

Vijayanagara Sri Krishnadevaraya University
Jnana Sagara, Ballari (Karnataka State)



SYLLABUS

**Department of Post-Graduate Studies and
Research in Commerce**

MASTER OF COMMERCE

(I to IV Semester)

Choice Based Credit System

With Effect from 2016 – 17

Vijayanagara Sri Krishnadevaraya University
Jnana Sagara, Ballari (Karnataka State)



SYLLABUS

For

MASTER OF COMMERCE

From

With Effect from 2016 – 17

Vijayanagara Sri Krishnadevaraya University
Jnana Sagara, Ballari (Karnataka State)

Department of Post Graduate Studies and Research in
Commerce

Course Structure of the M.Com. Programme
(Effective from the Academic Year 2016-17)

Course Code	Title of the Course	Teaching Workload (Hours per Week)	Credits	Prescribed Marks			Duration of SEE (Hours)
				CAM	SEEM	Total Marks	
First Semester							
HC1.1	Organisational Behaviour	4	4	30	70	100	3
HC1.2	Market Structure and Analysis	4	4	30	70	100	3
HC1.3	Financial Management	4	4	30	70	100	3
HC1.4	Advanced Marketing Management	4	4	30	70	100	3
SC1.5(A)	Accounting and Taxation Group Accounting Standards and Corporate Reporting	4	4	30	70	100	3
SC1.5(B)	Finance Group Financial Markets and Institutions	4	4	30	70	100	3
Total (I)		24	20	150	350	500	-
Second Semester							
HC2.1	Banking System and Evaluation	4	4	30	70	100	3
HC2.2	Contemporary Issues in Accounting	4	4	30	70	100	3
HC2.3	Business Environment and Government Policy	4	4	30	70	100	3
HC2.4	Operations Research for Business Decisions	4	4	30	70	100	3
SC2.5(A)	Accounting and Taxation Group International Financial Reporting Standards	4	4	30	70	100	3
SC2.5(B)	Finance Group Investment Management	4	4	30	70	100	3
OE2.6	To be chosen from the Courses offered by other departments	4	4	30	70	100	3
Total (II)		28	24	180	420	600	-

Third Semester							
HC3.1	Business Research Methods	4	4	30	70	100	3
HC3.2	Strategic Management	4	4	30	70	100	3
HC3.3	Accounting for Managerial Decisions	4	4	30	70	100	3
HC3.4	Strategic Human Resource Management	4	4	30	70	100	3
SC3.5(A)	Accounting and Taxation Group Corporate Tax Planning and Management – I (Direct Taxes)	4	4	30	70	100	3
SC3.5(B)	Finance Group Financial Derivatives	4	4	30	70	100	3
OE3.6	To be chosen from the Courses offered by other departments	4	4	30	70	100	3
Total (III)		28	24	180	420	600	-
Fourth Semester							
HC4.1	International Business	4	4	30	70	100	3
HC4.2	Business Ethics and Corporate Governance	4	4	30	70	100	3
HC4.3	Strategic Cost Management	4	4	30	70	100	3
HC4.4	Project Report(see Note No. 2 and 3)	4	4	30	70	100	-
SC4.5(A)	Accounting and Taxation Group Corporate Tax Planning and Management – II (Indirect Taxes)	4	4	30	70	100	3
SC4.5(B)	Finance Group International Financial Management	4	4	30	70	100	3
Total (IV)		24	20	150	350	500	-
Grand Total (I+II+III+IV)		104	88	660	1540	2200	-

Open Elective Courses offered by the Department of Commerce

Second Semester (OE2.6): Accounting for Non-Accounting Executives

Third Semester (OE3.6): Personal Financial Management

Legends:

1. CAM Continuous Assessment Marks
2. SEEM Semester-End Examination Marks
3. SEE Semester-End Examination

Notes:

1. Three hours for Lecture and two hours for Tutorial in case the teaching workload of the course is four hours.
2. Two hours of teaching workload is to be considered for each teacher for project supervision in case students are allotted to a teacher.
3. SEEM for Project Report comprises of 20 marks for Viva-Voce and 50 marks for Project Report Evaluation.

**First Semester M.Com. Programme
Course Structure**

Course Code	Title of the Course	Teaching Workload (Hours per Week)	Credits	Prescribed Marks			Duration of SEE (Hours)
				CAM	SEEM	Total Marks	
HC1.1	Organisational Behaviour	4	4	30	70	100	3
HC1.2	Market Structure and Analysis	4	4	30	70	100	3
HC1.3	Financial Management	4	4	30	70	100	3
HC1.4	Advanced Marketing Management	4	4	30	70	100	3
SC1.5(A)	Accounting and Taxation Group Accounting Standards and Corporate Reporting	4	4	30	70	100	3
SC1.5(B)	Finance Group Financial Markets and Institutions	4	4	30	70	100	3
Total		24	20	150	350	500	-

MASTER OF COMMERCE - FIRST SEMESTER

ORGANISATIONAL BEHAVIOUR

Code: **HC 1.1**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: 4 hours per week

Objectives: To orient the students to organizational behaviour and to appraise its relationship with managerial functions, organisational change and development.

Pedagogy: A combination of Lectures, Case Analysis, GDs, Assignments, Seminars, etc.

Module 1: Organisational Behaviour: Meaning and definition, scope, contributing disciplines to the field of O.B., stages in the evolution of OB.

Module 2: Individual Behaviour: Personality-Characteristics determinants, traits, theories – Psycho-Analysis Theory, Maslow’s Self-Actualisation Theory, Erickson’s Stages of personality development – Trait Theory, Self Theory; Perception-factors influencing perception, Perceptual process, Learning – theories – Classical Conditioning, Operant Conditioning, Cognitive Learning Theory, Social Learning Theory, and principles of learning, attitudes and values- nature, components of attitudes, formation, function of attitudes, Job satisfaction- causes and consequences of job satisfaction.

Module 3: Group Behaviour: Nature of groups, types of groups, determinants of group behaviour, group process, group development, group norms, group cohesiveness, small groups, group decision making, team building, conflict in the organization, transactional analysis.

Module 4: Linkage between Behaviour and Management Functions: Decision Making, Process of Decision Making, Policy Formulation; Leadership, Theories of Leadership Styles, Voluntary Co-operation, Directing and Disciplining. Motivation-Nature, Importance, theories relating to Motivation.

Module 5: Organisational Change and Development: Organisational Culture, Changing the Culture, Change Management, Work Stress Management, Organizational Management, Managerial implications of organisation’s Change and Development.

Recommended Books

1. Fred Luthans, **Organisational Behaviour**, McGraw Hill, New York.
2. Stephen P Robbins, **Organisational Behaviour**, PHI, New Delhi.
3. Rao VSP and Satynarayana, **Organisational Behaviour**,
4. Uday Pareek, **Behavioural Process in Organisation**, Oxford and IBH, New Delhi.
5. Edger Scheier, **Organisational Psychology**, PHI, New Delhi.

6. KAshwathappa, **OrganisationalBehaviour**, Himalaya Publishing House, Mumbai.
7. Uday, Pareek, **Beyond Management**, Oxford and IBH, New Delhi.
8. W.L.French, and Bell, **Organisational Development**, PHI, New Delhi.
9. Warner G. Bennis, **Changing Organisations**, TMH, New Delhi.
10. Uma Sekharan, **OrganisationalBehaviour**, TMH, New Delhi.

MASTER OF COMMERCE - FIRST SEMESTER
MARKET STRUCTURE AND ANALYSIS

Code: **HC 1.2**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: To acquaint the students with the concepts and techniques used for analysis, and to enable them to apply this knowledge in business decision making.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc.

Module 1: Introduction: Nature, Scope and importance of the Managerial Economics Business decision and economic analysis, fundamental principles of M. E., role and responsibilities of managerial economist, Differences 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 of supply.

Module 3: Production Function, Production and Cost Analysis: Types and managerial uses of production function, cost–output relationship in Short run and long run. Market structure and analysis, Meaning and Classification of the markets – Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly. Pricing and Output decision under each market. Price discrimination and Price leadership. Profit theories-nature and objectives 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 of established product, transfer pricing, multiple products pricing.

Module 5: Introduction to Macro-Economic Policies: Concepts, Objectives and tools of monetary policy, objectives and tools of fiscal policy. Business cycles- its impact.

Recommended Books

1. Samuelson Marks, **Managerial Economics**, Wiley Publishing House
2. Mote, Paul, Gupta, **Managerial Economics**, TMH
3. Yogesh Maheshwari, **Managerial Economics**, PHI.
4. D. N. Dwivedi, **Managerial Economics**, Vikas Publishing House
5. Reddy, Appanaiah and Shanthi, **Managerial Economics**, HPH.
6. D. M. Mithani, **Managerial Economics**, HPH.

MASTER OF COMMERCE - FIRST SEMESTER

FINANCIAL MANAGEMENT

Code: **HC 1.3**

Contact Hours: **64**

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**

Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: To acquaint the students with broad framework of financial management, to impart the knowledge in techniques of financial management, and enable them to apply the techniques in financial management decisions.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc.

Module 1: Financial Management: An overview-nature, significance, functions and scope of financial management, financial management and its relationship with other disciplines; significance of financial management in business; Objectives of financial management; Time value of money. Present value of an annuity, Future value of an annuity, inter-year compounding and discounting.

Module 2: Sources of Finance to Business-Instruments of long term finance, Cost of Capital - meaning and concept; cost of equity, cost of debt, weighted average cost of capital. Capital Structure – meaning and concept of capital structure; theories of capital structure-Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani & Miller (MM) Approach; Taxation and Capital Structure- corporate and personal tax; Case study on the effect of Capital Structure change on securities price.

Module 3: Capital Budgeting Decisions: Meaning and Concept; Principles and characteristics of capital budgeting; Process of capital budgeting; Investment criteria- Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Modified Internal Rate of Return, Discounted Payback period, accounting Rate of Return, EVA, Profitability Index, Capital Budgeting Decisions under uncertainty.

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, Inventory Management Techniques – EOQ and Re-order Point, Cash Management Theories.

Module 5: Dividend Decisions: Why firms pay dividends; Legal and procedural aspects; Dividend and management valuation- Walter's Model, Gordon's Model, MM Position, Radical Position, Case study on dividend policy.

Recommended Books

1. Brigham E F, **Financial Management Theory and Practice**, Dryden Press Publications.
2. M Y Khan and P K Jain, **Financial Management**, Tata McGraw-Hill Publishing Company.
3. Prasanna Chandra, **Financial Management Theory and Practice**, Tata McGraw-Hill Publishing Company.
4. IM Pandey, **Financial Management**, Vikas Publishing House Private Limited, New Delhi.
5. Hampton, John, **Financial Decision Making**, Prentice Hall, Englewood Cliffs Publication.

6. Archer, Stephen H, **Financial Management**, John Wiley Publications.
7. Van Horne, James C, **Financial Management and Policy**, PHI Publications
8. **Financial Management**, ICFAI Publications
9. V K Bhalla, **Financial Management and Policy**, Text and Cases, Annual Publishers

MASTER OF COMMERCE - FIRST SEMESTER
ADVANCED MARKETING MANAGEMENT

Code: **HC 1.4**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**

Semester-End Examination – **70 Marks**

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

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

Univ Code:

Work load: **4 hours per week**

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.

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: Consumer Behaviour and Market Segmentation: Consumer Behavior – meaning, Process, factors influencing on Consumer Behaviour, models. 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: Recent Trends in Marketing: E-marketing, M-marketing, Social Media Marketing, Event Marketing, Concept of CRM, PRM, SRM, Virtual Marketing, Marketing Research.

Recommended Books

1. Philip Kotler, **Marketing Management-Analysis, Planning and Control**, Pearson.
2. Philip Kotler & Gary Armstrong, **Principles of Marketing**, Pearson Education.
3. Boyd and Westfall, **Marketing Research-Text and Cases**, Dreamtech Press.
4. Etzel, **Marketing**, Tata McGraw Hill Publications
5. Grewal, Lewis, **Marketing**, Tata McGraw Hill Publications
6. Evans and Berman, **Marketing**, Biztantra publications
7. S A Sherlekar, **Marketing Management**, Himalaya publications
8. Perrault, McCarthy, **Basic Marketing**, Tata McGraw Hill publications
9. Dwyer, **Business Marketing**, Tata McGraw Hill Publications
10. William. J. Stanton, Charles Futrell, **Fundamentals of Marketing**, Tata McGraw Hill.

ACCOUNTING AND TAXATION GROUP
MASTER OF COMMERCE - FIRST SEMESTER

ACCOUNTING STANDARDS AND CORPORATE REPORTING

Code: **SC 1.5 (A)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objectives: To provide an understanding on accounting standards and corporate reporting.

Pedagogy: Lectures, Case analysis, Group discussion, Presentation and Assignments

- Module 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)
- Module 2:** **Dimensions of Corporate Reporting:** Introduction, Objectives of Financial Reporting, Investment Decision-Making, Management Accountability, Scope 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.
- Module 3:** **Social Reporting:** Introduction, Concept, Definition, Areas for considering Social Reporting, Aims, Need, Procedure, Benefits, Social Accounting Approaches.
- Module 4:** **Interim Reporting:** Introduction, Meaning, Features 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.
- Module 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.

Recommended Books

1. P.Mohana Rao, **Accounting Theory and Standards**, Deep & Deep Publications Pvt.Ltd.
2. American Accounting Association, **Essays in Accounting Theory**.
3. ICAI, **Compendium of Statements and Standards on Accounting**.
4. Gray S J. Campell, L Shaw JC, **International Financial Reporting**, MacMillan.
5. Christopher Nobes. et al, **Comparative International Accounting**, Prentice Hall.
6. Jawaharalal, **Accounting Theory**, Himalaya Publishing House

FINANCE GROUP
MASTER OF COMMERCE - FIRST SEMESTER
FINANCIAL MARKETS AND INSTITUTIONS

Code: **SC 1.5 (B)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course aims at providing students with an understanding of structure and working of financial institutions and markets.

Pedagogy: Lectures, Case analysis, Group discussion, Presentation and Assignments.

Module 1: Financial Markets - Nature, functions, financial system and economic development; Financial assets – meaning, properties, types and role of financial assets; financial markets - meaning, role and types of financial intermediaries, an overview of Indian financial system; analysis of supply and demand for funds; regulation of financial markets

Module 2: Money and Capital Market - Organization, instruments, functioning and regulations of money markets; role of RBI; capital market and its structure, recent developments in capital market.

Module 3: Theory and Structure of Interest rates - The theories of interest rates-current and future, nominal interest rates; base interest rate; yield curve and the term structure; determinants of interest rate.

Module 4: Banks and Financial Institutions - Commercial banks and industrial finances; working capital finance by commercial banks; term lending; industrial finance by financial institutions; performance of Indian banking; regulatory aspects of banking.

Module 5: Investment 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 framework

Recommended Books

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

**Second Semester M.Com. Programme
Course Structure**

Course Code	Title of the Course	Teaching Workload (Hours per Week)	Credits	Prescribed Marks			Duration of SEE (Hours)
				CAM	SEEM	Total Marks	
HC2.1	Banking System and Evaluation	4	4	30	70	100	3
HC2.2	Contemporary Issues in Accounting	4	4	30	70	100	3
HC2.3	Business Environment and Government Policy.	4	4	30	70	100	3
HC2.4	Operations Research for Business Decisions	4	4	30	70	100	3
SC2.5(A)	Accounting and Taxation Group International Financial Reporting Standards	4	4	30	70	100	3
SC2.5(B)	Finance Group Investment Management	4	4	30	70	100	3
OE2.6	To be chosen from the Courses offered by other departments	4	4	30	70	100	3
Total		28	24	180	420	600	-

MASTER OF COMMERCE - SECOND SEMESTER
BANKING SYSTEM AND EVALUATION

Code: **HC 2.1**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objectives: Providing an in-depth analysis of the commercial banking in India and equipping the students with the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organisations.

Pedagogy: Lectures, Case analysis, Group discussion, Presentation and Assignments

Module-1: Banker and Customer: Origin of banker and banking system, meaning of banker and customer, banker and customer relationship-general relationship, statutory obligations of banker, banker's lien, functions of Banker; Customer- special types of customer- minor, married, partnership firm- joint stock Company, Banking system in India, Universal Banking and e-banking.

Module-2: Negotiable Instruments: Definition, characteristics, types, and classification- special parties in negotiable instrument, cheques - crossing, endorsement, material alteration, marking of cheques.

Module-3: Banking Regulations: Control of the Banking Sector by the RBI, CRR, SLR and Income Recognition Norms, NPA and Provision for NPAs, Basel Accord – I, II, III (CRAR).

Module-4: Banking Performance Measurement and Evaluation: Interpreting Bank Balance Sheet and Income and Expenditure Statements, Financial Statement Analysis and Bank Performance Measurement, CAR, Liquidity Ratios, Structural Ratios and Profitability Ratios

Module-5: Management of Banking Organisation: Loan Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management Using traditional GAP and Modern Techniques.

Recommended Books:

1. Varshney, P.N., **Banking Law and Practice**, Sultan Chand & Sons, New Delhi.
2. Nigam, B. M. Lal, **Banking Law and Practice**, Konark, New Delhi
3. Raut K C and Dass S K, **Commercial Banks in India: Profitability, Growth and Development**, Kanishka Publishers, New Delhi
4. Reed E W, **Commercial Bank Management**, Harpet and Row Publishers, New York.
5. Subba Rao P, **Principles and Practice of Bank Management**, Himalaya Publishing House, New Delhi.
6. Vasanth Desai, **Principles of Bank Management**, Himalaya Publishing House, New Delhi.
7. Maheshwari S N, **Management Accounting for Bankers**, S Chand and Sons, New Delhi.
8. Jeevanandam, **Management Accounting for Bankers**, S Chand and Sons, New Delhi

9. B Ramachandra Rao, Balance Sheet and Credit Appraisal, S Chand and Sons, New Delhi
10. Ramoorthi, **Working Capital Management in Banks**, IMFR, Chennai
11. Singh and Singh, **Financial Analysis for Credit Management in Banks**, HPH, Mumbai
12. John Mayer, **Financial Statement Analysis**, PHI, New Delhi
13. Pandey I M, **Management Accounting**, Vikas Publications, New Delhi

MASTER OF COMMERCE - SECOND SEMESTER
CONTEMPORARY ISSUES IN ACCOUNTING

Code: **HC 2.2**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: To enable students to be conversant with contemporary accounting issues, their significance and applications.

Pedagogy: Lectures, Case analysis, Group discussion, Presentation and Assignments

Module-1: Accounting for Price Level Changes: Limitations of conventional accounting, Inflation Accounting and Price Level Accounting, Methods of Accounting for Price Level Changes – CPP Method, Current Cost Accounting Method, Price Level Accounting and Indian Practices.

Module-2: Human Resource Accounting: Concept of HR Accounting, need for HR Accounting, Methods of Valuation of Human Resources – Acquisition Cost Method, Replacement Cost Method, Discounted Future Wages Model, Present Value of Future Earnings Method, Competitive Bidding Model.

Module-3: Corporate Social Accounting: Concept, objectives, 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, need for green accounting, concept and objectives of Environmental Accounting, Shadow Pricing Techniques, and Preparation of Environmental Balance Sheet.

Module-4: Accounting for Intangibles: Concept and importance of intangibles assets in corporate success, Types of Intangible Assets, objectives of Intangible Accounting, Methods of Accounting and Amortisation Practices; Brand Accounting: Brand as Strategic Asset, Need and Importance of Brand Accounting, Methods of valuation of homegrown and acquired brands, Brand Accounting and Indian Practices.

Module-5: Creative Accounting: Concept and Importance of Creative Accounting, objections against creative accounting, Role of auditors in Creative Accounting.

Recommended Books

1. S N Maheshwari, **Advanced Accounting**, Volume-II, Vikas Publications, New Delhi
2. Jain and Narang, **Accounting Theory**, Kalyani Publications, New Delhi.
3. JawaharLal and Lele. **Accounting Theory**, HPH, Mumbai
4. R Narasimha, **Financial Accounting: Integrated Approach**, PHI, New Delhi
5. Kapferer J N, **Brand Management – A New Approach to Creating and Evaluating Brand Equity**, Abhinav, New Delhi.
6. Easten Ralph, **Corporate Social Accounting**, John Wiley, New York
7. SujitSikidar and Alok K Pramanik, **Accounting and Auditing**, Deep and Deep Publications, New Delhi

MASTER OF COMMERCE - SECOND SEMESTER

BUSINESS ENVIRONMENT AND GOVERNMENT POLICY

Code: **HC 2.3**

Contact Hours: 64

Credit Points: **4**

Univ Code:

Work load: **4 hours per week**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Objective: The objective of this course is to acquaint students with business environment and Government Policies which influence on the performance of business entities.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc.

Module 1 **Introduction:** Concept, Significance & Nature of Business Environment; Elements of Business Environment; Government - Business Interface; the Dynamics of Business Environment and Corporate Adjustment; Risk in Business Environment; Environment Analysis and Forecasting; Changing Dimensions of Business Environment.

Module 2 **Economic Environment:** Nature and Structure of Economy; Economic Policies and Conditions; Monetary Policy, Fiscal Policy, EXIM Policy; Industrial Sickness; Public Sector and Economic Development; Process of Economic Growth; Present Status of Indian Economic Environment.

Module 3 **Economic Reforms in India:** New Industrial Policy – Concept and Impact of Liberalization, Privatization and Globalization; Second Generation Reforms; Contemporary Economic Reforms and Implementations.

Module 4 **Social and Cultural Environment:** Social institutions and functions, Social values and attitudes, Culture determines goods and services, people's attitude to business, Problems of uneven income distribution, emerging rural sector 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 v/s Competition Act, FEMA and consumer protections act, Intellectual Property Rights.

References:

1. Alok and Mridula Goyal, Business Environment, VK Publications.
2. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi
3. Arya, P P and Tandon, B. B.: Economic Reforms in India, Deep and Deep Publishers, New Delhi.

4. Aswathappa, K: Essentials of Business Environment, Himalaya Publishing House, New Delhi.
5. Economic Survey – Various Issues, Govt. of India, Ministry of Finance.
6. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi.
7. Jain, Mukesh and Raju, Business Environment, VK Publications.
8. Justin Paul, Business Environment, Tata McGraw Hill, New Delhi.
9. Justin Paul, Business Environment, TMH Ltd., New Delhi.
10. Mishra and Puri: Economic Environment of Business, Himalaya Publishing House, New Delhi.
11. Rosy Joshi and Sangam Kapoor: Business Environment, Kalyani Publishers, New Delhi.
12. Saleem Saikh: Business Environment, Himalaya Publishing House, New Delhi.
13. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.
14. Suresh Bedi, Business Environment, Excel Books.

MASTER OF COMMERCE - SECOND SEMESTER

OPERATIONS RESEARCH FOR BUSINESS DECISIONS

Code: **HC 2.4**

Contact Hours: 64

Credit Points: 4

Univ Code:

Work load: 4 **hours per week**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Objective: The aim of this course is to enable students for application of quantitative methods and techniques for analyzing business issues to take effective decisions.

Pedagogy: Lectures, Case analysis, Group discussion, Presentation and Assignments

Module-1: Operations Research: Introduction, Development, Nature and Definition, Characteristics, Phases of OR Study, Modelling in OR, Techniques of OR, OR in world and Indian Scenario.

Module-2: Linear Programming: Problem formulation, Techniques of LP, Graphical solutions for properly behaved LPPs, Graphical presentation for some exceptional cases, Some significant properties of LP, Lines, Hyper Planes, Convex set, Extreme Points on Convex set, Convex Combinations

Module-3: Simplex Solutions for LP: Introduction, Definitions and notations, Computational Procedure of Simplex Method, Artificial Variable Technique, Two-Phase Method - Simple Ways and alternative ways, Big-M Method, Problem of degeneracy, Method to resolve, the degeneracy, Alternative Optimum Solutions, Unbounded Solutions, Non-Existing feasible Solutions.

Module-4: Transportation Models: Introduction, Mathematical Formulation, Tabular representation, Definitions, Special Structure of transportation problems, Methods of obtaining initial basic feasible solutions, Optimum Solution, Unbalanced Transportation Problems.

Module-5: Network Analysis (PERT and CPM): Introduction, Historical Development of CPM/PERT Techniques, Application of PERT/CPM Techniques, Basic Steps in PERT/CPM Techniques, Network Diagram representation, Rules for constructing the network diagram, Labeling, Determination of Critical Path – PERT, Estimating activity times, Project duration and critical path, Effect of introduction of a dummy activity in a network, Probability of completion time, Optimization of project Time and cost in PERT network, Resource allocation.

Recommended Books

1. Hamdy A Taha, **Operations Research – An Introduction**, Prentice-Hall of India Private Limited, New Delhi.
2. Hiller F S and Leiberman G J, **Introduction to Operations Research**, Holden Day Inc.
3. Anitha H S, **Operations Research for Management**, Mangala Deep Publications, Jaipur.
4. Grass S I, **Linear Programming – Methods and Applications**, McGraw Hill Publications.
5. Gupta M P and Sharma J K, **Linear Programming for Management**, National Publishing House.
6. Dorfman R, Samuelson P A and Solow R M, **Linear Programming and Economic Analysis**, McGraw Hill Publications.

7. Levin R I and Lamone R P, **Linear Programming for Management Decisions**, Richard D Irwin Inc.
8. Lomba N P, **Linear Programming – An Introductory Analysis**, McGraw Hill Publications.
9. Sharma S D, **Operations Research**, Kedarnath and Company
10. Prem Kumar Gupta and D S Hira, **Operations Research**

ACCOUNTING AND TAXATION GROUP

MASTER OF COMMERCE - SECOND SEMESTER

INTERNATIONAL FINANCIAL REPORTING STANDARDS

Code: **SC 2.5(A)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objectives: This course aims at making the students familiar with International Financial Reporting Standards and their implications.

Pedagogy: A Combination of Lectures, Case Analysis, Group Discussions, Project Assignments and seminars.

Module1: Introduction: Meaning and Scope of International Financial Reporting Standards, Need for International Financial Reporting Standards, Generally Accepted Accounting Principles Vs International Accounting Standards, International Accounting Standards Vs International Financial Reporting Standards, Preparation and Presentation of Financial Statements as per International Financial Reporting Standards, Institutional Developments, and Case Studies.

Module2: Group Statements: Business Combinations (International Financial Reporting Standard 3) and Separate Financial Statement (International Accounting Standard 27), Investment in Associates (International Accounting Standard 28), Interests in Joint Ventures (International Accounting Standard 31) and Case Studies.

Module3: General Purpose Balance Sheet and Income Statement: Inventories (International Accounting Standard 2), Property, Plant and Equipment (International Accounting Standard 36), Provisions, Contingent Liabilities and Contingent Assets (International Accounting Standard 37), Intangible Assets (International Accounting Standard 38), Financial Instruments, Recognition and Measurement (International Accounting Standard 39), Investment Property (International Accounting Standard 40), and Case Studies.

Module4: Foreign Currency Translation: Accounting for Foreign Currency Translation, International Accounting Standard 21 on Foreign Currency Translation, A Brief Introduction to International Accounting Standard 12 on Income Taxes and Case Studies.

Module5: Disclosure: Meaning of Disclosure, Importance of Disclosure, Types of Disclosure, Dimensions of Disclosure, Events after the Balance Sheet Date (International Accounting Standard 10), Related Party Disclosure (International Accounting Standard 14), Earnings per Share (International Accounting Standard 33) and Interim Financial Reporting (International Accounting Standard 34) and Case Studies.

Books Recommended

01. Greuning Van Hennie., **International Financial Reporting Standards - A Practical Guide**
02. **International Financial Reporting Standards (IFRSs)**, Taxmann.
03. Haskins E Mark and Ferris R Kenneth and Selling J Thomas, **International Financial Reporting and Analysis: A Contextual Emphasis**
04. Nobes Christopher and Parker Robert, **Comparative International Accounting**. 05. Mohapatra A.K. Das., **International Accounting**.

FINANCE GROUP
MASTER OF COMMERCE - SECOND SEMESTER
INVESTMENT MANAGEMENT

Code: **SC-2.5(B)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: To acquaint the students with various concepts of Investment Management and to facilitate them to understand various issues of investment management.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc.

Module 1: Investments: Meaning, Avenues of Investment, Financial Investments, types, and their Characteristics; and Sources of Financial Information, Process, Elements of Investments, Measurement of Return and Risk, and Analysis and selection of securities – Fundamental Analysis and Technical Analysis.

Module 2: Efficient Market Theory: Random Walk Theory, the Efficient Market Hypothesis, Forms of Market Efficiency, EMH Vs Fundamental and Technical Analysis.

Module 3: Portfolio Analysis and Management: Diversification -Effects of Combining Securities, Markowitz Model, and Location of the Efficiency Frontier, Sharpe's Single Index Model.

Module 4: Capital Asset Pricing: Capital Asset Pricing Model (CAPM), Assumptions, Capital Market Line, Security Market Line; Arbitrage Pricing Theory.

Module 5: Portfolio Performance: Measurement of Portfolio Performance, Risk and Return, Risk Adjusted Performance Measures - Sharpe, Treynor, Jensen and Fama Models.

Recommended Books

1. Bodie ZVI, Kane Alex, Marcus J Alan and Mohanty Pitabas., **Investment**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Sharpe F William, Alexander J Gordon and Bailey V Jeffery., **Investments**, Prentice-Hall of India Private Limited, New Delhi.
3. Fischer E Donald and Jordan J Ronald., **Security Analysis and Portfolio Management**, Prentice-Hall of India Private Limited, New Delhi.
4. Kevin S., **Portfolio Management**, PHI, New Delhi.
5. PandianPunithavathy, **Security Analysis and Portfolio Management**, Vikas Publishing House Private Limited, New Delhi.

6. Prasanna Chandra, **Investment Analysis and Portfolio Management**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Agarwala K.N and Deeksha Agarwal., **Bulls, Bears and the Mouse**, Macmillan, New Delhi.
8. Cheney J and E Muses., **Fundamentals of Investments**, Paul, New York.
9. Clark, James Francis., **Investment Analysis and Management**, McGraw Hill, International Edition.
10. Dalton, John M., **How the Stock Markets Work**, PHI, New Delhi.
11. Domodran, **Investment Valuation**, John Wiley, New York.
12. Fabozzi, Frank J., **Investment Management**, Prentice Hall, International Edition.
13. Chaudhary Moorad., **The Bond and Money Markets Strategy, Trading, Analysis**, Buttonworth-Heinemann, Woburn.
14. Kishore M Ravi, **Financial Management**, the Tata McGraw-Hill Publishing Company Limited, New Delhi.
15. Pandey I M., **Financial Management**, Vikas Publishing House Private Limited, New Delhi.
16. Khan M Y., **Financial Management**, the Tata McGraw-Hill Publishing Company Limited, New Delhi.
17. ICFAI, **Portfolio Management**, the ICFAI University, Hyderabad.
18. Business Dailies (one of the following is compulsory for every student)
 - a. The Hindu Business Line
 - b. The Economic Times
 - c. The Financial Times
 - d. The Business Standard
19. Business Magazines and Journals for contemporary issues in financial sector.

SECOND SEMESTER

Open Elective Course offered to Second Semester students of Other Departments
(This Course is not for Commerce Students)

Principles of Human Resource Management

(Syllabus of this course is adopted from NPTEL and the Students need to enroll themselves for this course on NPTEL)

Code: OE 2.6
Contact Hours: 64
Credits: 4

Univ. Code:
Work load: 4 Hours per week

Evaluation: Continuous Internal Assessment- 30 Marks
Semester-End Examination -70 Marks

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

Pedagogy: Online Lectures, NPTEL Video Lectures, YouTube Videos, Classroom discussions, etc

Module 1: Staffing / Recruitment- Job Analysis and Design, Human resource Planning / Recruitment, Employee Testing and Selection, Interviewing Candidates.

Module 2: Performance Management and Appraisal Process: Performance Appraisal Process / Types of Performance Appraisal / Performance Evaluation / Performance Feedback.

Module 3: Training and Development: Training Process / Need for Training / Training Methods/General and Specific Training/Training evaluation. **Managing Careers:** Basics of Career Management / Career Planning / Succession Planning/ Career Development / Promotions and Transfers / Employee Commitment.

Implications: Implications of the above in real life.

Module 4: Compensation Management: Components of Wage Structure / Wage and Salary Administration / Compensation Structure / Compensation Benchmarking / Internal and External Parity/Competency based pay. Pay for Performance and Incentives: Competency / Performance based pay / Variable pay / Team or Group base pay / Incentives / Managerial Incentives / Fringe Benefits.

Benefits and Services: Retirement/Insurance/Flexible benefits **Employee Relations:** Ethics, Justice and Fair treatment in HR / Collective Bargaining /Employee Safety and Health / Managing Global Human Resources / International HRM.

Module 5: Strategic Human Resource Management and HR Scorecard: Linking people, strategy and performance. a. HR–Strategic Partner, b. creating an HR Scorecard, c. Measuring HR alignment

Recommended books/materials:

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)
5. Williams B. Werther and Keith Davis: Human Resource and Personnel Management, Tata McGraw Hill.
6. Terry L. Leap and Michael D. Crino: Personnel and Human Resource Management, Maxwell Macmillan.
7. Edwin B. Flippo: Personnel Management.
8. S.K.Bhatia: Principles and Techniques of personnel Management.
9. P. Subba Rao: International Human Resource Management. Himalaya Publishing House. New Delhi.

URLs:

1. www.youtube.com/user/nptel
2. <https://www.youtube.com/watch?v=sTMEdfnW1vQ>
3. <https://www.youtube.com/watch?v=Fa8E3tCDIpo>
4. https://www.youtube.com/watch?v=S_1FyWMYBoo
5. <https://www.youtube.com/watch?v=FqPG6PE9aaE>
6. https://www.youtube.com/watch?v=bz5-_58e5wU
7. <https://www.youtube.com/watch?v=85RVEas4AXs>
8. <https://www.youtube.com/watch?v=sGK6ACC5fao>
9. <https://www.youtube.com/watch?v=u-h1OSVwfR4>
10. https://www.youtube.com/watch?v=vRTPeQZfp_A
11. <https://www.youtube.com/watch?v=Sx4XikXPbTg>
12. https://www.youtube.com/watch?v=_3dX0TjqENE
13. <https://www.youtube.com/watch?v=se15N5pSkts>
14. <https://www.youtube.com/watch?v=nZIQbaQCKgU>
15. <https://www.youtube.com/watch?v=kxM9jFFpzbA>
16. <https://www.youtube.com/watch?v=s7jltEBKk2A>
17. <https://www.youtube.com/watch?v=rVyJXnZEp2A>
18. <https://www.youtube.com/watch?v=jWdovBCWTF0>
19. <https://www.youtube.com/watch?v=BUddwYXyHpg>

**Third Semester M.Com. Programme
Course Structure**

Course Code	Title of the Course	Teaching Workload (Hours per Week)	Credits	Prescribed Marks			Duration of SEE (Hours)
				CAM	SEEM	Total Marks	
HC3.1	Business Research Methods	4	4	30	70	100	3
HC3.2	Strategic Management	4	4	30	70	100	3
HC3.3	Accounting for Managerial Decisions	4	4	30	70	100	3
HC3.4	Strategic Human Resource Management	4	4	30	70	100	3
SC3.5(A)	Accounting and Taxation Group Corporate Tax Planning and Management – I (Direct Taxes)	4	4	30	70	100	3
SC3.5(B)	Finance Group Financial Derivatives	4	4	30	70	100	3
OE3.6	To be chosen from the Courses offered by other departments	4	4	30	70	100	3
Total		28	24	180	420	600	-

MASTER OF COMMERCE - THIRD SEMESTER
BUSINESS RESEARCH METHODS

Code: **HC 3.1**

Contact Hours: 64

Credit Points: 4

Univ Code:

Work load: 4 **hours per week**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Objective: This course provides a comprehensive view of business research methods which enables students to get an insight into the research work and facilitates further research in the area of business.

Pedagogy: Lectures, Assignment, Group Discussion, Case Analysis, etc.

Module 1: **Research:** Introduction, meaning, nature, Objectives, Need and importance of research in business decision making, Types of research, Research process: Criteria of good research, Problems encountered by Researcher in India. Business Research: nature, scope and benefits of research. Ethics in business research

Module 2: **Research Design:** Introduction, Need for Research Design, Features of Good Research Design, Identification of research problem, selecting the problem, Techniques involved in defining a problem, concepts related to research design, different research Designs.

Module 3: **Data collection, Methods and Techniques:** Methods of data collection, Methods of collecting Primary data, Sources of secondary data, Selection of appropriate methods for data collection: Measurement scales, selecting a measurement scale, Rating scales, Scaling techniques, Sampling: Probability and Non-probability Sampling.

Module 4: **Data Analysis:** Data Processing, Editing, Coding, Tabulating: Techniques of data Analysis: ANOVA shortcut method for one-way ANOVA, Coding Method, Two-way ANOVA, ANOCOVA. **Hypothesis:** Sources of Hypothesis, Tests of Significance and Testing of hypothesis; Chi-Square Test.

Module 5: **Preparation of Research Report:** Introduction, meaning of Interpretation, Precautions in Interpretation. Report Writing: Different steps involved in report writing, Layout of the Research Report, Types of Report, Techniques and precautions for writing Research Report.

Recommended Books

1. Donald R Cooper, Pamela S. Schindler, **Business Research Methods**, Tata McGraw Hill Education Private Limited.
2. Mark Saunders, Philip Lewis, Adrian Thornhill, **Research Methods for Business students**.
3. Alan Bryman, Emma Bell, **Business Research Methods**.
4. Joseph.F. Hair, Jr. Mary Wolfingbargercels, Arthur. H.Money, Philip Samouel, Michel.JEssentials 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

MASTER OF COMMERCE - THIRD SEMESTER

STRATEGIC MANAGEMENT

Code: **HC 3.2**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**

Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course acquaints the students with conceptual framework of strategic management and facilitates the students in formulation and implementation of strategies.

Pedagogy: A combination of Lecture, Case Analysis, Group Discussion, Seminar, Assignment.

Module 1: 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.

Module 2: 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.

Module 3: 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 – resources and capabilities; value chain analysis; internal factor analysis and preparation of SAP

Module 4: 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.

Module 5: Strategic Evaluation and Control - concept and purposes of strategic evaluation and analysis, strategic control system; ROI, budgeting, auditing system; feedback and information systems

Recommended Books

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. AzarKazmi, **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.

MASTER OF COMMERCE - THIRD SEMESTER
ACCOUNTING FOR MANAGERIAL DECISIONS

Code: **HC 3.3**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**

Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course equips the students with accounting techniques to be used for taking managerial decisions.

Pedagogy: A combination of Lecture, Case Analysis, Group Discussion, Seminar, Assignments.

Module 1: Management Accounting: Meaning, Nature, Scope and Functions of Management Accounting; Role of Management Accounting in Decision Making, Management Accounting V/s Financial Accounting; Tools and Techniques of Management Accounting.

Module 2: Financial Statement Analysis: Objectives and Methods of financial Statements analysis; Ratio Analysis, Classification of Ratios – Profitability Ratios, Turnover Ratios, Liquidity Ratios, Solvency Ratios; Advantages of Ratio analysis; Limitations of Accounting Ratios, Funds Flow Statement and Cash Flow Statement.

Module 3: Absorption and Marginal Costing: Marginal and Differential Costing as a tool for Decision making – Make or Buy; Change of Product Mix; Pricing, Break-even Analysis; Exploring New markets, Shutdown Decisions.

Module 4: Budgeting for Profit Planning and Control: Meaning of Budget and Budgetary Control; Objectives; Merits and Limitations; Types of Budgets; Fixed and Flexible Budgeting; Zero-Base Budgeting.

Module 5: Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing; Advantages and Applications; Variance analysis – Material, Labour and Overhead (Two-way Analysis) Variance.

Recommended Books

1. Madegowda J, **Advanced Management Accounting**, HPH, Mumbai
2. Arora. M.N., **Cost Accounting – Principles and Practices**, Vikas, New Delhi.
3. Jain.S.P. and Narang K. L., **Cost Accounting**, Kalyani, New Delhi.
4. Horngren, Charles, Foster and Dater et. al., **Cost Accounting – A Management Emphasis**, Prentice Hall, New Delhi.
5. Khan M.Y. and Jain P.K., **Management Accounting**, Tata McGraw Hill, New Delhi.
6. Kaplan R.S. and Atkinson A.A., **Advanced Management Accounting**, Prentice Hall, New Delhi.
7. Anthony, Robert & Reece, et. al., **Principles of Management Accounting**

MASTER OF COMMERCE - THIRD SEMESTER
STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: **HC 3.4**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective : To delineate the concepts and characteristics of SHRM, its relationship with business strategies of the organization, its several models with their effects on Core HR functions and the relationship between SHRM and Organization's Structure, Strategy, Culture and Policies.

Pedagogy: Lectures, Case Analysis, Seminars, Group Discussion and Assignment.

Module 1: Introduction: Meaning, Definitions, Evolution of SHRM, Strategic HR vs. Traditional HR, Key factors in Strategic Human Resource Management, Role of HR in Strategic Planning. Strategic Formulation, and Implementation, External context of strategic HRM, Organisational context of SHRM, barriers to strategic HR.

Module 2: Strategic Fit Frameworks: Linking business strategy and HR strategy, HR bundles approach, best practice approach, business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Module 3: Strategic Staffing: Recruitment and Selection Strategies, aims of recruitment and selection, performance management systems, strategic rewards systems, strategic aspects of payment, job evaluation, incentives, pensions and benefits, Strategic Human Resource Development, Training and developing competencies, Learning and development, Career development.

Module 4: Strategic Options and HR decisions: Rightsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off-Shoring

Module 5: International Strategic Human Resource Management: Concept, Expatriation and Repatriation strategies, Global sourcing, Global training and development, Peculiarities of global strategic management, value creation, Global strategic management process, MNC's business strategies and HRM strategies.

Recommended Books:

1. P. Subba Rao, **International Human Resource Management**, Himalaya Publishing House, New Delhi

2. Alan Nankering, Robert Crompton and Marian Biard, **Strategic Human Resource Management**
3. Michael Armstrong, **A Handbook of Human Resource Management Practice**
4. Mello, J. A., **Strategic Human Resource Management**
5. Baron et. al., **Strategic Human Resources**
6. Cascio, W. A., **Managing Human Resources**

ACCOUNTING AND TAXATION GROUP

MASTER OF COMMERCE - THIRD SEMESTER

CORPORATE TAX PLANNING AND MANAGEMENT-I (DIRECT TAXES)

Code: **SC 3.5 (A)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: The course aims at making students conversant with the concept of corporate Tax Laws and also their implication on tax planning and management.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc.

Module 1: Basic Concepts: Income Tax, Assessee, Assessment Year, Previous Year, Income, Gross Total Income, Taxable Income, Company, Indian Company, Domestic Company, Widely-Held Company, Closely-Held Company, Residential Status of Corporate Assessee and Incidence of Tax.

Module 2: Computation of Corporate Tax: Head-wise computation of income (focus on Business income and depreciation), Set off and Carry Forward of Losses, Deduction from Gross Total Income (Applicable to Corporate Assessee), Determination of Tax Liability - Corporate Tax, Minimum Alternate Tax (MAT) and Dividend Distribution Tax

Module 3: Tax Planning and Management: Concept of Tax Planning, Tax Management, Tax Avoidance and Tax Evasion; Differences between Tax Planning and Tax Management, and Tax Evasion and Tax Avoidance

Module 4: Tax Planning with Reference to Financial Management Decisions: Capital Structure Decision and Dividend Policy (Cash Dividend v/s Bonus Shares); **Tax Planning and Managerial Decisions:** Make or Buy Decision, Own or Lease Decision.

Module 5: Assessment Procedures: Types of Assessment, Advance Payment of Tax.

Recommended Books

1. Ahuja G.K. & Ravi Gupta., **Systematic Approach to Income Tax and Central Sales Tax**, Bharath Law House, New Delhi.
2. Singhanian Vinod K and Singhanian Monica., **Direct Tax Planning and Management**, Taxmann Publication, New Delhi.
3. Singhanian Vinod K., **Direct Taxes: Law and Practice**, Taxmann Publication, New Delhi.
4. Lokhotia R.N., **Corporate Tax Planning**, Vision Publications, New Delhi.
5. Lal B.B. and Vashisht, **Direct Taxes**, Pearson Education.
6. Mehrotra H.C. and Goyal S.P., **Income Tax Law and Practice**, Sahitya Bhavan Publications, Agra.
7. Study Materials of ICAI and ICWAI.
8. Circulars issued by CBDT and Income Tax Rules, 1962.
9. T N Manoharan and G R Hari, **Direct Taxes**, Snow-White Publications.

FINANCE GROUP
MASTER OF COMMERCE - THIRD SEMESTER
FINANCIAL DERIVATIVES

Code: **SC 3.5 (B)**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: To enable the students to understand the concepts and use of Derivatives in Risk Management

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars, Assignments, etc.

Module 1: Introduction: Meaning of Derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market and evolution of derivatives market in India.

Module 2: Forwards and Futures Contract: Valuation of forwards and futures, stock index futures, valuation of stock index futures, hedging using futures contract and stock index futures contract, adjusting the beta of portfolio using stock index futures.

Module 3: Options Contracts: Characteristics of option contracts, buyer and seller attitudes, option pricing, risk and return on equity option, option trading strategies.

Module 4: Valuation of Options: A graphic analysis of call and put values, characteristics of option values, models of valuation of option, Binomial Option Pricing Model, applicability of Black and Scholes Model.

Module 5: Trading Risks and Regulations: Trading mechanism, types of orders, risks in derivatives trading, regulations on derivatives, recent trends in derivatives market in India.

Recommended Books

1. N.D.Vohra and B.R.Bagri, **Futures and Options**, Tata McGraw Hill, New Delhi.
2. John C Hull, **Fundamentals of Futures and Options market**, Pearson Education, New Delhi
3. Robert W Kolb, **Understanding Futures Markets**, PHI, New Delhi
4. Franklin R Edwards, **Futures and Options**, Tata McGraw Hill, New Delhi
5. V K Bhalla, **Financial Derivatives and Risk Management**, S Chand, New Delhi
6. Chance, **Introduction to Derivatives and Risk management**, Thomson Learning
7. D C Patwari, **Options and Futures in an Indian Perspective**, Jaico Publishers
8. I.M, Pandey, **Advanced Financial Management**, Vikas Publishing House, New Delhi.
9. William F. Sharpe, Gordon J Alexander and Jeffery V Bailey, **Investments**, Prentice Hall , New Delhi.
10. R.Mahajan, **Futures and Options**, Vision Books Pvt Ltd, New Delhi.
11. Prafulla Kumar Swain, **Fundamentals of Derivatives**, HPH
12. Business Dailies

THIRD SEMESTER

Open Elective Course offered to the third semester students of other departments (This Course is not for Commerce Students)

PERSONAL FINANCIAL MANAGEMENT

Code: **OE 3.6**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: The objective of the course is to familiarize the students with the basics of finance to facilitate them to manage their personal finance.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars, Assignments, etc.

Module 1: 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, Tools, and Budgets, Financial Adviser.

Module 2: 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. Financing for Cars and Homes – Home Loans, Choosing a home loan, Home Loan Process, Home Loan Default, car loan, Buyback plan, Leasing, Managing Income Taxes - Savings accounts, Planning the Basic Household Activity, Cash Management and Financial Institutions.

Module 3: 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 4: Retirement and Estate Planning Insurance: Planning for retirement; Protecting the household Wealth; Life, Health and Disability Insurance; Property, Home and Automobile Insurance, Estate Planning.

Recommended Books

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

Fourth Semester M.Com. Programme Course Structure

Course Code	Title of the Course	Teaching Workload (Hours per Week)	Credits	Prescribed Marks			Duration of SEE (Hours)
				CAM	SEEM	Total Marks	
HC4.1	International Business	4	4	30	70	100	3
HC4.2	Business Ethics and Corporate Governance	4	4	30	70	100	3
HC4.3	Strategic Cost Management	4	4	30	70	100	3
HC4.4	Project Report (refer to notes)	4	4	30	70	100	-
SC4.5(A)	Accounting and Taxation Group Corporate Tax Planning and Management – II (Indirect Taxes)	4	4	30	70	100	3
SC4.5(B)	Finance Group International Financial Management	4	4	30	70	100	3
Total		24	20	150	350	500	-

Notes:

1. Two hours of teaching workload is to be considered for each teacher for project supervision in case students are allotted to a teacher.
2. SEEM for Project Report comprises of **20 marks for Viva-Voce** and **50 marks for Project Report Evaluation**.

MASTER OF COMMERCE - FOURTH SEMESTER

INTERNATIONAL BUSINESS

Code: **HC 4.1**

Contact Hours: 64

Credit Points: **4**

Univ Code:

Work load: **4 hours per week**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Objective: To familiarise the students with international business environment to apply the theories to analyse business issues in a globalised era.

Pedagogy: Lectures, group discussions, case analysis, assignments.

Module 1: International Business: Meaning, definition and types of International Business, factors influencing on international business, Reasons for the growth and Regulations 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.

Module 2: International Business Environment: Economic environment, legal and political environment, social and cultural environment, technological environment (PEST).

Module 3: Multinational Corporations: Conceptual framework, importance and characteristics of Multinational Corporations. The Internationalization process of MNCs, MNCs in India, why firms become multinational enterprises. Entry modes of International Business.

Module 4: Foreign collaborations and alliances, Joint Ventures: Foreign Direct Investment (FDI) – meaning, nature, foreign collaboration and alliances, factors influencing FDI, reasons for FDI, costs and benefits of FDI, present scenario of FDI in India, Make in India – An overview.

Module 5: Institutional framework of International Business: An IBRD, overview of WTO, IMF, Environmental aspects of International Business-TRIMS, GATT agreement, TRIPS, GATS, settlement of international commercial international disputes, ethical issues in business.

Recommended Books

1. Daniels, Radebaugh, Sullivan, **International Business**, Pearson Education
2. Alan M. Rugman, Richard M. Hodgetts, **International Business**, Pearson Education
3. Justin Paul, **International Business**, PHI
4. S.N.Chary, **Elements of International Business**, Wiley India Pvt., Ltd.
5. Charles W Hill, **International Business: Competing in the Global Market Place**, McGraw-Hill.
6. A.V. Vedipurishwar, **The Global CEO**, Vision Books.
7. G.S.Batra & R.C.Dangwal, **International Business : New Trends**
8. Anant K Sundaram J, Stewart Black, **The International Business Environment**, Prentice Hall of India
9. P Subbarao, **International Business**, HPH.

MASTER OF COMMERCE - FOURTH SEMESTER
BUSINESS ETHICS AND CORPORATE GOVERNANCE

Code: **HC 4.2**

Contact Hours: 64

Credit Points: **4**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course enables the students to observe and evaluate business ethics and corporate governance to be followed by the business enterprises.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminar, Assignment.

Module 1: Concept of Ethics: Meaning, Definitions, importance, sources – Values – Codes of Conduct – What is an Ethical Issue? - Ethical theories and its applications on Business, Ethical Management, strengthening personal and organizational integrity, an overview of ethics enshrined in religions.

Module 2: Business Ethics: Introduction to Business Ethics – Ethics, Morals and Values – Conflicts in Decision Making– Legal and Moral Points of View; Analyzing Ethical Problems – Economic and Legal Aspects – Managerial Ethics and Individual Decisions – Ethical Analysis – Ethical Dilemmas and Personal Career.

Module 3: Corporate Social Responsibility: Introduction, Changing expectations of social responsibility, Four faces of social responsibility, Different aspects of enterprise social responsibility, social responsibility issues for various stakeholder groups. Four-Stage Continuum, Gender sensitivity as ethical issue, CSR issues highlights in Companies Act, 2013

Module 4: Corporate Governance: Nature and Evolution 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 practices, Selecting Ethical Goals – Value Orientation of the Firm.

Module 5: Corporate Governance in Global Scenario: Corporate Governance – Global Practices – Cadbury Report, OECD Committee recommendations & SEBI Committee Recommendations, Birla Committee Report – Corporate Governance, Role & responsibilities of Directors and Shareholders; Dilemmas facing directors – Defining Good Corporate Governance.

Recommended Books

1. Satish Kumar, **Corporate Governance**, Oxford University Press
2. Prabhakaran 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 Press
8. B N Ghosh, **Business Ethics and Corporate Governance**, McGraw Hill Publications, New Delhi.

MASTER OF COMMERCE - FOURTH SEMESTER

STRATEGIC COST MANAGEMENT

Code: **HC 4.3**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course provides the students an understanding of conceptual framework of strategic cost management and its application under various environmental constraints.

Pedagogy: Lectures, Case analysis, Group Discussions, Presentation and Assignment.

Module 1: Activity Based Costing: Concept of strategic cost management, Inadequacies 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.

Module 2: Learning Curve Model: Concept and phases of learning curve, graphical representation, learning curve applications and factors affecting learning curve, experience curve.

Module 3: Life Cycle Costing: Concept and characteristics, activities and phases in product life cycle, short product and extension of product life cycle, Turning Point Indices in product life cycle.

Module 4: 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.

Module 5: Other Major areas in Cost Management: Target costing, through-put accounting – definition and basic concepts, cost audit – meaning, importance and provisions of Companies Act, 2013 relating to cost audit.

Recommended Books

1. Horngren, et al, **Introduction to Management Accounting**, PHI, New Delhi
2. Kaplan and Atkinson, **Advanced Management Accounting**, PHI, New Delhi
3. Ravi M Kishore, **Advanced Management Accounting**, Taxmann Publications, New Delhi
4. Babhathosh Banerjee, **Cost Accounting**, World Press, Kolkata
5. N K Prasad, **Cost Accounting**, Book Syndicate, Kolkatta
6. Horngren, Foster and Datar, **Cost Accounting: A Managerial Emphasis**, PHI, New Delhi
7. Edward Blocher, **Cost Management: A Strategic Emphasis**, Tata-McGraw Hill Publications, New Delhi.
8. Govindraju, et al, **Strategic Cost Management**, Free Press, Kolkata
9. Jain and Narang, **Advanced Cost Accounting**, Kalyani Publications, New Delhi.
10. Hilton, Maher and Selt, **Cost Management – Strategies for Business Decision**, Tata McGraw Hill, 2002.
11. B.M.Lal Nigam, **Cost Accounting – Principles and Practice**, Prentice Hall of India.
12. Bhabatosh Banerjee, **Cost Accounting – Theory and Practice**, Prentice Hall of India.
13. Jack Companella, **Principles of Quality Costs Principles, Implementation and Use**, Prentice Hall of India Pvt. Ltd.

ACCOUNTING AND TAXATION GROUP
MASTER OF COMMERCE – FOURTH SEMESTER

CORPORATE TAX PLANNING AND MANAGEMENT – II (INDIRECT TAXES)

Code: SC4.5 (A)
Contact Hours: 64

Univ. Code:
Workload: 4 hours per Week

Evaluation: Continuous Internal Assessment - **30 Marks**
Semester-End Examination - **70 Marks**

Objectives: This course enables the students to comprehend the concepts and provisions of GST and Customs Duties and their applications.

Pedagogy: A combination of Lecture, Case Analysis, Group Discussion, Seminar, Assignment, etc.

Module 1: Introduction to Goods and Services Tax (GST): GST – meaning, background, significance, salient features of GST, constitutional amendment for implementation of GST, drawbacks of erstwhile indirect tax system and merits of GST system, taxes subsumed in GST, structure of GST adopted in India, types of GST – SGST, UGST, IGST and CGST; GST Council – structure, powers and functions; GST Network – an overview and its role in facilitating GST administration.

Module 2: Basic Concepts under CGST: Extent of CGST Act 2017, aggregate turnover, business, goods, input and input tax, services, supply – meaning, composite supply, mixed supply, inter-state supply, intra-state supply, supplies in territorial waters, place of supply, time and value of supply.

Module 3: Procedure and Levy of GST: Registration under GST – procedure, persons liable and not liable for registration; tax invoice, credit and debit notes, e-way bill, accounts and records, returns, charge of tax – rates of GST, exempted goods and services, composition levy, computation of taxable value and tax liability (simple problems on computation of taxable value and tax liability); **Input tax credit** – eligibility, inputs on capital goods, distribution of credit by Input Service Distributor, transfer of input tax credit (simple problems on utilization of input tax credit).

Module 4: Administration and Assessment: Authorities – administration and appellate – hierarchy and powers, audit, inspection, search and seizure, offences and penalties, appeals and revision.

Module 5: Customs Duty – Scope and coverage of customs law, taxable event, types of duties, rates, exemptions, types of valuation for Customs Duty – tariff value, transaction value; methods of valuation, computation of tax liability, duty drawbacks, and refunds. (problems on computation of customs duty and duty drawback)

Recommended Books and Material

1. CA. Rajat Mohan, Illustrated Guide to Goods and Services Tax [GST], Bharat Law House Pvt. Ltd.

2. Jayaram Hiregange and Deepak Rao, India GST for Beginners, White Falcon Publishing
3. Rakesh Garg and Sandeep Garg, GST Laws Manual: Acts, Rules and Forms, Bloomsbury India Publications.
4. Rakesh Garg, GST Laws Manual: Acts, Rules and Forms, Bloomsbury India
5. S. S. Gupta, GST How to Meet our Obligations, Taxmann Publications Pvt. Ltd.
6. S. S. Gupta, GST Law and Practice, Taxmann Publications Pvt. Ltd.
7. V. S. Datey, GST Ready Reckoner, Taxmann Publications Pvt. Ltd.
8. Datey V S., **Indirect Tax- Law and Practice**, Taxmann Publications, New Delhi.
9. ICAI Material on GST
10. Bare Acts – CGST, IGST, SGST (Karnataka) and CGST Rules, Customs Act
11. <http://www.irisgst.com/ebook-Goods-and-Services-Tax-In-India-5th-edition-by-CA-Pritam-Mahure>
12. <https://cleartax.in/s/gst-book-online-pdf>
13. <http://www.gstindia.com/a-hand-book-for-gst-in-india-e-book-4th-edition-version-nov-2016/>
14. <http://icmai.in/icmai/Taxation/upload/Bills2017/Presentation-GST-Bill-2017.pdf>
15. <https://taxmantra.com/wp-content/uploads/2017/03/GST-Ebook.pdf>
16. <http://idtc.icai.org/publications.php>
17. <http://www.cbec.gov.in/htdocs-cbec/gst>

FINANCE GROUP

MASTER OF COMMERCE - FOURTH SEMESTER

INTERNATIONAL FINANCIAL MANAGEMENT

Code: **SC 4.5(B)**

Contact Hours: 64

Credit Points: 4

Univ Code:

Work load: 4 **hours per week**

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Objective: This course sheds light on international financial market; facilitates the students to understand the integration of international money market and its implications while taking investment decisions.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminar, Assignment, etc.

Module 1: Global Financial Management: Meaning and objectives, global financial manager-functions of global financial management-scope relationship to domestic financial management.

Module 2: Foreign Exchange Risk Management: Foreign exchange risk and exposure, types of foreign exchange risks, transaction and economic exposure-internal and external techniques of foreign exchange risk management.

Module 3: 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, Interest Rate Parity and Purchasing Power Parity theories, Equilibrium in foreign exchange market.

Module 4: 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.

Module 5: 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 (Problems).

Recommended Books

1. Apte P.G., **International Financial Management**, Tata McGraw Hill, New Delhi
2. Ian H.Giddy, **Global Financial Markets**, AITBS 2000.
3. Kirt C. Butler, **Multinational Finance**, Thomson South Western.
4. Reid W. Click and Coval, **International Financial Management** Prentice Hall India.
5. Reid. M. Rodriguez, **International Financial Management** E Eugene Carter Prentice Hall, New Delhi
6. Alan C. Shapiro, **Multination Financial Management** Allyn and Paconloc, Boston.
7. Adrin. Buckley, **Multination Finance**, Hcrit, New Delhi.
8. RaymondVemon, **Manager in the International Economy**, Louis T Wells Jr. Prentice Hall.
9. David H.Blake, **The Politics of Global Economics**, Robert S. Walters Relations, Prentice Hall.
10. Madura, Jeff, **International Financial Management**, West Publishing Company.

Question Paper Pattern for all Courses

SECTION – A

This section consists of One Question (Question No. 1) comprising of twelve sub-questions (a to l). The student has to answer ten sub-questions. Each sub-question carries two marks (i.e., $10 \times 2 = 20$ marks).

SECTION – B

This section consists of Six Questions (Question No. 2 to 7). There shall be three numerical questions in case of quantitative courses. The student has to answer four questions. Each question carries five marks (i.e., $4 \times 5 = 20$ marks).

SECTION – C

This section consists of Five Questions (Question No. 8 to 12). There shall be two numerical questions in case of quantitative courses. There shall be one case in theory courses. The student has to answer three questions. Each question carries ten marks (i.e., $3 \times 10 = 30$ marks).