University Press), 2004/05
4. Risk Management & Insurance-Harrington & Niehaus-TMH, 2/e
5. Risk Management & Derivative-Shulz-Thomson/Cengage Learning.
6. Principles of Risk Mgmt. & Insurance-Rejda-Pearson Education/PHI, 8/e, 2003
7. Introduction to Derivatives and Risk Management-Chance-Thomson Learning, 6/e, 2004
8. Introduction to risk Management & Insurance-Dorfman-Pearson/PHI, 2004
9. International Risk & Insurance-Skipper-(TMH)
10. Options & Futures-Edwards & Ma-(McGraw Hill), 1/e
11. Derivatives & Financial Innovations-Bansal-TMH.
12. Credit Risk Management-Anderw Fight-Elvis.
13. Financial Derivatives-S.S.S.Kumar PHI 2007.
14. Risk Management-Koteshwar HPH.
15. Futures, Options and Swaps-Robert W Kolb-Blackwell Publishing.
16. Risk Management and Insurance, Treishumann:Thomson, 12 Ed.

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PAPER-4 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

- UNIT I :** Investment: Nature of Investment-Objectives of Investment-Investment Process-
Investment Environment - Investment Alternatives - Securities Issues and Trading.
- UNIT-II :** Concept of Risk and Return- Risk-Return Trade-off-Types of Risks- Measurement of Risk and Return-Financial Arithmetic for Equity and Bonds.
- UNIT III :** Security Valuation: Approaches to Valuation-Basic Valuation Models - Equity Valuation- Preference Share Valuation-Valuation of Bonds/Debentures-Risk Management in Bonds- Bond Duration.
- UNIT IV :** Security Analysis: Fundamental Analysis-Economy, Industry, and Company analysis - Credit Rating-Technical Analysis: Tools and techniques-Dow Theory- Elliot Wave Theory Technical Indicators.
- UNIT V :** Capital Market Theory: Efficient Market Hypothesis-Random Walk Theory- Capital Asset Pricing Model (CAPM)-Arbitrage Pricing Theory(APT)

References:

1. Bhalla.V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fischer, Donald E. and Ronald J.Jordan, Security analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Fuller, Russell J. and Farrell, James L.Modern Investment and Security Analysis, McGraw Hill, New York.
5. Huang, Stanley S C and Randall, Naury R. Investment Analysis and Management, Ally and Bacon, London.
6. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
7. Parana Chandra: Investment Management, Tata McGraw Hill Publishing House, New Delhi.
8. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. New Delhi.
9. Ranganathan, M. And Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
10. Steven E. Bloton:Security Analysis and Portfolio Management, Rinehart and Winston Inc.
11. Dhanesh Khatri, Security Analysis and Portfolio Management, MACMILLAN, 2010.

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PAPER- 5: PORTFOLIO MANAGEMENT

- UNIT I :** Introduction: Portfolio Analysis- Traditional Vs. Modern Portfolio Analysis- Risk and Return- Measurement of Portfolio Risk and Return- Diversification of Risk
- UNIT II :** Portfolio Selection: Traditional Portfolio Selection-Markowitz Portfolio Model- Sharpe Single Index Model-Portfolio of Two and Three Securities.
- UNIT III :** Portfolio Performance Evaluation: Methods of Performance Evaluation- Sharpe's- Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition.
- UNIT IV :** Performance Evaluation of Managed Portfolios: Mutual Funds-Exchange Traded Mutual Funds-Net Asset Value-Methods of Computing Portfolio Return- Evaluating Fund Performance.
- UNIT V :** Portfolio Revision: Techniques of Portfolio Revision-Portfolio Revision Strategies - Formula Plans-Corporate Portfolio Management in India.

Reference:

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Herry. M. Markowitz., Portfolio Selection-Effective Diversification of Investments, John Wiley, New York.
5. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
6. Parthieswara Rao. B., Portfolio Management, Excel Books, New Delhi.
7. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. New Delhi.
8. Ranganathan, M. And Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
9. Steven E. Bloton: Security Analysis and Portfolio Management, Rinehart and Winston Inc.
10. William F Sharp., Portfolio Theory and Capital Markets, McGraw Hill, New York.

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PAPER-6: INTERNATIONAL FINANCIAL MANAGEMENT

UNIT I : Multination financial management:

Meaning and objectives, global financial manager-functions of financial management-scope relationship to domestic financial management.

UNIT II : Foreign exchange risk management:

Foreign exchange risk and exposure, types of foreign exchange risks, transaction, transaction and economic exposure-internal and external techniques of foreign exchange risk management.

UNIT III : Environment of international financial management:

Multinational/Transnational corporations-foreign exchange market-dealers in foreign exchange market, foreign exchange transactions, sale and purchase transactions-spot and forward transactions, hedging, speculation and arbitrage operations, Equilibrium in foreign exchange market.

UNIT IV : Financing foreign operations:

Corporate sources and uses of funds, national capital markets, Euro markets, special financial vehicles, interest rate and currency swaps, debt, equity swaps, internal leasing, designing global financing strategy.

UNIT V : International capital budgeting:

Basics of capital budgeting, issues, foreign project appraisal-political risk analysis, growth options and project evaluation. Multinational working capital management, short-term financing, objectives and options, borrowing strategy and exchange risk management, current assets management strategy.

SUGGESTED READING:

1. Ian H.Giddy, Global Financial Markets AITBS 2000.
2. Kirt C.Butler, Multinational Finance Thomson South Western.
3. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India.

4. Reid. M. Rodriguez, "International Financial Management" E Eugene Carter Prentice Hall, New Delhi 1985
5. Alan C. Shapiro, "Multination Financial Management" Allyn and Pacon loc, Boston, 1986.
6. Adrin. Buckley, "Multination Finance", Hcrit, New Delhi.
7. Raymond Vemon-Manager in the International Economy, Louis T Wells Jr. Prentice Hall, 1987.
8. David H.Blake-The Politics of Global Economic Robert S. Walters Relations, Prentice Hall, 1987.
9. Madura, Jeff, "International Financial Management, West Publishing Company.
10. Apte P.G.International Financial Management, Tata McGraw Hill, New I Delhi 1995.



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PAPER-7 INFRASTRUCTURE DEVELOPMENT & FINANCE

- UNIT I** : Introduction: Characteristics of infrastructure projects-type of infrastructure projects, Status of Infrastructure Development in India-Government policy towards infrastructure Development in India-Experts Committees recommendations.
- UNIT II** : Models of Infrastructure Development- Public Ownership and Operative PPP Model, BOOT, BOLT, BOT.
- UNIT III** : Infrastructure project Appraisal-Methods-Procedure Difficulties in Application-Practices across the world-World Bank Approach
- UNIT IV** : Infrastructure financing in India-Sources and Institutions-IDFC, TNDF & IDC criteria and eligibility. Types of funding-Terms of funding-Procedures & Clearances-recovery.
- UNIT V** : Case studies-Power/Energy Projects-Telecom Projects-Transport & Port projects.

SUGGESTED REFERENCES:

1. Mudge, Richard R. and Susan jakubiak, Financing Infrastructure: Innovations at the local level, National League of Cities, Washington, 1988.
2. McDowell, Bruce D., Future of Infrastructure finance, CETS, Philadelphia, 1996.
3. Indian power projects-Regulation and Policy and Finance-Vol. 1 & 2, Asia Law and Practice, Hong Kong, 1998.
4. Project finance-Practical case studies, Capital Management Sciences, New York, 1990.
5. Project and Infrastructure Finance in Asia, Asia Law and Practice, Hong Kong, 1994.
6. Bhattacharaya.K.P., (Ed.0, Affordable Housing and Infrastructure in India, Vedams Academic Books, New Delhi 1998.

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PAPER 8: TREASURY MANAGEMENT

- Module 1** : Introduction to treasury management – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit centre – Organization of treasury.
- Module 2** : Treasury products – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Certificate of deposits - Rediscounting bills – Commercial papers – Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.
- Module 3** : Liquidity planning and managing cash assets – Measurement of liquidity – Objectives of cash management – Reserve with Central banks – Managing float – Managing correspondent balances – Liquidity planning – Traditional liquidity measures.
- Module 4** : Treasury System: Clearing & Settlement System; Characteristics of Clearing & Settlement System; Clearing & Settlement Process; Automated Clearing House System; Clearing House Interbank Payment System; Continuous Link Settlement System; Regulations of Treasury Systems;
- Module 5** : Forex Management Nature, significance and scope of forex management; forex manager; foreign exchange market; foreign exchange rates; determinants of foreign exchange rates; exchange rate quotes; types of exchange rates; forex trading; foreign exchange risk exposures and their management; exchange rate forecasting; present status of foreign exchange market in India.

Reference Books:

1. IIBF. "Risk Management" Macmillan, New Delhi.
2. Bhaskaran, R. "An Introduction to fund and Investment Management in Banks" Bankers Institute of Rural development, Lucknow.
3. Steven M Bragg. "Treasury Management" The Practitioner's Guide, John Wiley & Sons, Inc., Hoboken New Jersey.
4. IIBF, "Bank Financial Management"
5. Bagchi, S.K."Credit Risk Management." Jaico Publishing House, Mumbai.
6. Rose, Peter. "Commercial Bank Management" 5th Edition, Texas A & M University College Station.

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PAPER 9: STRATEGIC FINANCIAL MANAGEMENT

- Unit 1** : Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.
- Unit 2** : Financial Strategy for Capital Structure: Leverage Effect and Shareholders’ Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.
- Unit 3** : Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.
- Unit 4** : Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.
- Unit 5** : Takeover strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spins Offs – Leveraged Buyouts.

Suggested Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India)Ltd.,
2. Robichek, A, And Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
3. James T. Gleason, Risk: The New Management Imperative in Finance, A Jaico Book.
4. Van Horn, JC. Financial Management and Policy, Prentice Hall.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.
6. Weston JF, Chung KS & Hoag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
7. Pandey IM, Financial Management, Vikas.
8. Shiva Ramu, S., Corporate Growth through Mergers & Acquisitions, Response Books (A Division of Sage Publications)
9. Khandawalla, PN, Innovative Corporate Turnarounds, Sage Publications.

M.COM FOURTH SEMESTER

*OPTIONAL STREAM: COST ACCOUNTING

PAPER 1: ELEMENTS OF COSTING

1. Introduction to Cost Accounting :

- a) Meaning of Basic Concepts – Cost, Costing, Cost Accounting, Cost Accountancy.
- b) Objectives and Scope of Cost Accounting.
- c) Cost Centres and Cost Units.
- d) Cost Classification for Stocks Valuation Profit Measurement, Division Making and Control.
- e) Elements of Cost.
- f) Cost Behaviour Pattern, Separating the Components of Semi-Variable Costs.
- g) Installation of Costing System.

2. Material Costing :

- a) Procurement procedures, Store procedure and documentation in respect of receipts and issue of stock, stock verification.
- b) Inventory – Costing Methods.
- c) Inventory Control – Techniques of fixing minimum, Maximum and reorder levels, Economic order quantity, ABC Classification, Stock taking and perpetual inventory.
- d) Consumption – Identification with products of cost centres, Bases for consumption entries in financial accounts, Monitoring consumption.

3. Labour Cost :

- a) Attendance and payroll procedures, Overview of statutory requirements, Overtime, Idle time and incentives.
- b) Labour turnover.
- c) Utilization of labour, Direct and indirect labour, charging of labour cost, Identifying labour hours with work orders or batches or capital jobs.
- d) Efficiency rating procedures.
- e) Remuneration systems and incentive schemes.

4. Direct Expenses :

- a) Sub-contracting – Control on material movements, Identification with the main product or service.

5. Overheads :

- a) **Functional Analysis** – Factory, Administration, Selling, Distribution, Research & Development, Behavioural Analysis – Fixed, Variable, Semi-Variable and Step Cost.
- b) **Factory Overheads** – Primary & Secondary Distribution, Criteria for choosing suitable basis for allotment capacity cost adjustments, fixed absorption rates for absorbing overheads to products or services.
- c) **Administration Overheads** – Method of allocation to cost centres or products.
- d) **Selling & Distribution Overheads** – Analysis & Absorption of the expenses in products/customers, Impact of making strategies, cost effectiveness, Impact of marketing strategies, Cost effectiveness of various methods of sales promotion.

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PAPER 2: TECHNIQUES OF COSTING

- UNIT I :** Marginal costing and cost – volume – profit analysis:- Basic Steps/Formula; Effects of change in cost volume and price; key factors (with no sales mix), sales mix (with key factor); sales mix (with no key factor), sales mix (with multiple key factor); cost in difference point, break-even analysis, profit volume charts, merging the two plants/companies
- UNIT II :** Budgetary Control – Meaning and objectives budget, budgeting and budgetary control; pull requisites of budgeting process – budget period, budget committee and budget facts classification and preparation of functional and master budgets; cash budget; fixed and flexible budgeting process; performance; programme and zero-base budgeting methods; advantages application limitations of budgeting.
- UNIT III :** Standard Costing – Meaning objectives and significance of standard costing, industries application; budgetary control v/s standard costing; prerequisites of standard costing-standard committee; types and fixation of standard costs; analyses of variance-material, labour overhead, sales and profit variances; reconciliation of profits; disposal and accounting treatment of variances; investigation of variances; reporting of variances.
- UNIT IV :** Transfer Pricing – Meaning, objectives and importance of transfer pricing; transfer pricing methods-external market price, negotiated transfer prices, standard v/s actual costs; choosing right transfer pricing method; tax issues in transfer pricing; transfer pricing in the service industry.
- UNIT V :** Uniform costing and inter firm comparison:- Application of uniform costing system; objectives of uniform costing system; advantages and limitations, pre-requisites of uniform costing system; requirements of good uniform costing system; nature and scope of uniform cost plan; uniform cost manual. Inter firm comparison – purpose and problems of IFC, requirements of IFC scheme, ratios and IFC advantages and limitations of IFC.

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PAPER 3: COST CONTROL

- UNIT I :** Review of cost accounting and information systems; Concept of costs; Types of costs; Cost analysis for the various function of the management. Concept of control; Operations control and management control; Key variables of managerial performance; Developing objective standards for measuring the key variables.
- UNIT II :** Analysis of input in terms of engineered capacity and managed cost; Concept of responsibility budgeting; Performance budgeting; Zero-base budgeting.
- UNIT III:** Cost control accounting: On-integrated accounts; integrated system of cost and financial accounts; Control in special sectors i.e., scrap control & D project control, administrative control.
- UNIT IV:** Cost reduction and value analysis: Techniques – Principles and procedure, Measurement and implementation, Learning curve.
- UNIT V :** Cost audit: Nature, objectives and scope of cost audit; Cost accounting record rules under section 2058(i) (d) and cost audit report rules; Efficiency audit and management cost audit.

BOOKS RECOMMENDED:

- ✓ Bhabatosh Banerjee : Cost Account (World Press Pvt. Ltd.).
- ✓ Prasad N.K : Principles and Practice of Cost Accounting (Book Syndicate Pvt. Ltd.).
- ✓ Bhar B.K : Cost Accounting Methods and Problems (Academic Publishers).
- ✓ Horngren C.T Cost Accounting : A managerial Emphasis (Prentice Hall of India).
- ✓ Kamal Gupta : Contemporary Audit (Tata McGraw Hill & Co., Pvt. Ltd.)
- ✓ Rose T.G: Management Audit (Gee & Co., Ltd.).
- ✓ Tikhe J.G : Cost Audit & Management Audit (Bangalore, Chapter of Cost Accounting).
- ✓ Martz A and Usry M.F : Cost Accounting Planning and Control.
- ✓ Lawrence D.Schall & Charlew, W.Haley: Introduction to Financial Management (Tata McGraw Hill Pub. Co., Ltd.).

M.COM FOURTH SEMESTER

PAPER 4: ADVANCED MANAGEMENT ACCOUNTING - I

- UNIT I :** **Management Accounting** – Nature & Scope – Management Accounting V/s Financial Accounting and Cost Accounting – Role of Management Accountant in a Modern Organization.
- UNIT II :** **Cost Concepts for Decision Making** – Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships among cost and profit at various levels of activity – Break-Even.
- UNIT III:** **Cost Analysis for Pricing Decisions** – Evaluating the cost effects of price – Quantity relationships price elasticity of demand and optimal pricing decisions – Cost analysis for pricing during recession conditions – Flexible cost data for pricing decisions – Special order pricing – Impact of special order pricing on regular sales and overall profits – Partial fulfillment of special order V/s Outsourcing decisions – Make or Buy decisions.
- UNIT IV:** **Cost analysis for product decisions** – Breakeven analysis of multi product firms – Differential costs for product – Mix Alterations Decisions – Product Additions Decision – Adding new products combining pricing decisions with product addition decision and selecting profitable product-price strategies – Produce Deletion – Sell or Process further decision of joint and by-products.
- UNIT V :** **Budgeting** – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of performance budgeting and zero based budgeting.

SUGGESTED BOOKS :

- I.M.Pandey : Management Accounting, Vikas Publishing House.
- N.M.Singhvi : Management Accounting, Text & Cases, Prentice Hall of India.
- T.P.Ghosh : Fundamentals of Management Accounting, Excel Publications.
- Ravi.M.Kishore : Management Accounting, Taxman Publications.
- Chakraborty, Hrishikesh - Management Accounting, Oxford University Press.
- Horngren C.T : Introduction to Management Accounting, Prentice Hall of India.
- Khan & Jain: Management Accounting, Tata McGraw Hill, Delhi.
- J.C.Varshney : Financial & Management Accounting, Wisdom Publications.
- Horngren Sundem Stratton: Management Accounting, Prentice Hall of India.
- Paresh P.Shah : Management Accounting, Wiley India, New Delhi.

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PAPER 5 : ADVANCED MANAGEMENT ACCOUNTING - II

UNIT I : Management Accounting

Decision making process-pull and push system of information; Strategic Management Accounting – Meaning and importance; Balanced scorecard as application strategic management system – Meaning preparation, benefits and limitations of balanced score card.

UNIT II : Ratio Analysis

Meaning, Classification of ratios – Profitability ratio, Coverage ratio, Turnover ratio, Financial ratios, Advantages and limitations of accounting ratios, Computations of ratios, Value added concept, Economic value added, Market value added, Growth ratio, Share holder value analysis, SWOT Analysis.

UNIT III: Cash Flow Analysis

Meaning preparation of cash flow statement, Utility of cash flow analysis, Limitations, Accounting standard 3 (Revised); Cash flow statement, Cash forecast.

UNIT IV: Funds Flow Analysis

Meaning, uses of funds flow statements, limitations, funds flow statements and income statements, preparation of fund flow statements, Treatment of provision for taxation and proposed dividend, Statement of changes in financial position.

UNIT V : Divisional Performance Analysis

Decentralized origination and responsibility centers-cost center, revenue center, profit center and investment center; meaning and importance of responsibility accounting; meaning the performance center-ROI, residual income and EVA methods; measuring income and invested capital; issues involved in divisional performance evaluation; rewarding performance of managers.

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PAPER 6: STRATEGIC COST MANAGEMENT-I

- UNIT I** : Cost Management – Nature and Scope – Management of Value Chain – Tools of Cost Management, Product Costing Systems – Concepts & Design Issues.
- UNIT II** : Activity Based Costing System – Meaning and Scope – Limitations of Traditional Costing Allocation Methods – Application of ABC System – Activity – Based Management – Concept and Scope – Target Costing – Benchmark Costing.
- UNIT III** : Quality Cost Systems – Meaning and Applications – Conflict Between Quality and Cost – Trade off between Quality and Price – Value Analysis – Life Cycle Costing – Learning Curve Analysis – JIT.
- UNIT IV** : Cost Estimation – Methods – Costing Engineering – Using Regression Analysis – Evaluating Performance – Variance Analysis – Kaizen Costing.
- UNIT V** : Cost Control and Cost Reduction – Managerial and Technical Aspects – Meeting the Cost Reduction Challenges Role of Cost Accountant.

SUGGESTED BOOKS :

- Cost Management – Strategies for Business Decision HILTON, MAHER and SELT, Tata McGraw Hill, II ed 2002.
- Cost Accounting – Principles and Practice, B.M.Lal Nigam, Prentice Hall of India.
- Cost Accounting – Theory and Practice, Bhabatosh Benarjee, Prentice Hall of India.
- Principles of Quality Costs Principles, Implementation and Use Jack Companella, Prentice Hall of India Pvt. Ltd., 2000 (3rd Ed.).
- Cost Accounting – Jain and Narang.
- Cost Accounting – A Managerial Emphasis Charles TN Horngren.
- Cost Accounting – B.Banerjee, World Press, Calcutta.

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PAPER 7: STRATEGIC COST MANAGEMENT-II

- UNIT I : Activity Based Costing :** Inadequate of Traditional Methods of Overhead Absorption, Concept of ABC , Kaplan and Cooper's Approach to ABC, Cost Drivers and Cost Pools, Main Activities and its Cost Drivers, Allocation of Overhead under ABC – Characteristics, Steps, Implementation and Benefits of ABC System.
- UNIT II : Learning Curve Model:** Concept and Phases of Learning Curve, Graphical Representation, Learning Curve Applications and Factors Affecting Curve, Experience Curve.
- UNIT III : Life Cycle Costing :** Concept and Characteristics, Activities and Phases in Product Life Cycle Short Product and Extension of Product Life Cycle.
- UNIT IV : Just in Time Approach:** Concept, Philosophy of JIT, Sources of Waste, Aims and Objectives of JIT, Features and Methodology in Implementation of JIT, Planning for Adoption and Limitations of JIT Costing.
- UNIT V : Miscellaneous Topics in Cost Management:** Target Costing throughout Accounting Definition and Basic Concepts, Cost Audit – Meaning Importance and Provisions of Companies Act relating to Cost Audit.

SUGGESTED REFERENCE:

- ✓ Horngern, ET AL; Introduction to Management Accounting PHI, New Delhi.
- ✓ Kaplan and Atkinson, Advanced, Taxman Publications, New Delhi.
- ✓ Ravi M.K Kishore, Advanced Management Accounting, Taxman Publications, New Delhi.
- ✓ Babhatosh Banerjee, Cost Accounting, World Press, Calcutta.
- ✓ N.K Prasad, Cost Accounting, Book Syndicate, Calcutta-60.
- ✓ Horngren, Foster and Dater, Cost Accounting: A Managerial Emphasis, PHI, New Delhi.
- ✓ Edward Blocher, Cost Management: A Strategic Emphasis, TMH, New Delhi.
- ✓ Hilton, Cost Management TMH, New Delhi.
- ✓ Govindraju, ET AL; Strategic Cost Management, Free Press, Calcutta.
- ✓ Jain and Narand, Advanced Cost Accounting, Kalyani, New Delhi.

Journals :

- Management Accounting.
- Chartered Accountant.
- Chartered Secretary.
- Indian Journal and Accounting.
- Chartered Financial Analyst.