

HAVERI UNIVERSITY, HAVERI



P.G. DEPARTMENT OF STUDIES IN COMMERCE

Syllabi of the M.Com Programme

Under the

Choice Based Credit System

(I to IV Semesters)

With effect from 2023-24 onwards

Preamble:

The post-graduate programme in Commerce (M.Com – CBCS) has to keep abreast with the contemporary developments in the business world. Of late, the business environment has become highly demanding and new skills and knowledge are required to manage and run businesses. The demonetization, introduction of GST, increasing competition among countries and companies, higher focus on research and development, ever unsatisfied customer, etc., have all made the contents taught at the programme to be adequate and afresh. Moreover, the B.Com course has new syllabi with effect from the academic year 2020-21.

Therefore, the Post-Graduate Department of Studies in Commerce has made incremental improvements in some of the contents, introduced new papers, introduced an additional paper in Fourth Semester, etc. to adopt to the new situation and condition.

PART-A

The Programme Structure for the M.Com. Degree

Semesters	Courses (Hours)			Credits			Total credits
	Compulsory courses	Specialization courses	Open Elective courses (chosen from other Depts.)	Compulsory courses	Specialization courses	Open Elective courses	
I	5 (4)	---		20	---		20
II	5 (4)	---	1(4)	20	---	04	24
III	2(4)	3(4)	1(4)	08	12	04	24
IV	2(4) 1(4) (Project report)	3(4)		12	12		24
						Total	92

Note: The Department shall offer at least one open elective course carrying four credits in second and third semesters for the students of other departments.

PART-B

Detailed Course Structure of the M.Com Programme

Semester	Subjects	Max. Marks		Total Marks	Hrs/ week	Credits
		IA	Sem. end Exam			
I	Compulsory Courses					
1.1	Marketing Management	25	75	100	04	04
1.2	Financial Management	25	75	100	04	04
1.3	Organizational Behaviour	25	75	100	04	04
1.4	Strategic Management	25	75	100	04	04
1.5	Security Analysis and Portfolio Management	25	75	100	04	04
	Total Marks/Credits for the First Semester	125	375	500	20	20
II	Compulsory Courses					
2.1	Financial Reporting Standards	25	75	100	04	04
2.2	Mergers and Acquisitions	25	75	100	04	04
2.3	Business Research Methods	25	75	100	04	04
2.4	Strategic Human Resource Management	25	75	100	04	04
2.5	Economic Analysis for Managerial Decisions	25	75	100	04	04
2.6	Open Elective Course (To be chosen from the courses offered by the other Departments)	25	75	100	04	04
	Total Marks/Credits for the Second Semester	150	450	600	24	24
	Open Elective Course (meant for the students of other Departments) Introduction to Business	25	75	100	04	04
III	Compulsory Courses					
3.1	Accounting Information System	25	75	100	04	04
3.2	International Finance	25	75	100	04	04
	Specialization Groups					
Group A (Cost Management and Control)						
3.3	Operations Management	25	75	100	04	04
3.4	Cost Management	25	75	100	04	04
3.5	Advanced Management Accounting	25	75	100	04	04
Group B (Accounting and Taxation)						
3.3	Company Accounts	25	75	100	04	04
3.4	Accounting for Specialized Institutions	25	75	100	04	04
3.5	Corporate Tax Planning – I (Direct Taxes)	25	75	100	04	04

Group C (Accounting and Finance)						
3.3	Company Accounts	25	75	100	04	04
3.4	Accounting for Specialized Institutions	25	75	100	04	04
3.5	Basics of Financial Derivatives	25	75	100	04	04
Group D (Finance)						
3.3	Basics of Financial Econometrics	25	75	100	04	04
3.4	Corporate Financial Risk Management	25	75	100	04	04
3.5	Basics of Financial Derivatives	25	75	100	04	04
Group E (Banking and Finance)						
3.3	Principles of Bank Management	25	75	100	04	04
3.4	Corporate Financial Risk Management	25	75	100	04	04
3.5	Basics of Financial Derivatives	25	75	100	04	04
3.6	Open Elective Course (To be chosen from the courses offered by the other departments)	25	75	100	04	04
	Total marks/credits for the Third Semester	150	450	600	24	24
3.6	Open Elective Course (meant for the students of other Departments) Digital Marketing	25	75	100	04	04
IV	Compulsory Courses					
4.1	Business Data Communication And Networking	25	75	100	04	04
4.2	Corporate Governance	25	75	100	04	04
	Specialization Groups					
Group A (Cost Management & Control)						
4.3	Strategic Cost Management	25	75	100	04	04
4.4	Quantitative Methods for Cost Accountants	25	75	100	04	04
4.5	Cost and Management Audit	25	75	100	04	04
4.6	Project Report and Viva Voce		50 50	100	-	04
Group B (Accounting and Taxation)						
4.3	Contemporary Issues in Accounting	25	75	100	04	04
4.4	Corporate Tax Planning – II (GST and Customs) *	25	75	100	04	04
4.5	International Taxation	25	75	100	04	04

4.6	Project Report and Viva Voce		50 50	100	-	04
Group C (Accounting and Finance)						
4.3	Contemporary Issues in Accounting	25	75	100	04	04
4.4	Business Analysis and Valuation	25	75	100	04	04
4.5	Project Finance	25	75	100	04	04
4.6	Project Report and Viva Voce		50 50	100	-	04
Group D (Finance)						
4.3	Behavioural Finance	25	75	100	04	04
4.4	Business Analysis and Valuation	25	75	100	04	04
4.5	Project Finance	25	75	100	04	04
4.6	Project Report and Viva Voce		50 50	100	-	04
Group E (Banking and Finance)						
4.3	Financial Management of Commercial Banks	25	75	100	04	04
4.4	Business Analysis and Valuation	25	75	100	04	04
4.5	Project Finance	25	75	100	04	04
4.6	Project Report and Viva Voce		50 50	100	-	04
	Total marks/credits for the Fourth Semester	125	475	600	24	24
	GRAND TOTAL (SEMESTER I,II,III& IV)	550	1750	2300	88	92

PART-C

Detailed Syllabi of M.Com Course

M.COM. I - SEMESTER

1.1 : Marketing Management

Learning Objectives:

The course is designed to provide the students with the basic knowledge of marketing concepts used by contemporary businesses in the modern world and to understand the differences in marketing strategies as dictated by products, customers, environment, etc.

Module – 1: Marketing Concepts and Tools: Meaning and definition of marketing – scope of marketing-core marketing concepts – evaluation of marketing concepts and its stages – objectives of marketing – building customer satisfaction, value and retention; tasks of marketing management; developing marketing strategies and plans.

Module – 2: Marketing Environment and Scanning: Concept and types of marketing environment; classification and influence of macro environment; marketing research – scope, importance and process; market segmentation – bases and effective segmentation criteria; consumer markets – influences and key psychological processes; buying decision process; analyzing business markets – organizational buying, participants and buying process

Module – 3: Product Strategy – Characteristics and Classification; Product design; product & brand relationship; packing, labeling, warranties and guarantees; new product design – types, challenges and process; branding - meaning and importance; brand positioning – developing and positioning; choosing specific POPs and PODs; approaches; brand equity – meaning, models, building and measurement.

Module – 4: Pricing and Distribution Strategies – significance & setting the price; pricing methods; promotional and differentiation pricing; designing and managing integrated marketing channels – meaning and importance; multichannel marketing – digital channels; channel design decision and channel management

Module – 5: Designing Marketing Communication – role and communication mix; process models; developing effective communication; developing and managing advertising programme; sales promotion; digital communication – online marketing, social media and mobile marketing – advantages and disadvantages Market-oriented strategic planning- corporate and division strategic planning – business strategic planning.

References

1. Philip Kotler and Kevin Keller, Marketing Management, Pearson Education, New Delhi.
2. V S Ramaswamy, Marketing Management: A Strategic Decision Making Process, TMH, New Delhi.
3. Rajan Saxena, Marketing Management, TMH, New Delhi.
4. Gandhi, Marketing: A Managerial Introduction, TMH, New Delhi.
5. William Stanton, Fundamentals of Marketing, TMH, New Delhi.
6. Ramaswamy and Namakumari, Marketing Management, Macmillan, Delhi
7. J S Panwar, Marketing in the New Era, Response Books, Delhi.
8. Majare, The Essence of Marketing, PHI, New Delhi.
9. Paul Peter and James H Donnelly, Marketing Management, TMH, New Delhi.
10. Mulins, Marketing Management, TMH, New Delhi.

1.2 : Financial Management

Learning Objectives:

The course aims to provide an understanding of various concepts of financial management and to develop skills amongst the students in designing appropriate financial strategies for business enterprises.

Module – 1: Financial Management: Concept of finance, business finance and financial management; nature, significance and approaches; objectives of finance function and agency theory; relationship with other disciplines; financial decisions and risk-return trade-off; organizational structure for finance function; strategic role of CFO.

Module – 2: Leverages and Capital Structure Theories and Determinants: – Concept, types, importance and measurement of various leverages; concept of financial and capital structures and classification; theories of capital structure – NI, NOI, MM (in tax-free and tax world) traditional approaches, trade off theories, pecking order hypothesis and signaling hypothesis; determinants of capital structure and capital structure practices of Indian companies.

Module – 3: Capital Budgeting Decisions: Concept, significance, nature and classification of capital budgeting decisions; cash flow computation – incremental approach; evaluation criteria-payback period, ARR, NPV, IRR and PI methods; NPV v/s IRR comparison, MIRR; capital rationing decisions; capital budgeting under risk and uncertainty – meaning of risk and uncertainty – methods of incorporating risk and uncertainty.

Module – 4: Dividend Decisions – concept and classification, legal provisions relating to dividends in India; dividend and market valuation – Walter's Model, Gordon's Model and MM approach, Residual Theory of Dividend; factors affecting dividend decision; dividend policies in practices of Indian companies. Stock Dividends and Stock Splits

Module – 5: Working Capital Management – concepts, importance, classification and factors determining working capital, computation through operating cycle approach; Walker's Four Part Theory of Working capital management; investment and financing policies – cash, inventory, receivables and payable management – concept, significance and methods of management.

References

1. I M Pandey, Financial Management, Vikas Publications, New Delhi.
2. Khan and Jain, Financial Management, TMH, New Delhi.
3. Prasanna Chandra, Financial Management, TMH, New Delhi.
4. Damodaran, Corporate Finance, Wiley Publications, New Delhi.
5. Brealey, Myers, Allen and Mohanty, Principles of Corporate Finance, TMH, New Delhi.
6. Ross, Westerfield, Jaffe and Kakan, Corporate Finance, TMH, New Delhi.
7. E F Brigham and Ehrhardt, Financial Management – Theory and Practice, Cengage Learning, New Delhi.
8. Van Horne and Sanjay Dhamjia, Financial Management and Policy, Cengage Learning, New Delhi.
9. Jonathan Berk, Peter Demarzo and Ashok Thampy, Financial Management, Pearson Education, New Delhi.
10. Copeland, Weston Shastri and Katz, Financial Theory and Corporate Policy, Pearson Education, New Delhi.

1.3: Organizational Behaviour

Learning Objectives:

The subject is designed to develop conceptual and theoretical understanding of organizational theory and its basic elements amongst the students and in developing appropriate strategies for influencing individual behavior on group behavior and vice versa.

Module – 1: Introduction – Concept, nature and importance of organization and organization theory – basic elements and types of organization; organizational behavior (OB) – concept, nature, importance and limitations; contributing disciplines to the field of organizational behavior; stage in the evaluation of OB; models of OB.

Module – 2: Individual Behaviour – Foundations of individual behavior; values, attitudes, personality and emotions; methods of changing employee attitudes; values – concept, types and influence on human behavior; job satisfaction – concept, factors and outcomes.

Module – 3: Group Behaviour – Nature of groups; types and determinants of group behavior; process of group formation; group norms, group cohesiveness, small groups, team building.

Module – 4: Linkage between Behavior and Management Functions – Decision making – process of decision-making; policy formulation; Leadership – Concept and theories of leadership; leadership styles, directing and disciplining; Motivation – nature, importance, basic motivation process; theories relating to motivation; effective communication.

Module – 5: Organizational Conflict – Nature and implications of conflict; causes and effect; conflict resolution process and techniques; transactional analysis; work stress – coping the stress and change management.

References

1. Robbins, Judge and Vohra, Organisational Behaviour, Pearson Education, New Delhi.
2. M Parikh and Rajen Gupta, Organizational Behaviour, TMH, New Delhi.
3. C B Gupta, Organisational Behaviour, Sultan Chand & Sons, New Delhi.
5. Uma Sekaran, Organisational Behaviour – Text and Cases, TMH, New Delhi.
6. K Ashwathappa and G Sudarshan Reddy, Organizational Behaviour – Text, Cases and Games, HPH, Mumbai.
7. Kalliath Brough and O Manimalla, Organizational Behaviour, TMH, New Delhi.
8. Ricky Griffin, Organizational Behaviour, Managing People and Organizations, Cengage Learning, New Delhi.
9. Fred Luthans, Organizational Behaviour, TMH, New Delhi.

10. Gupta N S, Organizational Theory and Behaviour, HPH, Mumbai.

1.4: Strategic Management

Learning Objectives:

The course aims to provide conceptual knowledge of strategic management process in businesses and develop skills of analysis, implementation and evaluation of corporate level strategies amongst the students.

- Module – 1: Strategic Management – Concept of Strategy and Strategic Management; nature and scope of strategic management, types of strategies - intentional and emergent – functional classification; levels of strategic management, strategic planning process, strategic management v/s operational management, GAP analysis.
- Module – 2: Corporate Vision, Mission and Objectives: Concept of vision and mission; 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 environment analysis; PEST analysis; analysis of Michael Porter’s Five Forces Model, strategic groups and preparation of ETOP; internal analysis – concept of competitive advantage, generic building blocks, core competencies and 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, GAP analysis; strategic control system; ROI, budgeting, auditing systems; feedback and information systems.

References

1. Hill and Jones, Strategic Management– Text & Cases, Cengage Learning, New Delhi.
2. John A Pearce, Richard Robinson and Amita Mital, Strategic Management – Formulation, Implementation and Control, TMH, New Delhi.
4. Lawrence Jauch and William F Glueck, Business Policy and Strategic Management, TMH, New Delhi.
5. Hitt, Ireland, Hoskisson and Manikutty, Strategic Management, Cengage Learning, New Delhi
6. R Srinivasan, Strategic Management – The Indian Content, PHI, New Delhi.
7. Dess, Eisner, Lumpkin and McNamara, Strategic Management: Creating Competitive Advanages, TMH, New Delhi.
8. Azar Kazmi, Strategic Management and Business Policy, TMH, New Delhi.
9. G Hamel and C K Pralhad, Competing for the Future, Free Press, New York.
10. M.E.Porter, Competitive Advantage, Free Press, New York.

1.5 : Security Analysis and Portfolio Management

Learning Objectives:

The course aims to provide conceptual understanding of the elements of investment process in securities and in developing skills of analysis and selection of appropriate securities for investment.

Module – 1: Investment – Meaning, nature, objectives and scope; speculation and gambling; developing investment plan; avenues of investment – marketable and non-marketable; stock trading mechanism in India; concepts of margin trading and short-selling; stock exchanges and development of stock-indices; financial regulation in India – single v/s multiple regulators; SEBI as a market regulator.

Module – 2: Security Analysis – Meaning and Types; Fundamental Analysis – meaning and objectives; economic analysis, Industry Analysis and Company Analysis; Technical Analysis – Meaning and significance; fundamental analysis v/s technical analysis; five-forces model; Dow Theory – classification of trends, chart types and patterns; technical indicators; Efficient Market Hypothesis (EMH) – Meaning and classification of EMH; random walk theory; testing of EMH; equity valuation methods and estimating stock returns and risk.

Module – 3: Portfolio Theory – meaning, assumption and classification of portfolio theories; traditional and modern; Modern Portfolio Theory of Markowitz – principles and assumptions; estimating return and risk of two-stock, three-stock and infinite stocks portfolios; constructing optimum portfolio; minimum variance portfolio; leveraged and unleveraged portfolios; capital allocation line and capital market line.

Module – 4: Sharpe's Single Index Model – Meaning of single factor and single index models – assumptions and estimating return and risk; development of optimum portfolio; Asset Pricing Models – meaning and types; Capital Assets Pricing Model of William Sharpe – assumptions, systematic and unsystematic risks; security market line and characteristic line; estimating beta and alpha of efficient portfolio; market portfolio

Module – 5: Arbitrage Pricing Theory and Multi-factor models – meaning, assumptions and estimating return and risk of portfolio; beta coefficients for macro factors; arbitrage opportunity; Portfolio Revision and Performance Evaluation – Meaning and necessity of portfolio revision; evaluation methods – rate of return and risk, variability and beta; performance measures – Treynor, Sharpe and Jensen Measures; M^2 measures, Fama's Measure of Net Selectivity Method.

References:

1. Prasanna Chandra, Investments Analysis and Portfolio Management, McGraw Hill, New Delhi.
2. Bodie, Kane, Marcus and Mohanty, Investments, McGraw Hill, New Delhi.
3. Francis, Investments, McGraw Hill, New Delhi.
4. D E Fisher, Ronald Jordon and Pradhan, Security Analysis ad Portfolio Management, Pearson, New Delhi.
5. Reilly and Brown, Investments Analysis and Portfolio Management, Pearson, New Delhi.
6. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas, New Delhi.
7. Elton, Gruber, Brown and Goetzmann, Modern Portfolio Theory and Investment Analysis, Wiley Publications, New Delhi.
8. Kevin, Security Analysis and Portfolio Management, Prentice Hall, New Delhi
9. Herbert Mayo, Investments: An Introduction, Cengage, New Delhi.
10. Graham and Dodd, Security Analysis, McGraw Hill, New Delhi.

M.COM.II SEMESTER

2.1 : Financial Reporting Standards

Learning Objectives:

The course aims at providing an understanding of theoretical concepts of corporate financial reporting trends and to develop skills in interpretation of financial statements of global organizations.

Module 1: Financial Reporting; concept, nature and scope of financial reporting; purposes and users of financial reports; qualities of financial reports, types of financial reports, major issues involved in financial reporting, accounting frauds,- misstatement and restatement and impact on reporting; Framework for preparation and presentation of financial statements- scope and application, users, objectives, underlying assumptions, characteristics, elements, recognition and measurements.

Module – 2: Indian Accounting Standards (IND AS); Introduction, Meaning, objectives, types , significance of Indian accounting standards, development of accounting standards in India and the world over-USA and UK, IFRS and Ind AS, applicability, Carve-outs/carve-in; first time adjustment and transition adjustments; Ind AS (Ind AS 2, 7).; Meaning, scope, coverage, applicability, recognition, measurement and disclosure and problems relating to these IAS

Module 3 : Ind AS(12, 16, 19, 21, 23): Meaning, scope, coverage, applicability, recognition, measurement and disclosure and problems relating to these IAS .

Module 4 : Ind AS(28, 33, 36, 38, 40): Meaning, scope, coverage, applicability, recognition, measurement and disclosure and problems relating to these IAS

Module 5 : Ind AS (102, 105, 109, 110, ,113): Meaning, scope, coverage, applicability, recognition, measurement and disclosure and problems relating to these IAS

References

1. M.P.Vijayakumar; First Lessons in Financial Reporting, Snow White Publication, Mumbai.
2. D.S.Rawat; Students' Guide to Ind AS, coverage IFRS, Taxmann Publication, New Delhi.
3. Rajakumar S Adukia; Hand book on Indian Accounting Standards(Ind AS) converged global accounting standards, Taxmann Publication, New Delhi
4. Praveen Sharma and Kapileshwar Bhalla; Financial Reporting, Taxmann Publication, New Delhi.
5. Dolphy D Souza and Vishal Banasal; India AS, Taxmann Publication, New Delhi.
6. Kamal Garg; Practical Guide to Ind AS, Bharat Law House Pvt Ltd.
7. Charles H Gibson; Financial Reporting and Analysis, Cenage Learning, New Delhi
8. L.S.Porwal; Accounting Theory; Tata Mcgraw Hill, New Delhi.
9. Andrew Higson, Corporate Financial Reporting-Theory and Practice, Sage Publication, New Delhi.
10. Barrie Elliot and Jamie Elliot, Financial Accounting and Reporting, PHI New Delhi

2.2 : Mergers and Acquisitions

Learning Objectives: The course is designed to equip students with the basic understanding of corporate mergers and to develop skills for valuation and integration of corporate mergers.

Module – 1: Mergers and Acquisitions- meaning, types and motives; merger waves – meaning, classification and reasons; industrial shocks and industrial clustering; theories of corporate mergers - efficiency theories, information and signaling, agency problems and managerialism etc; measurement of cost and benefits of mergers; sources and measurement of value creation in mergers;

Module – 2: Valuation and Financing of Mergers- Merger Process – Steps involved and characteristics of target companies–due diligence process – target valuation methods; determination of stock exchange ratio – book value, EPS and MPS methods –usefulness of P/E ratio; methods of payment, Legal process of mergers in India; merger failures – meaning, reasons and strategies to control merger failures; methods of analysis of post-merger performance; analysis of merger trends and failures in India.

Module – 3: Market for Corporate Control – Meaning, objectives and types of takeovers; open offer v/s tender offer; SEBI’s takeover code – meaning, objectives and broad takeover guidelines; takeover defenses - need, types and effects of takeover defenses; takeovers in India and defenses employed; financing of takeovers.

Module – 4: Other forms of restructuring: meaning, reasons and significance of corporate restructuring; forms of restructuring –expansion, sell-offs, corporate control and changes in ownership structure; debt and equity restructuring, exit strategies; sources and measurement of value creation in corporate restructuring; corporate restructuring in India-private and public sector enterprises; effects of restructuring.

Module – 5: Industrial Sickness – Mening, causes, symptoms of industrial sickness; magnitude of sickness; prediction of industrial sickness – univariate and multivariate methods; rehabilitation and revival sick units; sickness in India among SMEs and manufacturing sector; BIFR and Indian Bankruptcy Code

References

1. J.F. Weston, K S Chung & S E Hoag, Mergers Restructuring and Corporate Control, PHI, New Delhi.
2. J.F. Weston, Mitchell and Mulherin, Takeovers, Restructuring and Corporate Governance, Pearson Publications, New Delhi.
3. Patrick Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley, New Delhi.
4. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley Publications, New Delhi.
5. Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring, Elsevier, New Delhi.
6. Amy L Pablo and Mansour Javidan, Mergers and Acquisitions, Blackwell Publications, New Delhi.
7. Sudi Sudharshanam, Creating Value through Mergers and Acquisitions, Pearson Education, New Delhi.
8. I M Pandey, Financial Management, Vikas Publications, New Delhi.
9. M Y Khan and P K Jain, Financial Management, McGraw Hill, New Delhi.
10. Prasanna Chandra, Financial Management, McGraw Hill, New Delhi.

2.3 : Business Research Methods

Learning Objectives:

The course is designed to develop an understanding the quantitative research concepts and their application in business and equip students with necessary skills to apply research methods in business.

- Module – 1: Business Research: A theoretical framework: concept of business research, importance of research in business decisions, business research process, business research design.
- Module – 2: Data collection in business research: Methods and techniques of data collection, sampling and sampling design, questionnaire designing and development, attitude measurement and scaling.
- Module – 3: Organization of business research: Defining business research problem, formulation of hypotheses, testing of hypotheses, experimental design.
- Module – 4: Data processing and analysis in business research: Coding tabulation, data presentation, description and inferences from sample data, analysis of association. Multivariate analysis regression analysis, discriminant analysis, factor analysis, cluster analysis and multi-dimensional scaling.
- Module – 5: Report writing and presentation in business research: Substance of report writing and presentation, presentation of business research reports.

References

1. William G. Zikmund and Atanu Adhikari, Business Research Methods, Cengage Publications, New Delhi.
2. Prahalad Mishra, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley Publications, New Delhi.
4. Donald Cooper, Pamela Schindler and J K Sharma, Business Research Methods, TMH, New Delhi.
5. Naval Bajpai, Business Research Methods, Pearson Publications, New Delhi.
6. John C Carr, Atanu Adhikari, Mitch Griffin and Barry Babin, Business Research Methods, Cengage Publications, New Delhi.
7. Clover Vernon T. and Howard Basley, Business Research Methods, Ohio Grid Publishing, Columbus.
8. Michel V.P., Research Methodology in Management, Himalaya, Bombay.
9. Emory C. William, Business Research Methods, Macmillan Publishing Co., New York.
10. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.

2.4 : Strategic Human Resource Management

Learning Objectives:

This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

- Module – 1: Introduction – meaning, definition, objectives, scope and advantages of strategic HRM; strategic HRM v/s traditional HRM; evolution of SHRM – globalization; approaches to SHRM – universalist and contingency approaches; strategic role of HR function; foundations of SHRM – Resource based view and Institutional Perspective; Strategic framework for HRM; matching HR Strategy with business strategies; HR Strategies – meaning, purpose, nature, types, developing, implementing and evaluating HR Strategies; HR Responsibilities and Roles; competitive challenges in SHRM.
- Module – 2: Strategic HR Planning – temporary v/s permanent employees; internal v/s external recruiting; methods of recruiting – selection, interviewing and testing; strategic training and development – benefits, planning and strategizing training; organisational development – strategic HRD – philosophy and elements; organizational and individual learning strategies;
- Module – 3: Strategic Performance Management – meaning, objectives, purpose, and process of performance management and performance appraisal; methods of performance appraisal – 360 degree, balanced scorecard; elements of effective performance appraisal system; Strategic Knowledge Management- building knowledge management into strategy framework, knowledge sharing; Strategic approach to industrial relations, outsourcing & its HR implications.
- Module – 4: Reward/Compensation Strategy – meaning, need, characteristics, basis, content, guiding principles and developing reward/compensation strategies; legal issues in compensation; executive compensation; SHRM and Talent Management, Employee Relations and Engagement – strategic dimensions of talent management, process, development and evaluating talent management strategy; employment relations – perspective, methods and legal regulation; implementing employee voice; employee engagement – meaning, outcomes and consequences of engagement;
- Module – 5: Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation; building a multicultural organization- multinational organization, strategic choice, leadership & strategic issues in international assignment.

References

1. Agarwala Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
2. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management, Excel Books, New Delhi.
3. Tapomoy Deb, Strategic Human Resource Management, Atlantic Publishers, New Delhi.
4. Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, New Delhi.
5. Mohsin Shaikh, Essentials of Strategic Human Resource Management, Banyan Tree Consulting, Pune.
6. Armstrong, Michael & Baron Angela, Handbook of Strategic HRM, Jaico Publishing House, New Delhi.
7. Mello, Jeffrey A, Strategic Human Resource Management, Cengage Publications, New Delhi.
8. Regis, Richard, Strategic Human Resource Management & Development, Excel Books, New Delhi
9. Charles Greer, Strategic Human Resource Management – A General Management Approach, Pearson Education, New Delhi.
10. Catherine Truss, David Mankin and Clare Kelliher, Strategic Human Resource Management, Oxford University Press, New Delhi.

2.5 : Economic Analysis for Managerial Decisions

Learning Objectives:

The Course is designed to equip the students with an understanding concepts of economics relevant for managerial decision making and to develop skills in the application of those concepts.

- Module – 1: Introduction – Meaning and definition of managerial economics – Nature and Scope – Objectives of the firm- Economics and Decision-making-Functional Relationships- Total average and marginal- Economic models-Calculus and managerial economics
- Module – 2: Demand Theory and Analysis – Determinants of market demand- Market Demand and Firm Demand- Market Demand Equation- Total and Marginal Revenue Price Elasticity- Income Elasticity – Cross Elasticity- Demand Forecasts and Techniques of Forecasting.
- Module – 3: Production and Cost Theory & Analysis – Production Function- Production with one variable input- production with two input variables- Economies of Scale-Estimating Production function-Economic concept of Cost- Short-run and Long-run cost functions-Estimating cost functions.
- Module – 4: Market Structure and Pricing Decisions - Market structure – perfect market-monopoly-monopolistic – oligopoly-monopsony-oligopsony structure-pricing decisions- price discrimination.
- Module – 5: Technological Change and Location Theory – Technological change in global economy- Impact of Technological change on Production function, productivity and economic growth- Location of the firm in the global economy- basic location principles- market area determination – Threshold Analysis.

References

1. H L Ahuja, Managerial Economics – Analysis of Managerial Decision Making, S Chand Publications, New Delhi.
2. D N Diwedi, Managerial Economics, S Chand Publications, New Delhi.
3. P L Mehta, Managerial Economics, Sultan Chand & Sons, New Delhi.
4. Varshney and Maheswari, Managerial Economics, Sultan Chand & Sons, New Delhi.
5. Jae Shim, Economic Analysis for Business and Strategic Decisions, Financial World Publishing, New York.
6. Robert Waschik, Tim Fisher and David Prentice, Managerial Economics – A Strategic Perspective, Routledge Publications, New Delhi.
7. Keith Wright and Allen, Managerial Economics: Theory Applications and Cases, Viva Books, New Delhi.
8. Dominick Salvatore, Managerial Economics - Principles and Worldwide Applications, Oxford University Publications, New Delhi.
9. Mark Hirschey, Managerial Economics, Cengage Learning India, New Delhi.
10. Thomas, Maurice and Sarkar, Managerial Economics, Tata McGraw Hill Publications, New Delhi.

Open Elective Course

(Meant for students of other departments)

Open Elective Course- 2.6: Introduction to Business

Learning Objectives:

After learning the course, the students should be able to explain the meaning and significance of business and its working and understand the impact of environment on functioning of business entities.

Module – 1 : Meaning, definition, features, nature and significance of business ; types of businesses – manufacturing, merchandising and service organizations; forms of business organizations – sole trading, partnership firm and joint stock companies ; meaning, features and significance, promotion and incorporation of companies ; types of companies, regulation of companies – nature and features of companies act ; co-operative form of business – meaning, need, features and significance ; types and establishment of co-operative societies.

Module – 2: Business Environment – meaning , features, nature and significance of business environment ; types of business environment – political, legal, social, economic and cultural environment ; environmental scanning and mapping ; social and ethical responsibility of business ; environmental effects and control.

Module – 3: Role of Government and its institutions – industrial licensing and policies – meaning and developments of central and state industrial policies ; promotion of industries – industrial areas and industrial estates – meaning and importance, special economic zones ; regional backwardness and industrial development ; role of district industries centre ; rebates and subsidies ; tax holidays ;

Module – 4: Management and Governance of Companies : Management – meaning, concept, features, nature, significance and functions of management ; planning, organizing, directing and controlling – meaning and features ; family management in India ; role of professional managers ; Governance of Corporate Entities – meaning, concept, features, nature, and significance of corporate governance ; governance committees in India.

Module – 5: Financing of Business – meaning and importance of financing ; seed capital, venture capital and private equity – meaning and importance ; sources of capital – short-term, medium-term and long-term; role of commercial banks in financing business organizations ; financing by SFCs – meaning, nature, objectives and functioning of SFCs ; refinancing by SIDBI.

References

1. R.P. Maheshwari, Principles of Business Studies, Piyush Publishers, New-Delhi.
2. Waterman and Ramsingh, Principles of Business, Macmillan Publications, New-Delhi.
3. James Burrow, Brad Kleindl and Kenneth Everard, Business Principles and Management, Cengage Learning, New-Delhi.
4. Koontz Harold, Weinrich and Anasari, Principles of Management, Tata McGraw Hill Publications, New-Delhi.
5. C. B. Gupta, Principles and Practice of Management, Sultan Chand & Sons, New-Delhi.
6. N. Balasubramaniam, Corporate Board and Governance, Sterling Publishers, New-Delhi.
7. A C Fernando, Corporate Governance, Pearson Education, New-Delhi.
8. Francis Cherunilam, Business Environment – Text and Cases, Himalaya Publishing House, Bangalore.
9. K Ashwatappa, Essentials of Business Environment, Himalaya Publishing House, Bangalore.
10. S. N. Maheswari, Financial Management, Sultan Chand & Sons, New-Delhi.

M.COM. III - SEMESTER

3.1 : Accounting Information System

Learning Objectives:

The course is designed to provide an understanding of the basic concepts and techniques of accounting information system in business entities and to develop skills among the students of the application in business entities.

Module – 1: Business Information Systems – power of digital systems, purpose of information systems; data, information and information systems, computer equipment for information systems; types of information systems; components, activities and resources of information systems; information systems in business functions – accounting, finance, engineering, SCM, CRM, HRM, ERP; strategic uses of information systems – creating and maintaining strategic information systems;

Module – 2: System Development Process and Computer Software – system analysis, design, implementation and maintenance; Business Software – meaning and types of software; business application software – software suites and integrated packages; system software - operating systems and functions.

Module – 3: Introduction to E-commerce - Introduction an Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems.

Module – 4: Transaction Processing – transaction cycle, accounting records, file structures, documentation techniques; transaction processing models; revenue cycles – revenue cycle activities and physical systems; sales order processing and cash receipts systems; POS systems; expenditure cycle – purchase and cash disbursement activities; basic and advanced technology expenditure cycle; integrated purchases and cash processing system; payroll– physical payroll system; fixed asset systems; conversion cycle – world-class environment and lean manufacturing; accounting in lean manufacturing environment.

Module – 5: Practicals with accounting software's – Tally ERP-9 - Introduction, processing transactions in tally, business organizations double entry book keeping, inventory basics, POS invoicing TDS, TCS, & GST processing in tally, processing payroll functions in management controls, other utilities Security Control Backup & Restore of company and user creation, report generation.

Theory Related Teaching Hours per Week – 02 Hours

Practicals per Week - 02 Hours

Examination Pattern

Paper	Duration	Max Marks
Theory	03 Hours	75 marks
Internals	-	25 marks
Total	-	100 marks

References

1. James O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, New Delhi.
2. James A Hall, Accounting Information Systems, Cengage Publications, New Delhi.
3. Effy Oz, Management Information Systems, Cengage Publications, New Delhi.
4. Marshall B Romney and Paul Steinbart, Accounting Information Systems; PHI, New Delhi.
5. Jones and Rama, Accounting Information Systems – A Business Process Approach, Cengage Publications, New Delhi.
6. Joseph Wilkinson and Michael Cerullo, Accounting Information Systems, John Wiley Publications, New Delhi.
7. James Bockholdt, Accounting Information System, TMH, New Delhi.
8. Robert Hurt, Accounting Information Systems, TMH, New Delhi.
9. Leslie Turner and Andrea Weickgenannt, Accounting Information Systems – The Processes and Controls, John Wiley Publications, New Delhi.
10. Mark Simkin, Carolyn Norman and Jacob Rose, Core Concepts of Accounting Information Systems, John Wiley Publications, New Delhi.

3.2 : International Finance

Learning Objectives:

The course aims to provide an understanding of concepts and techniques of financial management of MNCs and to develop the skills of their applications in the management of financial operations and risks of MNCs.

Module – 1: Foundations of International financial management (IFM): Meaning and objectives; goals of IFM; domestic financial management v/s IFM; globalization of the world economy – major trends and developments; multinational corporations – reasons for growth and trend; global financial manager – functions of global financial manager.

Module – 2: Environment of international financial management: international monetary system bimetalism, classical gold standard, Bretton Woods System; European Monetary System – emergence of Euro Currency; Balance of Payments Accounting – current account and capital account; meaning, objectives and preparation; BOP of India

Module – 3: Foreign Exchange (FX) Market, Exchange rate Determination and FX Exposure Management: Function and structure of the FX market – spot rates – bid and ask spread; cross rates and triangular arbitrage; forward market – quotations and forward premium; determination of exchange rates - purchasing power parity theory; interest rate parity; Fisher Effects and International Fisher Effect; Foreign Exchange Exposure – risk v/s exposure; transaction, translation and economic exposure; techniques of exchange rate risk management – internal and external; leads and lags and netting; forwards, money market operations, futures and options methods.

Module – 4: Financing foreign operations: Corporate sources – internal and external sources; international financial markets – international money markets offshore banking centres; Eurocurrency market - LIBOR, Euro credit; FRA and Eurodollar futures; international debt market – foreign bonds and Eurobonds; interest and currency swaps; international equity markets – meaning and nature; cross listing of shares; international capital structure – cost of capital in segmented versus integrated markets;

Module – 5: International capital budgeting: Basics of capital budgeting, issues, foreign project appraisal – measurement of NPV and IRR – domestic currency v/s foreign currency; Multinational working capital management, short-term financing, objectives and options; current assets management strategy.

References

1. Chaeol S Eun and Bruce esnick, International Financial Management, McGraw Hill, New Delhi.
2. P K Jain, J Peyrard and Surendra Yadav, International Financial Management, Trinity Press, New Delhi
3. Alan C Shapiro, Peter Moles and Jayant Kumar Seal, International Financial Management, Wiley Publications, New Delhi
4. Alan Shapiro, Multinational Financial Management, Wiley Publications, New Delhi.
5. Jeff Madhura, International Financial Management, Cengage, New Delhi.
6. Eiteman David and Stonehill, Multinational Financial Management, Pearson, New Delhi
7. V K Bhalla, International Financial Mangement, S Chand, New Delhi
8. P G Apte, International Financial Management, Prentice Hall, New Delhi
9. Buckley Adrian, Multinational Finance, Prentice Hall, New Delhi.
10. Milind Sathye, Rose, Allen and Weston, International Financial Management, Wiley Publications, New Delhi.

SPECIALISATION GROUP - A:
COST MANAGEMENT AND CONTROL

3.3 : Operations Management

Learning Objectives:

The course is designed to provide a basic understanding of the principles of production and operations management to students and enable them to link the relationship of the subject with cost management practices.

- Module – 1: Operations/ Production Management: Introduction, meaning and definition, objectives, nature and context of operations management, relationship between strategic management and operations management, operations strategy and competitiveness.
- Module – 2: Plant Locational Planning: Stages in the selection of planning, selection of locality and selection of site, determinants of plant location, plant location theories, qualitative and quantitative models for plant location, locational break-even analysis.
- Module – 3: Product Design and Process Selection: Product design and process selection for manufacturing operations and service operations, waiting line management, quality management, statistical quality control methods.
- Module – 4: Design of Facilities and Jobs: Strategic capacity planning linear programming, just in time production systems, facility location, facility layout, job design, and work measurement, learning curves, wage incentives, production control techniques, measurement of productivity.
- Module – 5: Supply Chain Management: Forecasting, aggregate planning, inventory systems for dependent and independent demand, material revising the system, business process re-engineering, synchronous manufacturing and theory of constraints.

References

1. Elwood Buffa and Rakesh Sarin, Modern Production/Operations Management, Wiley India Publications, New Delhi.
2. K Aswathappa and S Bhatt, Production and Operations Management, HPH, Mumbai.
3. S A Chunnawalla and D R Patel, Production and Operations Management, HPH, Mumbai.
4. S Chary, Production and Operations Management, TMH, New Delhi.
5. K C Jain, P L Verma and Kartikey, Production and Operations Management, Dreamtech Press, Mumbai.
6. B Mahadevan, Operations Management – Theory and Practice, Pearson Education, New Delhi.
7. Sushil Gupta and Martin Starr, Production and Operations Management, CRC Press, New York.
8. Rusell and Taylor, Operations Management, Wiley Publications, New Delhi.
9. Jay Heizer and Barry Render, Operations Management, Pearson Education, New Delhi.
10. William J Stevenson, Operations Management, TMH, New Delhi.

3.4 : Cost Management

Learning Objectives:

The subject is designed to provide knowledge of cost management techniques as applied in manufacturing and service organizations and to develop skills of their applications.

- Module – 1: Introduction-concept, features, objectives and importance of cost management; factors affecting cost management; financial accounting v/s cost management; cost accounting v/s cost management; uses of cost management; techniques of cost management-traditional and contemporary techniques-bench marking, JIT, TQM, FMT, outsourcing, theory of constraints, etc. Cost management practices in Corporate India.
- Module – 2: Accounting Systems for recording of Costs-Non-integral and Integral systems of recording of costs; costing profit and loss account; reconciliation of cost and financial profits.
- Module – 3: Cost Management Issues in Elements of Cost- material cost management-design, purchase, storage, issues and inventory management; techniques of inventory control; labour cost management -time keeping and booking, idle time and overtime, labour turnover; compensation and incentive schemes; labour efficiency evaluation; Overhead cost management-significance; departmentalization, recovery methods, under and over absorption; capacity costs.
- Module – 4: Product Costing Systems- job costing-cost flow, and cost tracking in job order systems; job costing in service industries; process costing-characteristics of process costing system; flow of costs in process costing; equivalent units- FIFO and average methods.
- Module – 5: Joint and By-product Costing- meaning and distinction between joint products and by-products; methods of allocating joint costs; point of separation and further processing decisions; accounting for by-products; effect of joint products on cost control and decision making.

References

1. S N Maheswari, Cost and Management Accounting, Sultan Chand & Sons, New Delhi.
2. Jain and Narang, Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
3. Colin Drury, Management and Cost Accounting, Cengage Publications, New Delhi.
4. M N Arora, Cost and Management Accounting, Vikas Publications, New Delhi.
5. Kaplan and Atkinson, Advanced Management Accounting, Pearson Education, New Delhi.
6. Edward Blocher, Chen, Cokins and Thomas Lin, Cost Management – A Strategic Emphasis, TMH, New Delhi.
7. Hilton, Maher and Selto, Cost Management – Strategies for Business Decisions, TMH, New Delhi.
8. Hansen and Mowen, Cost Management – Accounting and Control, Cengage, New Delhi.
9. Horngren, Foster and Datar, Cost Accounting – A Managerial Emphasis, PHI, New Delhi.
10. Railborn and Michael Kinney, Cost Accounting Principles, Cengage, New Delhi

3.5 : Advanced Management Accounting

Learning Objectives:

The course aims to provide an understanding of advanced management accounting concepts as employed in manufacturing entities and to develop skill in them in applying such concepts and techniques.

Module – 1: Management Accounting- Meaning and significance of management accounting; decision-making process-pull and push system of information; Strategic Management Accounting (SMA) - evolution, meaning, significance and scope; traditional management accounting v/s SMA, application of SMA; Balanced Scorecard (BSC) – Evolution, meaning, preparation, benefits and limitations of balanced score card; SMA and BSC application in Indian Industries

Module – 2: Budget and Budgetary Control - Meaning and objectives of budget, budgeting and budgetary control; pre-requisites of budgeting process-budget period, budget committee and budget factor; classification and preparation of functional and master budgets; cash budget; fixed and flexible budgeting process – methods involved in preparing flexible budget; performance, programme and zero-base budgeting methods; advantages and limitations of budgeting; activity based budgeting; practical problems.

Module – 3: Standard Costing System– Meaning, objectives and significance of standard costing, industries of application; budgetary control v/s standard costing; pre-requisites of standard costing system - standards committee, types and fixation of standard costs; analysis of variances - material, labour, overhead, sales and profit variances; reconciliation of profits; disposal and accounting treatment of variances; investigation of variances; reporting of variances; practical problems.

Module – 4: Divisional Performance Analysis – Decentralized organizations and responsibility centres – cost, revenue, profit and investment centres; measuring the performance of investment centre-ROI, residual income and EVA methods; measuring income and invested capital; issues involved in divisional performance evaluation; rewarding performance of managers.

Module – 5: Transfer Pricing- Meaning, objectives, importance and methods of transfer pricing; external market price, negotiated transfer prices; standard v/s actual costs; choosing right transfer pricing methods; tax issues in transfer pricing; transfer pricing in the service industry.

References

1. Edward Blocher, Chen, Cokins and Thomas Lin, Cost Management – A Strategic Emphasis, TMH, New Delhi.
2. Hilton, Maher and Selto, Cost Management – Strategies for Business Decisions, TMH, New Delhi.
3. Hansen and Mowen, Cost Management – Accounting and Control, Cengage 21 Publications, New Delhi
4. Horngren, Foster and Datar, Cost Accounting – A Managerial Emphasis, PHI, New Delhi.
5. Colin Drury, Management and Cost Accounting, Cengage Publications, New Delhi.
6. Cecily Raiborn and M Kinney, Cost Accounting Principles, Cengage Publications, New Delhi.
7. Jain and Narang, Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
8. Robert Kaplan and Anthony Atkinson, Advanced Management Accounting, Pearson Education, New Delhi.
9. Tom Groot and Frank Selto, Advanced Management Accounting, Pearson Education, New Delhi.
10. Robert N Anthony and Govindarajan, Management Control Systems, TMH, New Delhi.

SPECIALISATION GROUP – B:
ACCOUNTING AND TAXATION

3.3: Company Accounts

Learning Objectives:

The course is designed to enable students to learn the techniques of accounting for and reporting of corporate entities' annual accounts and of specialize nature of financial activities and events.

Module – 1: Company Final Accounts: Legal provisions relating to maintenance of annual accounts by corporate entities in India; meaning and measurement of divisible profits; provisions and computation of managerial remuneration, transfer of profits to reserves and payment of dividend out of reserve rules; preparation of vertical form of financial statements.

Module – 2: Valuation of Goodwill and Shares: Concept and classification of goodwill, objectives and methods of valuation of goodwill; share valuation – need and methods of valuation;

Module – 3: Accounting for Mergers and Amalgamations - AS 14 - Accounting for Amalgamations – classification and methods of accounting; accounting treatment of inter-corporate sale, purchase, owings, stocks and investments in M&As; accounting for internal reconstruction – alteration of capital v/s reduction of capital; disposal of capital reduction.

Module – 4: Liquidation of Companies: Meaning and types of liquidation; liquidation v/s winding up of companies; preparation of statement of affairs and deficiency accounts; preparation of liquidators' financial statement of account and List-B Contributories Statement.

Module – 5: Group Accounts: Nature, need and significance of group accounts; preparation of consolidated financial statements –pre-acquisition and post-acquisition profits; accounting for unrealized profits and inter-company transactions; chain and cross holdings treatment – single and multiple subsidiaries; preparation of consolidated profit and loss account; accounting standard recommendations relating to consolidation of group accounts.

Note: The course shall be taught in accordance with the provisions of Companies Act 2013 or as amended to date.

References

1. S.N.Maheshwari and S K Maheswari, Advanced Accountancy, Vol. II, Vikas Publications, New Delhi.
2. Jain and Narang, Advanced Accountancy, Vol. II, Kalyani Publishers, Ludhiana,
3. Gupta and Radhaswami, Advanced Accountancy, Vol. II, Sultan Chand New Delhi.
4. Shukla and Grewal, Advanced Accounts, Vol. II, S. Chand and Co., New Delhi
5. Hrishikesh Chakraborty, Advanced Accounts, Oxford, New Delhi.
6. Praveen Sharma, Advanced Accountancy, Pooja Law Publishing House, New Delhi.
7. Ashok Shegal and Deepak Shegal, Advanced Accounting – Vol. II, Taxmann Publications, New Delhi.
8. S.K.Paul, Advanced Accounts, World Press, Calcutta.
9. M Hanif and A Mukherjee, Advanced Accounting Vol. II, TMH, New Delhi.
10. D Chandra Bose, Advanced Accounting – Vol. 2, PHI, New Delhi.

3.4: Accounting for Specialised Institutions

Learning Objectives:

The course is designed to provide conceptual knowledge regarding the accounting principles in specialized types of business enterprises and to impart skills for accounting and reporting of financial transactions in such enterprises.

- Module – 1: Accounting for Insurance Companies: Legal provisions as per Insurance Act 1938, LIC Act 1956 and GIC Act; IRDA Act and provisions relating to final accounts; revenue accounts and final accounts of life and non-life insurance companies; life assurance fund, valuation balance sheet and dividend distribution.
- Module – 2: Double Account System: Meaning of double account system; single account v/s double account system; advantages and disadvantages of double account system; maintenance of records and registers; annual accounts of electricity companies.
- Module – 3: Accounts of Banking Companies – Nature, scope and provisions relating to final accounts of Banking Companies as per Banking Regulation Act, 1949 and its amendments; prudential norms, classification of assets and measurement of capital adequacy ratio and provisioning requirements; preparation of annual financial statements
- Module – 4: Accounting for Hotels – nature, objectives and significance of hotel accounting; visitors' ledger; methods of accounting and preparation of final accounts of hotel undertakings; Accounting for Hospitals – Need and significance of hospital accounting; forms of balance sheet, income statement-capital and revenue expenditure, adjustments
- Module – 5: Accounts for Educational Institutions – need and significance of accounting for educational institutions- special features of educational institutions; accounting for government grants, classification of accounts; Preparation of final accounts of educational institutions- income and expenditure a/c and Balance Sheet.

References

1. S N Maheshwari and S K Maheswari, Advanced Accountancy, Vol. II, Vikas Publications, New Delhi.
2. Jain and Narang, Advanced Accountancy, Vol. II, Kalyani Publishers, Ludhiana,
3. Gupta and Radhaswami, Advanced Accountancy, Vol. II, Sultan Chand New Delhi.
4. Shukla and Grewal, Advanced Accounts, Vol. II, S. Chand and Co., New Delhi
5. Hrishikesh Chakraborty, Advanced Accounts, Oxford, New Delhi.
6. Praveen Sharma, Advanced Accountancy, Pooja Law Publishing House, New Delhi.
7. Ashok Shegal and Deepak Shegal, Advanced Accounting – Vol. II, Taxmann Publications, New Delhi.
8. S.K.Paul, Advanced Accounts, World Press, Calcutta.
9. M Hanif and A Mukherjee, Advanced Accounting, Vol. II, TMH, New Delhi.
10. D Chandra Bose, Advanced Accounting – Vol. 2, PHI, New Delhi.

3.5: Corporate Tax Planning (Direct Taxes) -I

Learning Objectives:

The course is designed to provide knowledge of direct tax laws and their application in tax planning of corporate entities and to develop skills of the applications of various provisions of direct tax laws in India

- Module – 1: Corporate tax planning: Meaning and objectives, scope of corporate tax planning, tax planning, tax avoidance and tax evasion, types of companies, residential status of a company and tax incidence, areas for corporate tax planning, tax management, assessment of income, filing of returns.
- Module – 2: Taxation of companies: Computation of income under the heads, of income applicable to corporate assesses, set off and carry forward of losses, deductions available in respect of gross total income, computation of taxable income, tax liability of a company.
- Module – 3: Tax planning and promotion of a company: Tax planning with reference to setting up of a new business, location of new business, nature of business, forms of organization, tax planning in respect of newly established industrial undertakings in free trade zones, newly established 100% export oriented undertakings, tax planning in respect of industrial undertakings, engaged in infrastructural development or other activities.
- Module – 4: Tax planning and corporate financial decisions : Tax planning vis-a-vis corporate capital structure, investment decision, dividend decision, issue of bonus share, tax planning and merger or demerger decisions, tax planning with reference to other managerial decisions, purchase of assets out of owned funds or out of borrowed funds, own or lease, purchase by installments or hire, sale of assets used for scientific research work, make or buy, shutdown or continue.
- Module – 5: Tax planning and employees' remuneration: Formulation of an ideal wage policy or salary package for employees, provision for various perquisites and facilities, tax incidence of a wage policy in the hands of employees, deduction of tax at source.

References

1. Vinod Singhania and Monika Singhania, Corporate Tax Planning & Business Tax Procedure, Taxmann Publications, New Delhi.
2. Vinod Singhania and Kapil Singhania, Direct Tax Law and Practice, Taxman Publications, New Delhi.
3. Manoharan and Hari, Direct Tax Laws, Snow White Publications, New Delhi.
4. Girish Ahuja and Ravi Gupta, Direct Tax Law – Theory & Practice, Bharat Law House, New Delhi.
5. T G Suresh, Direct Tax Laws, CCH India, New Delhi.
6. Monica Duggal, Corporate Tax Planning, New Age, New Delhi.
7. Lall, B.B., Direct Taxes, Konark, New Delhi.
8. Mehrotra and Goyal, Direct Taxes – Tax Planning and Management, Sahitya Bhavan Publications, Agra.
9. Dinkar Pagare, Tax Laws, Sultan Chand, New Delhi.
10. Lakhotia, Corporate Tax Planning, Lakhotia, New Delhi.

SPECIALISATION GROUP – C:

ACCOUNTING AND FINANCE

3.3: Company Accounts

(Syllabus as outlined in Specialisation Course 3.3 of Group B)

3.4: Accounting for Specialised Institutions

(Syllabus as outlined in Specialisation Course 3.4 of Group B)

3.5: Basics of Financial Derivatives

Learning Objectives:

This course provides an in depth understanding of various derivative securities and markets. It covers options, futures, forwards, swaps, interest rate forwards and options, commodity derivatives. It aims at giving the conceptual understanding as well as practical knowledge about derivative markets in India.

- Module – 1: Introduction to Derivatives – Definition and Origin of Derivatives; Derivative Markets and Instruments–Forwards, Futures, Options and Swaps; Uses of derivatives; Growth of Derivatives in India – stock, commodity and currency derivatives; Process of derivative trading; Regulation of Derivative Trading in India and Role of SEBI in the Development of Derivative Trading.
- Module – 2: Forwards and Futures – I: Structure of Forwards and Futures Markets; Forward Contracts – meaning and characteristics; payoffs from forward contracts; pricing forwards by Replication; forward pricing on currencies and related assets; implied repo rate` and arbitrage;
- Module – 3: Forwards and Futures – II: Futures Markets – meaning and types of futures; changing face of futures markets; functioning of futures exchanges; standardization of futures contracts –size of a futures contracts, standard grade, delivery options; margin requirements and default risks; future pries – delivery options, daily marking to market; hedging with futures and forwards – basis risk, the hedge ratio and optimum hedge ratio; multiple futures contracts; index futures; forward-rate agreements and Eurodollar futures;
- Module – 4: Swaps – meaning, types, importance and growth of swaps the world over; interest rate swaps – meaning and significance; uses of swap; mechanic of interest rate swaps – LIBOR and payoffs; valuation and pricing of swaps; hedging swaps; currency swaps – meaning and uses; valuation of currency swaps; other types of swaps - commodity swaps – necessity, valuing and pricing commodity swaps; equity swaps -meaning and uses of equity swaps; payoffs from equity swaps, valuation and pricing of equity swaps.
- Module – 4: Options – Definitions and terminology; types of options – put and call options; in the money, out of the money and at the money options; option pricing – factors affecting option prices, assumptions and notation, upper and lower bounds; option valuation models – Binomial Model; Risk Neutral Probability Approach, Delta Hedging, Replicating Portfolio Approach, Put-Call Parity Theorem and Black-Scholes Model; multi-period Binomial Model; trading strategies involving options straddles and strangles, strip and strap, butterfly, condor spread bull and bear spreads, etc; option Greeks; employee stock options, options on stock indices, currency options

References

1. N R Parasuraman, Fundamentals of Financial Derivatives, Wiley Publications, New Delhi.
2. Rangarajan Sundaram and Sanjiv Das, Derivatives – Principles and Practice, McGraw Hill, New Delhi.
3. Sunil Parmeswaran, Fundamentals of Financial Instruments, Wiley Publications, New Delhi.
4. Janakiramanan, Derivatives and Risk Management, Pearson Educations, New Delhi.
5. S L Gupta, Financial Derivatives, PHI, New Delhi.
6. Hull C J and Basu Sankarshan, Options, Futures and Other Derivatives, Pearson Education, New Delhi,
7. Kolb R W, Futures, Options and Swaps, Blackwell Publishers, New Delhi.
8. Kumar S S, Financial Derivatives, PHI, New Delhi
9. O P Agarwal, Financial Derivatives and Risk Management, HPH, New Delhi.
10. Stulz M R, Risk Management and Derivatives, Cengage Learning, New Delhi.

SPECIALISATION GROUP – D

FINANCE

3.3 : Basics of Financial Econometrics

Learning Objectives:

The subject aims to provide a basic understanding of advanced financial tools used in testing financial research hypotheses. The knowledge of the subject would summarily help in improving the quality of research undertaken in the field of business finance.

Module – 1: Introduction – Econometrics – meaning, nature and scope of econometrics; financial econometrics v/s economic econometrics; nature and sources of data for economic analysis –time-series data, cross-section data, pooled data, and panel data; returns in financial modeling; steps involved in formulating econometric model.

Module – 2: Regression Analysis: Two-variable regression analysis – meaning and usefulness; linearity in variables and parameters; PRF and SRF; estimation – method of ordinary least squares (OLS) assumptions of OLS; standard errors and the coefficient of determination; normality assumptions; interval estimation and hypothesis testing; evaluating results of regression analysis – JB Test of Normality Extensions of the Two-Variable Linear Regression Model: regression through the origin functional forms

Module – 3: Multiple Regression Model: Meaning and significance; the Three-variable Model; partial regression coefficients; OLS estimators; multiple coefficient of determination (R^2); R^2 and Adjusted R^2 ; hypothesis testing – individual regression coefficients; overall regression; F-Test; prediction with multiple regression; LR Wald and LM Tests; hedonic pricing models; diagnostic test – assumptions and multicollinearity; heteroscedasticity and autocorrelation; Durbin-Watson and Breusch Godfrey tests distinction; Use of SPSS and MS Excel in regression model.

Module – 4: Panel Data Regression Models meaning and uses – Constant Coefficients Model; the Fixed Effect Least-Squares Dummy Variable (LSDV) Model; Fixed effect within Group Estimator; Random Effects Model (RE); Breusch and Pagan Lagrange Multiplier Test;

Module – 5: Time-Series Econometrics: meaning and key concepts – stochastic processes, stationarity processes, purely random processes; non-stationarity processes, integrated variables, random walk models, cointegration, deterministic and stochastic trends, unit root tests; tests of stationarity- graphical analysis, Autocorrelation Function (ACF) and Correlogram; the Augmented Dickey-Fuller (ADF) Test; Time Series Econometrics – Forecasting Exponential Smoothing Model; Single Equation Model; Simultaneous Equation Regression Models; ARIMA models; AR, MA, ARMA and ARIMA Modeling of Time Series Data; measuring volatility in Financial Time Series: the ARCH and GARCH Models

References

1. Damodar N Gujarati, Porter Dawn and Sangeetha Gunasekar, Basic Econometrics, TMH, New Delhi.
2. Chris Brooks, Introductory Econometrics for Finance, Cambridge University Press, New Delhi
3. Banniga, Introduction to Financial Econometrics, Princeton University Press, New York.
4. Wooldridge Jeffery, Introductory Econometrics, Thomson Learning, New Delhi.
5. Neeraj Hatekar, Principles of Econometrics, An Introduction, Sage Publications, New Delhi.
6. Fan and Yao, The Elements of Financial Econometrics, Princeton University Press.
7. William H Greene, Econometric Analysis, Pearson Publications, New Delhi.
8. Rachev, Mittnik, Fabozzi, Focardi and Jasic, Financial Econometrics, Wiley Publications, New York.
9. Christopher Dougherty, Introduction to Econometrics, Oxford University Press, New Delhi.
10. Studenmund, A. H, Using Econometrics: A Practical Guide, Addison Publications, New Delhi

3.4 : Corporate Financial Risk Management

Learning Objectives: -

The course aims at imparting necessary skills for understanding the nature of risk, its implications on financial health and solvency and also learning various tools and techniques of risk management.

- Module – 1: Introduction – Meaning and definition of risk and risk management; need, scope and significance of financial risk management; conventional and modern view of risk management; relation between risk management, firm performance and valuation; types of risks and risk management approaches; risk management framework–risk profile and risk management policy; measurement of risk – risk and returns of financial assets – Markowitz revolution – mean-variance framework; CAPM; APT and Multi-Factor models.
- Module – 2: Risk Assessment Tools and Techniques – Risk Adjusted Value – Discounted Cash Flow (DCF) approaches – DCF value of an asset, risk adjusted discount rates, certainty-equivalent cash flows, hybrid model; post valuation risk adjustment – rationale, downside risks and upside risks; disadvantages of post valuation adjustments; Relative Valuation Approaches – basis and risk adjustment; DCF v/s Relative Valuation.
- Module – 3: Probabilistic Approaches – Scenario Analysis – best case/worst case; Multiple Scenario Analysis; Decision Tree – steps and usefulness; risk adjusted value & decision tree; Simulation – steps and uses; simulations with constraints; issues and risk adjusted value and simulation; comparing probabilistic approach – complement or replacement.
- Module – 4: Value at Risk (VaR) – Meaning and history of VaR; measuring VaR – variance-covariance method; historical simulation, Monte Carlo Simulation – comparing approaches; limitations of VaR; extension of VaR; VaR as an assessment tool.
- Module – 5: Real Options – Essence of real options; real options, risk adjusted value and probabilistic assessments; real option example – option to delay on investment; option to expand, option to abandon an investment; caveats on real options; real options in a risk management framework; option pay offs; determinants of option value – option pricing models – Binomial and Black-Scholes model.

References

1. Aswath Damodaran, Strategic Risk Taking – A Framework for Risk Management, Wiley Publications, Pearson Education, New Delhi.
2. Sanjeev Sharma, Financial Engineering and Risk Management, Random Publications, New Delhi.
3. S Prasad Rao, G V Satya Sekhar, Financial Engineering, Risk Management and Financial Institutions, Dreamtech Publications, New Delhi.
4. J Hampton, The AMA Handbook of Financial Risk Management, AMA Publications, New York.
5. Karen A Horcher, Essentials of Financial Risk Management, Wiley India Publications, New Delhi.
6. Peter F Christoffersen, Elements of Financial Risk Management, Academic Press, New York.
7. Raul, Mishra, Patra, Nanda and Jena, Financial Risk Management, Excel Books, New Delhi.
8. Dun & Bradstreet, Financial Risk Management, TMH, New Delhi.
9. D K Sharma, Financial Risk Management, Centrum Press, New Delhi.
10. Roy L Nersesian, Corporate Financial Risk Management, Jaico Book House, New Delhi.

3.5 : Basics of Financial Derivatives

(Syllabus as outlined in Specialisation Course 3.5 of Group C)

SPECIALISATION GROUP – E

BANKING & FINANCE

3.3 : Principles of Bank Management

Learning Objectives:

The course is designed to provide conceptual and practical understanding of the principles and techniques involved in the management of banking institutions and to enable students to acquire specialized skills in the arena of bank management.

Module – 1: Bank Management: Concept and objectives, Facets of bank management, functions of Bank Management – planning, organizing, controlling, coordinating and communication.

Module – 2: Management of Liquidity: Theories of Liquidity Management, Priorities in the employment of bank funds, Problems of resource allocation.

Module – 3: Management of Primary and Secondary Reserves: Nature of Primary reserves, secondary reserves, Factors influencing, estimating liquidity needs.

Module – 4: Management of credit: Principles of sound bank lending, Factors influencing loan policy in a bank, Credit appraisal and follow-up actions.

Module – 5: Management of Profitability: Profit planning, measures to improve profitability, Management of investments, Management of deposits

References

1. VC Joshi & V V Joshi, Managing Indian Banks, Response Books, New Delhi
2. Halen Woodruffee, Services Marketing, Macmillan, New Delhi.
3. Rajeev K. Seth, Marketing of Banking services, Macmillan Publications, New Delhi.
4. R M Srivastava, Management of Indian Financial Institutions, HPH, Mumbai.
5. P Subba Rao, Principles & Practice of Bank Management, HPH, Mumbai.
6. M Bhole, Financial Institutions& Markets, TMH, New Delhi
7. H R Machiraju, Indian Financial System, Vikas Publications, New Delhi
8. R M Srivastava, Management of Commercial Banks, Pragati Books, Meerut.
9. K C Shekar, Theory and Practice of Banking, Vikas, Delhi
10. Vasant Desai, Indian Financial System, Himalaya, Mumbai

3.4: Corporate Financial Risk Management

(Syllabus as outlined in Specialisation Course 3.4 of Group D)

3.5: Basics of Financial Derivatives

(Syllabus as outlined in Specialisation Course 3.5 of Group C)

OPEN ELECTIVE COURSE

(Meant for Students of other departments)

Open Elective Course - 3.6: Digital Marketing

Learning Objectives

The course is designed to provide conceptual and practical understanding of the principles and techniques involved in the Digital Marketing and to enable students to acquire specialized skills in the arena of Digital Marketing.

Module – 1: Digital Marketing – Meaning, Understanding digital marketing process,

Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Drivers of the new marketing environment, Digital Marketing Mix

Module –2: Mobile Marketing: - Meaning, Advantages and disadvantages of mobile marketing, Mobile Advertising, Forms of Mobile Marketing.

Module – 3: Social Media Marketing I – Meaning, understanding existing social media platforms, penetration & characteristics; Face book Marketing-meaning, Best practices for Face book advertising, Understanding Face book best practices.

Module – 4: Social Media Marketing II- LinkedIn Marketing: - Introduction and Importance of LinkedIn Marketing, Twitter Marketing: - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, Digital Marketing Strategies through Instagram and Snap chat.

Module –5: Email Marketing: Meaning, Advantages and disadvantages of Email marketing, Types of email marketing, setting up email marketing account, Best platforms to do email marketing.

References:

1. Seema Gupta Digital Marketing Mc-Graw Hill 1 st Edition – 2017
2. Ian Dodson The Art of Digital Marketing Wiley Latest Edition
3. Puneet Singh Bhatia Fundamentals of Digital Marketing Pearson 1 st Edition – 2017
4. Vandana Ahuja Digital Marketing Oxford University Press Latest Edition
5. Philip Kotler Marketing 4.0: – Moving from Traditional to Digital Wiley 2017
6. Melissa S. Barker | Donald I. Barker | Nicholas F. Bormann | Debra Zahay | Mary Lou Roberts Social Media Marketing: A Strategic Approach Cengage Latest Edition
7. Ward Hanson , KirthiKaly anam Internet Marketing & ecommerce Cengage Latest Edition.
8. Roberts andZahay Internet Marketing: Integrating Online & Offline Strategies Cengage Latest Edition
9. Dr.Ragavendra K. and Shruthi P. Digital Marketing Himalaya Publishing House Pvt. Ltd. Latest Edition
10. Prof. Nitin C. Kamat, Mr.ChinmayNitinK amat Digital Social Media Marketing Himalaya Publishing House Pvt. Ltd. Latest Edition.

M.COM. IV SEMESTER

4.1 : Business Communication and Networking

Learning Objectives:

The course is designed to develop among the students the basic conceptual and technical skills of IT as applied in various functional areas of the business entities.

Model - 1: Fundamental of data communication and networking: Introduction – Data Communication, Networks, Internet, Intranet, Protocols, OSI & TCP/IP Models Addressing. Physical Layer – Signals, Analog, Digital, Analog VS Digital, Transmission impairment, Data Rate Limits, Performance. Digital Transmission – Line Coding (Umipolar, Polar, Biphasic), Block Coding (4B/5B Encoding), Analog to digital conversion, PCM, Transmission Modes.

Model 2: Transmission media and switching: Transmission Media – Guided and Unguided. Comparison between wired and wireless media Switching – Switching, Circuit-Switched Circuit Switching Networks, Concepts, Control Signalling, Soft switch Architecture, Packet switching, Pocketsize, X.25, Frame Relay, ATM, Message Switching. Address mapping – static mapping, dynamic mapping. ARP- need, methods, need of RARP and ICMP. Definition of fragmentation and reassembly.

Model 3: Network topologies and network devices: Introduction to Topology, The Technical Connotation of Topology, What are the Basic Types of Topology. How Is the Physical Topology Classified? An Overview of network, Types of network, need and concept of network devices. Connecting Devices-discussion on Routers, switches, repeaters, Bridges, Switches and Gateways. Ways of accessing the internet- Dial-up access, SLIP, PPP, leased lines, DSL basics, internet access by cable. Modems-basics, types, operation, applications.

Model 4: Error detection, correction in wire wireless communication: Error correction & detection. Types of errors. Detection VS Correction, Block Coding, Hamming Distance, Wired LAN – LLC. MAC, Ethernet, Ethernet frame, Addressing, Concept of MBase, V Ethernet, Bridged, Switched, Full Duplex Ethernet, Concept of Fast and Gigabit Ethernet Wireless LAN- Introduction to WLAN (Architecture Hidden Exposed Station Problem) Introduction to Bluetooth & Architecture, Cellular telephony, Concept of 3G, 4G, 5G cellular telephony.

Model 5: Network management technology: Introduction to system and network security, security attacks, security services and mechanisms, Security at Application Layer, Firewalls and their types. DMZ, Limitations of firewalls, Intruders, Intrusion detection (Host based, Networked, Distributed), Viruses and related threats, virus countermeasures. Denial of service attacks, Hacking, Security policies and plan, Strategies for a secure network.

Theory Related Teaching Hours per Week – 02 Hours

Practicals per Week - 02 Hours

Examination Pattern

Paper	Duration	Max Marks
Theory	03 Hours	75 marks
Internals	-	25 marks
Total	-	100 marks

References

1. Data Communications and Networks- 2nd edition -Achyut S Godbole- and Atul Kahate Tata McGraw-Hill
2. Data Communications & Networking – 5th Edition- B A Forouzan- Tata McGraw-Hill.
3. Computer Networks- 4th Edition- Andrew S Tanenbaum- Pearson-Prentice Hall
4. Computer Networking - James F. Kurose & Keith W. Ross- PEARSON
5. Computer Communications and Networking Technologies - Michael A. Gallo & William M. Hancock BROOKS&COLE.
6. Computer Networks and Internets -Douglas E. Comer- PEARSON.
7. Data and Computer Communications- Eighth Edition- William Stallings- Pearson Education.
8. Refer the course contents at NPTEL website of IIT Khargapur of course- Communication Networks and Switching.
9. Network Security Bible, 2nd edition, Eric Cole, Wiley Publishers.
10. Data communication and networks –James Irvine and David Harley- Publishers: Wiley India.

4.2 : Corporate Governance

Learning Objectives:

The subject aims to provide basic understanding of evolution, concept, role and principles of corporate governance in the world and in India and to develop the knowledge of measuring the governance performance of entities.

- Module – 1: Introduction- Meaning and significance of corporate governance; relation between governance and economic development; governance v/s management; governance v/s accounting; agency conflict – reasons and types of agency conflict; mechanisms for resolving agency conflict – internal governance mechanisms – concentrated ownership, block shareholders, managerial compensation and ownership, financial policy, organizational structure, etc., and external governance mechanisms - role of judiciary, media, shareholders activism, gatekeepers, etc; corporate governance models – US/UK model, European model and Japanese Model; linkages between corporate governance and economic development.
- Module – 2: Corporate Governance in India- Evolution and Growth of Corporations in India; ownership pattern of Indian Companies - family-managed and widely-held; governance models in India - managing agency, business-house model and US/UK model; evolution of business houses/groups and classification; pyramid structure of ownership and tunneling; progress of governance in India;
- Module – 3: Corporate Boards - meaning, role and responsibilities and types of corporate boards; legal powers boards in India; board functions – traditional and strategic; theories relating to strategic role of boards and functions; determinants of board effectiveness - size, composition, information, compensation, meetings and evaluation of board performance; role and functions of board chairman; duties and responsibilities of directors; Socrates directors – meaning and principles; board dynamics; succession planning; role and responsibilities of CEOs vis-à-vis governance.
- Module – 4: Board Committees – need, objectives, types, number and functions of board committees-audit, compensation, nomination, environment, risk, strategic committees, etc.; requirements for effective board committees; determinants of board committees in companies; linkage between board committees and governance standards.
- Module – 5: Governance Committees – Committees in UK - Cadbury, Hampel, Greenbury, Smith and Combined Code; Kings Committee recommendations, OECD principles of governance; Governance Committees in India - CII, Birla, Naresh Chandra, Narayan Murthy and Kotak Committees - major recommendations; listing agreement and clause-49; role of SEBI in enforcement of governance code; extent of compliance of governance code in India.

References

1. N Balasubramanian, Corporate Governance and Stewardship, TMH, New Delhi
2. N Balasubramaniam, Corporate Boards and Governance, Sterling Publishers, New Delhi.
3. A C Fernando, Corporate Governance – Principles, Policies and Practices, Pearson Education, New Delhi.
4. Jayati Sarkar and Subrata Sarkar, Corporate Governance in India, Sage Publications, New Delhi.
5. Subash Chandra Das, Corporate Governance in India, PHI, New Delhi.
6. Swami Parthasarathy, Corporate Governance: Principles, Mechanisms and Practice, Dreamtech, New Delhi
7. Thomas Clarke, International Corporate Governance, Routledge Publishers, London.
8. Donald Chew & Gillan, Corporate Governance at the Crossroads: A Book of Readings; McGraw Hill, New York.
9. Robert Monks and Nell Minnow, Corporate Governance, Blackwell Publishing, Singapore.
10. Soloman and Soloman, Corporate Governance and Accountability, Wiley Publications, New Delhi.

SPECIALISATION GROUP – A
COST MANAGEMENT AND CONTROL

4.3 : Strategic Cost Management

Learning Objectives:

The course is designed to develop basic concepts and principles of strategic cost management and impart specialized knowledge and skills of strategic cost analysis in business entities.

Module – 1: Activity based costing: 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: Target Costing and throughput accounting: Target costing- meaning, definitions, scope, significance of target costing; throughput accounting- meaning, definitions, scope and significance of throughput accounting

References

1. S P Jain and K L Narang, Advanced Cost Accounting, Kalyani Publications, Ludhiana.
2. Colin Drury, Cost and Management Accounting, Cengage Publications, New Delhi.
3. Ravi M Kishore, Business Strategy and Strategic Cost Management, Taxmann Publications, New Delhi.
4. Robert Kaplan and Anthony Atkinson, Advanced Management Accounting, PHI, New Delhi.
5. Horngren, Foster and Datar, Cost Accounting: A Managerial Emphasis, PHI, New Delhi.
6. Edward Blocher, Cost Management: A Strategic Emphasis, TMH, New Delhi.
7. Hilton, Cost Management, TMH, New Delhi.
8. Shank and Govindrajana, Strategic Cost Management, Simon and Schuster, New York.
9. Kanhaiya Singh, Management Accounting: Concepts and Strategic Costing Decisions, Wiley, New Delhi.
10. Lin Thomas, Cases and Readings in Strategic Cost Management, McGraw Hill, New Delhi.

4.4 : Quantitative Methods for Cost Accountants:

Learning Objectives:

The course is designed to enable students to understand the application of quantitative techniques in business operations and to develop skills in implementing such techniques in managing business operations.

Module – 1: Introduction: Meaning and definition of quantitative techniques, linkage between business decision making and quantitative techniques, different quantitative techniques, areas for application of quantitative techniques in business.

Module – 2: Linear programming: Meaning and objectives of linear programming, application areas, assumptions of linear programming, application of linear programming technique for profit maximization and cost minimization problems, graphic and simplex methods, duality and post-optimality analysis.

Module - 3: Transportation technique: Meaning and objectives, areas for application, formulation of transportation problems, steps involved in finding the optimal solution, methods of obtaining initial solution, methods of testing optimality of feasible solution, unbalanced transportation problem, degeneracy in transportation problem.

Module – 4: Assignment technique: Meaning and objectives, areas of application, peculiarities of assignment problems, methods solving an assignment problem, complete enumeration method, simplex method, transportation method, and Hungarian method, constrained assignment problem, unbalanced assignment problem, assignment problem and minimization case, traveling salesman problem.

Module – 5: Techniques for project cost management: Drawing an arrow network and numbering the events, estimation of jobs, duration and concept of critical path and probability consideration, assumptions in PERT analysis, crashing a network and determining of project cost trade off, scheduling a network with various constraints like manpower, equipment, etc.

References

1. N D Vohra, Quantitative Techniques for Management, TMH, New Delhi.
2. M P Gupta and R B Khanna, Quantitative Techniques for Decision Making, PHI, New Delhi.
3. J K Sharma, Quantitative Techniques for Management, Trinity Press, New Delhi.
4. Satyadevi C, Quantitative Techniques, S Chand & Sons, New Delhi.
5. P C Tulsian and Vishal Pandey, Quantitative Techniques – Theory and Problems, Pearson Education, New Delhi.
6. Jaisankar S, Quantitative Techniques for Management, Excel Books, New Delhi.
7. Levin and Kark Patrika, Quantitative Approaches to Management, TMH, International edition, Singapore.
8. Barry Render, Ralph Stair and Michael Hanna, Quantitative Techniques for Management, Pearson Education, New Delhi.
9. Ramanath and R Shringi, Quantitative Techniques for Management, HPH, Mumbai.
10. Leonard W.Hein, The Quantitative Approaches to Management Decisions,PHI, New Delhi.

4.5 : COST AND MANAGEMENT AUDIT

Learning Objectives:

The course aims to provide basic understanding of cost and management audit and cost accounting standards and impart knowledge and skills. This would enable the students to be effective in performing the tasks of auditing the activities.

Module 1: Cost Audit: Nature, Scope, utility and Advantages of Cost Audit; Companies (Cost Records & Audit) Rules, 2014. Professional Ethics, Misconduct, Offences and Penalties; Format of Cost Audit Report – XBRL – Salient Features Section Reporting issues under Cost Audit, cost auditing and assurance standards.

Module2 : Cost Accounting Standards: meaning, objectives, significance, generally accepted costing principles, cost accounting standard board, cost accounting standard setting process, cost accounting standards, (1, 3,6,7,8,9,10, and 11)

Module 3 : Management Audit: Meaning, Nature, Scope, utility, Energy Audit, Efficiency Audit, Propriety Audit and Systems Audit . Evaluation of Corporate Image - Corporate Development Audit – Impact of environmental pollution, Social Cost Benefit Analysis, Corporate Social Audit and Safety audit.

Module 4 : Internal Audit: Concept of Internal Audit, Operational Audit and other related issues ; Provisions of Internal Audit under Companies Act, 2013; Audit Planning, Audit Programme, Audit working papers . Receivables Audit, Reporting to Management

Module 5: Audit of Services and Local Bodies: Audit of Hospitals, Hotels, educational Institutions, Co-operative Societies, Self Help Groups, Non-Governmental Organizations (NGOs), corporations, municipalities, Panchayats.

References

1. Jain Abhishek G, Cost and Management Audit, Himalaya Publishing House (HPH), New delhi
2. Robert Kaplan and Anthony Atkinson, Advanced Management Accounting, PHI, New Delhi.
3. Arora M.N., Cost Management, Himalaya Publishing House (HPH), New delhi
4. Saxena, V/ Vashist, C., Advanced Cost & Management Accounting, Sultan Chand & Sons
5. Colin Drury, Cost and Management Accounting, Cengage Publications, New Delhi
6. Edward Blocher, Cost Management: A Strategic Emphasis, TMH, New Delhi.
7. Pandey I.M., Management Accounting, Vikas Publications, New Delhi.
8. Kanhaiya Singh, Management Accounting: Concepts and Strategic Costing Decisions, Wiley India Pvt Ltd, New Delhi.
9. Cost and Management Audit by J.G. Tikha, ENCOMS BOMBAY
10. Cost and Management Audit by Datta Chowdary

Paper 4.6 Project Report and Viva-Voce

SPECIALIZATION GROUP - B:
ACCOUNTING AND TAXATION

4.3: Contemporary Issues in Accounting

Learning Objectives:

The course is designed to provide among the students an understanding of contemporary developments in the field of accounting and their application in resolving complex issues of financial reporting.

Module – 1: Inflation Accounting- Limitations of historical Cost accounting; meaning, objectives and methods of accounting for inflation-CPP and CCA methods – measurement of net monetary gain, COSA, gearing adjustment and preparation of Annual Accounts as per CPP and CCA; Guidance note of ICAI on price level accounting.

Module – 2: Human Resource Accounting (HRA) – Meaning, objectives, significance and development of HRA; issues involved in HRA; methods for valuation of human resources; accounting methods as developed for HRA; HRA practices in the World and in India

Module – 3: Social and Environmental Accounting- meaning, objectives and significance of social accounting; theories of social accounting; process and scope, concepts of social accounting theory; recent developments in social accounting – GRI, UN Global Compact, Accountability Assurance Standard, Social Responsible Index, ISO 26000 – Standard on CSR; CSR reporting in India and in the World; preparation of Social Cost Benefit Analysis; Social Audit; Environmental Accounting – definition, meaning, objectives, significance and classification; TBL Reporting; EFA - Recognition and Accounting for Environmental Assets, Liabilities and Contingent Liabilities; EMA – cost classification and uses of EMA; GRI Guidelines and Measurement; EA in India; concept, methods and application of shadow pricing; carbon credit and carbon accounting - meaning and development; environmental audit.

Module – 4: Accounting for Intangibles– meaning, objectives, economic significance and classification of intangibles; valuation and accounting methods; AS – 26 and its application in accounting for Intangibles in India; meaning, objectives, significance and methods of brand accounting and valuation; concept, meaning, objectives and significance of measurement of Organizational Capital and Intellectual Capital.

Module – 5: Creative Accounting – Meaning, definitions, causes, techniques, extent and effects of creative accounting, ethical issues involved in creative accounting; determinants of creative accounting practices; detecting and control of creative accounting; creative accounting practices in India – Role of SEBI, stock exchanges, SFIO, etc., Forensic Accounting- meaning, objectives and role of forensic accounting.

References

1. S N Maheswari and S K Maheswari, *Advanced Accounting – Vol II*, Vikas Publications, New Delhi.
2. R L Gupta and Radhaswamy, *Advanced Accounting – Vol 2*, Sultan Chand & Sons, New Delhi.
3. S K Chakravarthy, *Topics in Accounting and Finance*, OUP, New Delhi.
4. Shashi Gupta and Arun Mehra, *Contemporary Issues in Accounting*, Kalyani Publishers, Ludhiana.
5. Thomas G Evans, *Accounting Theory: Contemporary Accounting Issues*, Cengage Learning, New Delhi.
6. Arunkumar Bose and Malayendu Saha, *Studies in Accounting and Finance – Contemporary Issues and Debates*, Pearson Education, New Delhi.
7. N P Agarwal and S C Jain, *Contemporary Issues in Accounting*, RBSA Publishers, Delhi.
8. Eric Flamholtz, *Human Resource Accounting: Advances in Concepts, Methods Applications*, Springer Publications, New York.
9. Naser, *Creative Financial Accounting – Its nature and Use*, Pearson Education, London.
10. Griffiths Ian, *New Creative Accounting – How to Make Your Profits What You Want them to be*; Macmillan Publications, New York.

4.4: Corporate Tax Planning (GST and Customs)–II

(The Syllabus of this Course shall be dealt in as per the current issues in GST and Customs Duty)

Learning Objectives:

The course is designed to enable students to understand the basic concepts of GST Law introduced in India and to develop skills of computing GST and in filing all the returns involved under the GST.

- Module – 1: Introduction – Meaning, scope and significance of GST; principles of subsumption and taxes subsumed; classification of goods and services and GST rates; GST model in India – CGST, SGST and IGST; GST Administration in India – GST Council - functions and challenges; GST Network – objectives structure, administration and functions; operational aspects of GST–process of registration for manufacturer, service provider and dealer, etc; amendment and cancellation of registration; tax invoice, credit and debit notes; accounts and records; filing of returns – forms, time schedule; assessment, payment of tax.
- Module – 2: Levy and Collection of Tax – CGST Act, 2017 – levy and collection of central and state GST, composition levy, taxable person, power to grant exemption from tax; Time and Value of Supply – time of supply of goods and services; change in rate of tax in respect of supply of goods or services; value of taxable supply; Illustrative problems.
- Module – 3: Valuation of Goods and Services under GST: Introduction to valuation under GST, meaning and types of consideration; valuation rules; other cases for valuation of supply, imported services and goods; valuation for discount; transaction value – meaning and condition; inclusive and exclusive discount; methods of valuation – computed value, residual value method; rejection of declared value; Illustrative problems
- Module – 4: Input Tax Credit System: Introduction, meaning of Input Tax Credit, eligibility and conditions for taking Input Tax Credit – CGST, SGST and IGST; recovery of Input Tax Credit and interest thereon, taking input tax credit in respect of inputs sent for job work, reverse charge, manner of distribution of credit by input; service distributor; Illustrative problems
- Module – 5: Tax Planning and Customs Duty – Scope and coverage of customs law, nature, types, classification, rates and valuation of customs duty; exemptions, remissions, demand, recovery and refunds in customs, export schemes, duty drawbacks, types of valuation for Customs Duty – tariff value, transaction value; methods of valuation; general provisions about baggage,

References

1. Keshav Garg, GST Ready Reckoner, Bharat Law House, Delhi.
2. V S Datey, GST Ready Reckoner, Taxmann's Publications, New Delhi.
3. Raman Singla and Pallavi Singla, Simplified Approach to GST – A Ready Referencer, Young Global Publications, Delhi.
4. S S Gupta, GST – Law and Practice, Taxmann's Publications, New Delhi
5. Rajat Mohan, Illustrated Guide to GST, Bharat Law House, Delhi.
6. Anjali Agarwal, GST: Impact on the Indian Economy, New Century Publications, Delhi.
7. Rakesh Garg and Sandeep Garg, GST Laws Manual: Acts, Rules and Forms, Bloomsbury India, New Delhi.
8. Atul Kumar Gupta, GST – Concept and Roadmap, LexisNexis Publications, New Delhi.
9. The Central Goods and Services Tax Act and Rules, 2017.
10. The Karnataka Goods and Services Tax Act, 2017, Karnataka Law Journal Publications, Bangalore.

4.5 : International Taxation

Learning Objectives:

The course aims at providing a broad understanding and awareness of theoretical concepts of international taxation and be able to apply this knowledge in both written and computational situations (where appropriate), involving interpretive exposition and analysis.

- Module – 1: Basic principles of International Tax Law- Jurisdiction to Tax; limits on tax Jurisdiction; Taxes and Tax systems- practices in Exercising tax Jurisdiction, Use of residence, domicile, citizenship as connecting factors, determination of residence of individuals and corporations; sources of income and gains, issues due to change of residence/citizenship.
- Module – 2: International Double Taxation- Causes of international double taxation/Conflicts of residence and source, conflicting definitions of connecting factors, other causes; Methods of relief from international double taxation/ relief by credit, relief by exemption and other methods.
- Module – 3: Transfer pricing and Double Taxation Conventions (DTCs)- approaches to the determination of profits of branches and associated enterprises- Unitary taxation (Global formulary apportionment), arms length approaches, OECD transfer pricing guidelines.
- Module – 4: International Tax avoidance- Tax heavens; approaches to identification of tax heavens- blacklists, white lists, gray lists, work of OECD forum on harmful tax practices, features of most commonly used tax heavens, domestic law approaches to international tax avoidance.
- Module – 5: Indirect taxes and international Taxation- Origin and destination basis for indirect taxes, GATT and GATS rules and limitations in border tax adjustments, WTO rules and taxes, cross border mergers- issues and solutions

References

1. Williams, David W., Trends in International Taxation, (Amsterdam, International Bureau of Fiscal Documentation, 1991) [ISBN: 90.70125-53.6]
2. Baker, Philip, Double Taxation Conventions and International Tax Law, (London, Sweet & Maxwell, 3rd edition, loose-leaf, 2001) [ISBN: 0-421-67360-5]
3. Ogley, Adrian, Principles of International Taxation (London, Intertax Publishing, 1993) [ISBN 0 952 0442 0 X]
4. Qureshi, Asif, The Public International Law of Taxation: Text, Cases and Materials (London, Kluwer Law International, 1994) [ISBN 1 85333 950 4]
5. Rohatgi, Roy Basic International Taxation – Volume 1 (Principles) (Taxmann Allied Services PVT Ltd) [ISBN 817496732X]
6. Vogel, Klaus, Double Taxation Conventions, (London, Kluwer Law International, 3rd edition, 1997) [ISBN: 978-0-906524-06-0]
7. Tolley's International Corporate Tax Planning (London, Tolley's Publishing 2002) [ISBN: 0-7545- 1339-4]
8. Miller, A & Oats, L, Principles of International Taxation (Tottel Publishing 2009,) [ISBN 1847663214] £79.80. Available from www.tottelpublishing.com and www.amazon.co.uk
9. Russo, R (Editor), Finnerty, CJ (Author), Merks, P (Author), Pettricone M, (Author), Fundamentals of International Tax Planning (IBFD July, 2007) [ISBN 978-90-8722-016-7] available from www.ibfd.org
10. Manoharan and Hari, Direct Tax Laws, Snow White Publications, New Delhi

4.6 Project Report and *Viva Voce*.

SPECIALISATION GROUP – C

ACCOUNTING AND FINANCE

4.3: Contemporary Issues in Accounting

(Syllabus as outlined in 4.3 of Group B)

4.4: Business Analysis and Valuation

Learning Objectives:

The objectives of the course are to provide the students with the fundamental concepts and principles of valuation of business enterprises and to develop among the students the skills of valuation of businesses in parts and as a whole.

- Module – 1: Introduction: Concept and objectives of business valuation; types of business valuation – assets, liabilities, earnings, securities valuation; uses of valuation; approaches to valuation – book value, liquidation, replacement and break-up value; cash flow and dividend discount models; P/E multiples, pitfalls in valuation – bias, uncertainty and complexity.
- Module - 2: Business Valuation Tools: Strategy Analysis – industry analysis – industry structure and profitability; Porter’s Five-Forces Mode; competitive strategy analysis – sources of competitive advantage; corporate strategy analysis – sources of value creation; accounting analysis – framework for financial reporting; factors influencing accounting quality; steps in accounting analysis; pitfalls in accounting analysis; implementing accounting analysis.
- Module - 3: Estimating Discount Rate and Cash Flows: Estimating Weighted Average Cost of Capital – cost of debt, cost of preferred stock and cost of equity; selection of weights; measuring cash flows – earnings – adjustments, tax effect, reinvestment needs, changes in working capital; equity cash flows – dividends; estimating growth rate and terminal value;
- Module - 4: Discounted Cash Flow Models: Dividend discount models – Gordon, two-stage and three-stage growth models; free cash flow to equity models; free cash flow v/s dividend discount models; firm valuation – free cash flows to all claim holders model and adjusted present value approach – two stage and three stage approach; excess return models – economic value added; capital structure and firm value; relative valuation – earnings multiples, book value or replacement value multiples, revenue multiples, sector-specific multiples; equity multiples – P/E multiples, price to book ratio, price to sales ratio
- Module - 5: Valuation Applications: Security analysis – meaning and objectives; approaches and process of security analysis; credit analysis – meaning, objectives and process; mergers and acquisitions – reasons and acquisition pricing – value of synergy; corporate financing policies – debt and dividend policies – cost of distress; value of control – meaning and approaches; employee equity options and compensation; valuation of intangibles.

References

1. Palepu, Healy and Bernard, Business Analysis and Valuation, Cengage Learning, New Delhi.
2. Prasanna Chandra, Corporate Valuation and Value Creation, TMH, New Delhi.
3. Erik Peek, Business Analysis and Valuation, Cengage Learning, New Delhi.
4. Aswath Damodaran, Damodaran on Valuation, John Wiley Publications, New Delhi.
5. Shannon P Pratt, Business Valuation – Discounts and Premiums, John Wiley, New Delhi.
6. Wayne Loneragan, Valuation of Businesses Shares & Other Equity, Viva Books, New Delhi.
7. Enrique R Arzac, Valuation for Mergers, Buyouts and Restructuring, John Wiley, New Delhi.
8. Sudipto Bhattacharya, Theory of Valuation, World Scientific British Library, Mumbai.
9. Adamson and Adamson, Valuation of Company Shares and Business, Law Book Company, Allahabad.
10. Mercer, Business Valuation, John Wiley, New Delhi.

Paper – 4.5: Project Finance

Learning Objectives:

The course is designed to enable to students the process of project generation, screening, evaluation and implementation as usually done in corporate business world.

Module – 1: Introduction: Meaning of Projects and types of projects; generation and screening of project idea; objectives of project planning, monitoring and control- need, phases, project construction alternatives, control requirement and functions. Project life cycle; project manager, turnkey projects.

Module - 2: Project Preparation: Technical feasibility, estimation of costs, demand analysis and - commercial viability; risk analysis, collaboration agreements; financial planning; estimation of fund requirements, sources of funds; loan syndication for the projects, tax considerations in project preparation and the legal aspects.

Module – 3: Project Appraisal: Business Criterion of growth, liquidity and profitability, social cost - benefit analysis in public and project sectors, investment criterion and choice of techniques; estimation of shadow prices and social discount rate.

Module – 4: Network Techniques for Project Management: Development of project network; time estimation; determination of critical path, scheduling when resources are limited; PERT & CPM Models; Network cost system.

Module – 5: Project Review and Control: Initial review- control of project in progress and post audit; performance evaluation; abandonment analysis; behavioural issues in project abandonment; Project direction- co-ordination and control, project performance control- schedule control and cost control - performance indicators- performance improvement.

References:

1. Prasanna Chandra, Projects - Planning, Analysis, Selection, Implementation and Review, TMH, New Delhi.
2. Clifford Gray, Project Management – Managerial Process, TMH, New Delhi.
3. Khanna S, Project Evaluation and Cost Overruns, Bharat Law House, New Delhi.
4. Bhareesh M Patel, Project Management, Vikas Publications, New Delhi.
5. Vasant Desai, Project Management, HPH, Mumbai.
6. Choudary S, Project Management, TMH, New Delhi.
7. Narendra Singh, Project Management and Control, HPH, Mumbai.
8. Poulighen L Y, Risk Analysis in Project Appraisal, John Hopkins Press, California.
9. Murdick R G and Deming D D, The Management of Capital Expenditures, McGraw Hill, New York.
10. DL Olson, Introduction to Information System Project Management, TMH, New Delhi.

4.6: Project Report and Viva Voce.

SPECIALISATION GROUP- D

FINANCE GROUP

4.3 : Behavioural Finance

Learning Objectives

This course examines the behavioral strategies that investors rely upon to make decisions, the structure and speculative dynamics of returns in world equity markets (from a psychological perspective), and the practical implications of behavioral finance.

- Module – 1: Rise of Rational Market Hypothesis – modern corporate finance, portfolio theory, CAPM, random walk theory & EMH; impact on Wall Street and Corporations; challenge of behaviouralists – deviation from rationality, possibility of beating the market, etc; emergence of behavioural finance – meaning and significance; foundations of rational finance.
- Module – 2: Foundations of Behavioural Finance – Heuristics and Biases – Two Systems Approach; familiarity and related heuristics; biases, hyperbolic discounting; self-deception – overconfidence – forms and causes; success equation; Prospect Theory and Mental Accounting
- Module – 3: Foundations of Behaviour Finance – EMH – theoretical foundations and challenges to EMH; emotional factors and social forces – theories of emotion; types and dimensions of emotion; social influence on investment and consumption; neuroscientific and evolutionary perspective – brain basics, Adaptive Market Hypothesis.
- Module – 4: Behavioural Aspects of Investing – investor behavior – Behavioural Portfolio Theory – basic ingredients; market outcomes – size effect, seasonality, momentum and reversal; post-earnings announcement drift, equity premium puzzle, Behavioural Asset Pricing Model; Value Investing – central tenets, evidence, prospects and academic research on Value Investing.
- Module – 5: Behavioural Corporate Finance – rational managers with irrational investor approach; valuation, capital budgeting, capital structure, dividend and mergers and acquisition; building a smart organization – challenges, accounting, financial planning, incentives, information sharing and group processes; other insights – noise and performance, stock as a complex adaptive system; animal spirits and Halo Effect.

References

1. Prasanna Chandra, Behavioural Finance, TMH, New Delhi.
2. Suchitra Singh and Shilpa Bahl, Behavioural Finance, Vikas Publications, New Delhi.
3. Lucy Ackert and Richard Deaves, Understanding Behavioural Finance, Cengage Learning, New Delhi.
4. M M Sulphery, Behavioural Finance, PHI, New Delhi.
5. William Forbes, Behavioural Finance, Wiley India, New Delhi.
6. Shefrin, Hersh, A Behavioral Approach to Asset Pricing, Elsevier Academic Press.
7. Montier, James, Behavioural Finance- Insights into Irrational Minds and Markets, John Wiley & Sons, Ltd.
8. Parag Parikh, Value Investing and Behavioural Finance, TMH, New Delhi.
9. Edwin Burton and Sunit N Shah, Behavioural Finance, John Wiley, New Delhi.
10. Kadir C Yalcin, Behavioural Finance, Lambert Academy Publications, New Delhi.

4.4 : Business Analysis and Valuation

(Syllabus as outlined in Paper 4.4 of Group C)

4.5 : Project Finance

(Syllabus as outlined in Paper 4.5 of Group C)

4.6 : Project Report and Viva Voce

SPECIALISATION GROUP – E

BANKING & FINANCE

4.3 : Financial Management in Commercial Banks

(Syllabus as outlined in Paper 4.3 of Group E)

4.4 : Business Analysis and Valuation

(Syllabus as outlined in Paper 4.4 of Group C)

4.5 : Project Finance

(Syllabus as outlined in Paper 4.5 of Group C)

4.6 : Project Report and Viva Voce