

ANDHRA UNIVERSITY DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES



Program - M.Com
Regulations and Syllabus
Effective from 2020-2021 batch

Annexure-1			M.COM PROGRAM STRUCTURE (CBCS) (UNDER DUAL SPECIALISATION)					
			wef from 2020-21 Admitted Batch	Intrl	Extrl	Total	Hrs/	Credits
SEMESTER-I							Week	
Core Paper								
1			Management Theory & Practice	20	80	100	4	4
2			Business Environment (India & International)	20	80	100	4	4
3			Advanced Management Accounting	20	80	100	4	4
4			Business Economics	20	80	100	4	4
5			Business Communication	20	80	100	4	4
6			Soft Skills (Business & Spoken English)	20	80	100	4	4
SEMESTER-II								
Core Paper								
1			E- Business	20	80	100	4	4
2			Financial Management	20	80	100	4	4
3			Human Resource Management	20	80	100	4	4
4			Marketing Management	20	80	100	4	4
ELECTIVE Choose any Two								
1			Quantitative Techniques for Business Decision	20	80	100	4	4
2			Soft Skills (Personality Development & GD)	20	80	100	4	4
3			Entrepreneurship Development	20	80	100	4	4
4			Corporate Governance	20	80	100	4	4
SEMESTER-III								
Core Paper								
1			Insurance Products and Management	20	80	100	4	4
2			Intellectual Property Rights (IPR)					2
3			MOOCS					2
ELECTIVE: ACCOUNTING Choose any Two								
1			Corporate Accounting	20	80	100	4	4
2			International Accounting	20	80	100	4	4
3			Total Cost Management	20	80	100	4	4
4			Management and Cost Audit	20	80	100	4	4
ELECTIVE: FINANCE Choose any Two								
1			Strategic Financial Management	20	80	100	4	4
2			Financial Markets and Services	20	80	100	4	4
3			Management of Mutual Funds	20	80	100	4	4
4			Financing Foreign Trade	20	80	100	4	4
ELECTIVE: TAXATION Choose any Two								
1			Direct Taxes	20	80	100	4	4
2			Indirect Taxes	20	80	100	4	4
3			Customs Act	20	80	100	4	4
4			Public Finance	20	80	100	4	4
ELECTIVE: BANKING Choose any Two								
1			Advanced Banking	20	80	100	4	4
2			Bank Financial Management	20	80	100	4	4
3			NBFCs	20	80	100	4	4
4			Rural Banking	20	80	100	4	4

M.Com

Program Outcomes

PO1: To provide a systematic and rigorous learning and exposure to Banking and Finance related disciplines.

PO2: To train the student to develop conceptual, applied and research skills as well as competencies required for effective problem solving and right decision .

PO3: To acquaint a student with conventional as well as contemporary areas in the discipline of Commerce.

PO4: To facilitate the students for conducting business, accounting and auditing practices, role of regulatory bodies in corporate and financial sectors nature of various financial instruments.

PO5: To provide in-depth understanding of all core areas

Program Specific Outcomes

PSO1: After Completing Masters in Commerce students are able to Develop an ability to apply knowledge acquired in problem solving.

PSO2: Ability to work in teams with enhanced interpersonal skills and communication.

PSO3: The students can work in different domains like Accounting, Taxation, HRM, Banking and Administration.

PSO4: To develop team work, leadership and managerial and administrative skills.

SI-1 Management Theory & Practice

Course Outcomes:

SI-2 Business Environment (India & International)

Course Outcomes:

1. To study the model and process of research and its applications in business environment.
2. Use of statistical tools and techniques for research viz., exploratory, conclusive and causal research.
3. To study the need of data types, variables, scaling and tabulation.
4. To use statistical techniques for analysis of research data.

SI-3 Advanced Management Accounting

Course Outcomes:

1. Understand and describe strategic management accounting
2. Make decisions based on customer profitability using activity costing
3. Incorporate risk and uncertainty in project appraisal.

SI-4 Business Economics

Course Outcomes:

1. Learners acquire the knowledge of basic tools and economic theory and practical application.
2. Learners get familiarized with understanding of economic aspects of current affairs.
3. Learners are able to analyze Market Behaviour with economic way of thinking.
4. Learners understand different economic principles in business decision.

SI-5 Business Communication

Course Outcomes:

1. The fundamental gateways of business communication
2. To know better about management report writing
3. Would be able to better manage the inter personal relationship which is a necessary professional skill
4. Work place case study will develop knowledge and high lever skills in business writing
5. Know more about the importance of team working

SI-6 Soft Skills (Business & Spoken English)

Course Outcomes:

1. Students imbibe the rules of language unconsciously and tune to deduce language structure and usage.
2. Students perform various speaking and writing tasks, such as roleplays, debates, group discussions

SII-1 E- Business

Course Outcomes:

1. Provide technical framework to understand the emerging world of Business.
2. Gain an understanding of the rapidly changing business models.

SII-2 Financial Management

Course Outcomes:

1. Learners understand the need, types and sources of finance.
2. Learners are made aware of the importance of Capital Budgeting and different techniques of capital budgeting for decision making.
3. Learners understand the concept of working capital, cash management, receivable management, inventory management and its requirements and control policies.
4. Learners understand the concept of budgetary control its importance, limitations and preparation of different types of budget.

SII-3 Human Resource Management

Course Outcomes:

1. Students get the knowledge about the basics of Human resource management, HRP and Recruitment and selection procedure.
2. Students get the information about Human Resource Development through the knowledge of the training techniques and performance appraisal of the organizations.
3. Students get to know the laws related to human resources through the information about the various acts and labour legislation.
4. Students get the knowledge about the emerging trends like welfare of the employees in various areas. Students understand of the facilities given to the employees and their welfare.

SII-4 Marketing Management

Course Outcomes:

1. Students shall be able to get introduced and understand the knowledge of marketing management with the need, importance and process of marketing planning and control, enhancing their ability for the dynamic nature of marketing
2. Attainment of organizational marketing goals.

1. Corporate Accounting

Course Outcomes:

1. Describe the basic understanding and issuing principles & Procedures of Accounting Standards, Ind AS & IFRS.
2. Interpret and illustrate the Investment Accounts with relevant accounting standard.
3. Explain Accounting for Voyage Accounts, & Royalty Accounts.
4. Learn the deep insight of all the accounting aspects of liquidation of company.

2 International Accounting

Course Outcomes:

1. Students are familiarized with recent developments in the area of financial reporting and to gain ability to solve financial reporting problems in special cases.
2. Students get the ability to keep on following the changing trends in corporate affairs, accounting and reporting for business combinations as per International Standards, with the support of case analysis, reference work as suggested by concerned teacher
3. To enable them get global perspective on issues related to business such as IHRM, International Financial accounting, International market, etc.,

3 Total Cost Management

Course Outcomes:

1. Understand the concept of strategic cost management, strategic cost analysis – target costing, life cycle costing.
2. Describe the decision-making; relevant cost, differential cost, incremental cost and opportunity cost, objectives of a costing system.

4 Management and Cost Audit

Course Outcomes:

1. Acquire conceptual knowledge of basics of accounting
2. Identify events that need to be recorded in the accounting records
3. Describe the role of accounting information and its limitations
4. Recognize circumstances providing for increased exposure to errors and frauds

5. Direct Taxes

Course Outcomes:

1. Students are made to understand implications of laws of various direct taxes (Income Tax and Wealth Tax) in business organizations such as firms, companies and corporations
2. Students get the practical skills in the computation of total taxable income of companies by considering provisions such as 80 G/ 80 IA — 80 IB — 80 IC 3.5.
3. Students gets idea on assessment, deduction of tax at source, advance payment of tax, and refunds, appeals and revision

6. Indirect Taxes Customs Act

Course Outcomes:

1. Student will be equipped with the knowledge of basic concepts of goods and service tax, CGST, SGCT, IGST, classification of goods and valuation rules.
2. Student will learn the basic procedures under GST incorporating the registration, filing of returns and payment of tax.
4. Students will also learn about the customs law, valuation and baggage rules.

7. Public Finance

Course Outcomes:

1. Understand the course goal, methods and expectations;
2. Discuss trends in public sector reforms;
3. List most important developments in the practice of public finance in the world;
4. Discuss the role of administrative, political, and economic constraints in public finance reforms.

8. Strategic Financial Management

Course Outcomes:

1. Critically evaluate the impact of financial decisions on the strategic direction of the organisation
2. Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk
3. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
4. Analyse a company's performance and make appropriate recommendations

9. Financial Markets and Services

Course Outcomes:

1. Understand the role and function of the financial system in reference to the macro economy.
2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.

10. Management of Mutual Funds

Course Outcomes:

1. Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features
2. organization structure and services can be recommended to investors and prospective investors in the market.
3. Get oriented to distribution and acquainted with Offer Document

11. Financing Foreign Trade

Course Outcomes:

1. Comprehend the meaning of standardisation of Export Documents
2. Learn the format and preparation of Auxiliary commercial documents
3. Understand the format, preparation and uses of Principle commercial documents
4. Learn the format, preparation and contents of Regulatory documents

12. Advanced Banking

Course Outcomes:

1. The various advanced accounting concepts and its Practical approach.
2. Nature of Banking Company and its Financial Statements.
3. The practical approach of account writing using Software.
4. Concept of analysis of financial statements

13. Bank Financial Management

Course Outcomes:

1. Explain the concept of fundamental financial concepts, especially time value of money.
2. Apply capital budgeting projects using traditional methods.
3. Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances
4. Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting

14. Rural Banking

Course Outcomes:

1. The main functions of Commercial Banks and RRBs are deposit creation and lending.
2. The study will enable the students to understand the banking activities in rural areas, lending operations, recovery strategies and problems faced by banks in lending and recovery of loans and, also the difficulties faced in availing loan, other financial services by the rural customers.

15.Strategic Cost Management

Course Outcomes:

1. Students are exposed to the internal environment of business and to enable them to formulate strategies relating to cost.
2. Students are enabled to use costing strategies in performance evaluation in business organizations
3. Students learn the use of Activity Based Costing, significance of activity based costing in business organizations as compared to traditional costing methods and techniques
4. Student will have an idea of importance of using Life Cycle Costing in manufacturing organizations

16.Management Control Systems

Course Outcomes:

1. Acquire knowledge and skills to excel in the area of management control systems.
2. Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.
3. Make the students to apply different management styles in the organization for an efficient and effective control.

17.Financial Statement Analysis

Course Outcomes:

1. Demonstrate the applicability of the concept of Accounting to understand the managerial Decisions and financial statements
2. Apply the Financial Statement Analysis associate with Financial Data in the organization.
3. Analyse the complexities associated with management of cost of product and services in the Organization
4. Demonstrate how the concepts of accounting and costing could integrate while identification and
5. resolution of problems pertaining to Energy Sector

18. Accounting for Public Utilities

Course Outcomes:

Understanding of the basics of utility regulatory economics, covering topics such as rate structuring; applications of economic principles for regulated and non-regulated utility operations; and economic analysis of financial operations.

19.Security Analysis and Portfolio Management

Course Outcomes:

1. To provide a theoretical and practical background in the field of investments.
2. Designing and managing the bond as well as equity portfolios in the real word.
3. Valuing equity and debt instruments.
4. Measuring the portfolio performances.

20. Financial Derivatives

Course Outcomes:

- 1) Students will be able to analyze the risks in different financial markets.
- 2) Acquire ability to selection of various options and then can apply them to specific markets.
- 3) Student will be able to strategically manage the financial derivatives.

21. Treasury Management

Course Outcomes:

1. To have a comprehensive and in depth knowledge about treasury management.
2. To understand the various risks for companies and role of treasury management in mitigating them.
3. To know the various treasury management processes and how risk is to be managed in the treasury.

22. International Financial Management

Course Outcomes:

1. To recognize the difference in the operations in the international and domestic financial markets
2. To explain the various ways the exchange rate evolved over the years in the International markets.
3. To analyze and prepare the Balance of Payments account for a country.
4. To recognize the operations in the currency market and solve the exchange rate determination in spot and forward markets. To examine the Parity relationship in exchange rate determination
5. To explain the exchange rate fluctuations in the market and recognize opportunity of managing
6. exchange risk using the forward markets

23. Vat and Service Tax

Course Outcomes:

1. explain the concept of tax and the objective for its levy
2. describe the concept of direct and indirect tax and the differences between the two types of taxes
3. enumerate the basic features of indirect taxes and the principal indirect taxes in India
4. explain the concept of VAT and the need for VAT in India.
5. discuss the framework introduced in India and understand the various benefits to be accrued from implementation of VAT.

24. Tax Planning Management

Course Outcomes:

1. Calculate income under various heads.
2. Compute total income.
3. Make tax plan for individual.
4. File tax return.

25. Excise Duty

Course Outcomes:

1. Determine the Excise authorizations
2. Define the Excise duties for producers & manufacturers
3. Identify binding tariff information
4. Clarify the export process and customs information requirements

26. Fiscal Policy

Course Outcomes:

1. Develops an understanding of various aspects public choice theory
2. Familiarity with the different aspects of fiscal federalism
3. Acquaintance with the technique of cost-benefit analysis for project appraisal
4. Understanding of various aspects of fiscal policy and debt management

27. Financial Institutions

Course Outcomes:

1. To differentiate between fund based and fee based financial activities of the Indian financial system.
2. To acquire an understanding of various concepts related to leasing , hirepurchase, factoring , bill discounting , VC and Merchant banking

28. Banking Technology

Course Outcomes:

1. They will gain a comprehensive understanding of the current and emerging business models and the technology and infrastructure underpinnings of the banking.
2. They will be able to develop an understanding on how internet can help in growth of the business.

3. They will gain an understanding on the importance of security, privacy and ethical issues as they relate to ECommerce.
4. They will be able to describe fundamental concepts behind modern e-banking/mobile banking technologies.

29. International Banking

Course Outcomes:

1. Students understand importance of international banking.
2. Students note definitions of various terms explained in related laws.
3. Students understand importance of development training.

30. Central Banking

Course Outcomes:

1. This course studies the purpose and the functions of banks and monetary policies and how they have evolved over time.
2. Students are introduced to the tools of monetary policy and to the rules that banks follow, with special attention to inflation targets.
3. At the end of the course students know the effects of the main policy tools and understand how banks affect the financial system

M.COM. FIRST SEMESTER (w.e.f. 2021 –22 Admitted Batch)

CP 1: MANAGEMENT THEORY AND PRACTICE

Objectives: To familiarise the students with basic management concepts and the process of organisation.

Unit – I: Introduction: Concept of Management: Definition, Nature, Purpose, Scope and Significance – Evolution of Management Thought – Approaches to Management – Process of Management – External Environment Functions of Management.

Unit – II: Planning: Types of Plans – Objectives, Management by Objectives, Planning Premises Decision Making: Decision Making Process – Decision Tree Analysis – Linear Programming, Game Theory.

Unit – III: Organisation: Principles of Organization: Formal and Informal Organisation – Span of Control – Delegation of Authority – Centralisation and Decentralization – Line and Staff Conflict and Cooperation. Staffing Process The nature and Purpose of Staffing – Executive Development Programme (EDPs).

Unit – IV: Directing: Elements of Directing Communication – Importance, Process, Media, Barriers to Communication. Effective Communication. Motivation – Leadership – Concept, Styles, Theories – Managerial Grid: Likerts Four Systems of Leadership.

Unit – V: Process of Control, Techniques of control, PERT and CPM.

Suggested Books:

1. James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbirth Jr. – Management, Prentice Hall of India.
2. Heinz Weihrich and Harold Koontz, Essentials of Management – Tata McGraw Hill International.
3. Stephen Robbins and Mary Coulter, Management, Prentice Hall of India.
4. Bajaj: Management Processing and Organization, Excel Publications.
5. Tripathy and Reddy – Principles of Management – Tata McGraw Hill.
6. John F. Wilson – The Making of Modern Management, Oxford University Press.
7. Heiny Weihrich and Harold Koontz – Management, A Global Perspective – McGraw Hill International
8. R.K. Suri, Organizational Behaviour, Wisdom Publication.
9. A. Pardhasaradhy & R. Satya Raju: Management Text and Cases, Prentice Hall of India.

CP 2: BUSINESS ENVIRONMENT (India & International)

Objective: To familiarize the students with the business environment prevailing in India and international and understand its implications to business.

Unit-I: Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy - Subsequent policy Statements.

Unit-III: Indian Companies -Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business- Competition Act 2002 - Emerging Trend in Indian Business Environment.

Unit – IV: International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP Structural, Cyclical and Monetary Disequilibrium, Methods of Correction, Trade Barriers and Trade Strategy - Free Trade vs. Protection-World Financial Environment – Foreign Exchange Market Mechanism, Exchange Rate Determination, Euro Currency.

Unit – V: Globalisation: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trade Stocks – Their Objectives; WTO Origin, Objectives, Organisation Structure and Functioning – WTO and India.

Suggested Books:

1. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. Francis Cherunilam: Business Environment - Text & Cases.
4. M.Adhikari, Economic Environment of Business.
5. Pandey G.N., Environmental Management, Vikas Publishing House.
6. Raj Agarwal: Business Environment, Excel Publications.
7. Govt. of India, Latest Economic Survey.
8. Chari, S. N: International Business, Wiley India
9. Francis Cherunilam: International Business: Text and Cases, Prentice Hall of India.
10. E. Bhattacharya: International Business, Excel Publications.
11. Sundaram & Black: International Business Environment Text and Cases, PHI.
12. Sajahan: International Business, Mac-Milan India. New Delhi.

CP 3: ADVANCED MANAGEMENT ACCOUNTING

Objective: To develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Unit – I: Management Accounting – Nature and Scope – Management Accounting Vs Financial Accounting and Cost Accounting – Role of Management Accountant in a Modern Organisation.

Unit – II: Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

Unit – III: Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing During Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Partial Fulfilment of Special Order Vs Outsourcing Decisions – Make or Buy Decisions.

Unit – IV: Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

Unit – V: Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

Suggested Books:

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Pares P. Shah, Management Accounting, Wiley India, New Delhi.

CP 4: BUSINESS ECONOMICS

Objective: To enable the students to understand economic concepts and theories and their application in management decision-making.

Unit - I: Introduction: Nature and Scope of Business Economics; Objectives of the Firm – Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization Vs. Wealth Maximization; Demand Forecasting – Methods of forecasting demand for Existing and New Products, Criteria for Good Forecasting Method.

Unit - II: Production Analysis and Cost Analysis: Production Function – Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and C.E.S. Production Function; Cost-Output Relationships – Short and Long Run; Cost Oriented Pricing Methods – Full Cost Pricing, Marginal Cost and Differential Cost Pricing.

Unit - III: Market Analysis: Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly and Duopoly.

Unit - IV: Profit Analysis: Meaning of Profit, Limiting Factors of Profit, Criteria for Standard Profit: Theories of Profit; Business Forecasting – Nature and Scope of Forecasting and Different Methods of Business Forecasting and their Advantages and Disadvantages.

Unit - V: Macro Economic Concepts: National Income, Trade Cycles, Inflation, Monetary and Fiscal Policies.

Suggested Books:

1. Mukherjee Sampat: Business and Managerial Economics (In the Global Context), Third Edition, New Central Book Agency (P) Ltd., Kolkatta, 1996.
2. Dwivedi, D.N.: Managerial Economics, Vikas Publishing House Pvt. Ltd., 2003.
3. Dhingra, I.C., Essentials of Managerial Economics; Theory, Applications and Cases, Sultan Chand, New Delhi, 2003.
4. Mithani, D.M.: Managerial Economics; Theory and Applications, Himalaya Publishing House, 2003.
5. Mehta, P.L.: Managerial Economics, Text and Cases, S.Chand & Co., Delhi.
6. Varshney, R.L. and Maheswari, K.L.: Managerial Economics, S.Chand & Co, Delhi.
7. Dwivedi, D.N.: Macroeconomics; Theory and Policy, Tata McGraw Hill Publishing Company, 2002.
8. Gupta, G.S.: Macroeconomics; Theory and Applications, Tata McGraw Hill Publishing Company Ltd.
9. Yogesh Maheswari, Managerial Economics, 2nd Edition, Prentice Hall of India.

CP 5: BUSINESS COMMUNICATIONS

Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I: Importance of Communication in Business Organisations – Communication Objectives – Media of Communication: Written, Oral, Visual – Audio Visual Communication.

Unit – II: Interpersonal Communication – Interpersonal Communication – Communication Models: Exchange Theory – Johari Window – Transactional Analysis, Communication Styles.

Unit – III: Communication Barriers – Communication Gateways – Developing Listening Skills – Influence of Culture on Communication.

Unit – IV: Report Writing – Formal Reports – Informal Reports – Writing Good News and Bad News.

Unit – V: Meetings and Oral Presentations – Communication Through Visuals – Use of Electronic Media in Business Communication.

Suggested Books

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1. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organisational Communication – The Key stone of Managerial Effectiveness.
2. McGrath, Basic Managerial Skills for All, 5th ed., Prentice Hall of India.
3. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers, Mumbai.
4. Meenakshi Raman – Business Communication, Oxford University Press.
5. Bovee, Thill and Schatzman: Business Communication Today: Pearson Education.
6. Biswajit Das: Business Communication personality Development, Excel Publications.
7. Parag Diwan: Business Communication, Excel Publications.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
9. Dalmar Fisher, Communication in Organizations, A Jaico Book.
10. Scot Ober, Contemporary Business Communication, Wiley India, New Delhi.

CP 6: SOFTSKILLS **(Business and Spoken English)**

Objective: To train students in English language to improve their oral and written business communication

Unit-I: Business Correspondence: Meaning, Scope and Significance - Formal, informal and semiformal introductions – Describing company activities and structures – Describing job responsibilities – Understanding and writing letters - Differences between formal and informal writing – Use of formal vocabulary and functional language in business letter writing – Planning effective initial business letters and responses – email writing skills, call taking etiquette/skills/

Unit-II: Business Information: Completing forms with required details: Asking appropriate questions to gather information – Polite phrases of confirmation and communication breakdown- understanding native speaking accents and dialects; Functional language used in making verbal agreements — Effective techniques of making and accepting offers – Efficient written offer making and accepting.

Unit-III: Business Presentations: Basic presentation techniques – Use of information in presenting product features – Explaining technical features for simplification; Giving and interpreting numerical data, common useful business abbreviations and acronyms - Oral and written conventions for expressing numerical information in English – Pronunciation issues in expressing numbers and the alphabet.

Unit-IV: Business Reporting: Use of grammar in giving instructions– Effective presentation of oral instructions – effective presentation of written instructions, Presenting and describing company information: Vocabulary of describing graphical and numerical information – Expressing cause and result in English – Summarizing important information concisely.

Unit-V: Feedback and Evaluation: Giving feedback to others - Use of questions in self-assessment elicitation – Functional language of agreement/disagreement and opinion giving – Use of tone and intonation in good/bad feedback – Motivating others – Use of emphatic structures in English – Use of conditionals to discuss future possibilities – Discourse strategies for effective relationship – team building skills.

Suggested Books:

1. K. Srinivasa Krishna & B. Kuberudu: Business Communication and soft skills, excel, Hyderabad, 2008.
2. Seghal, M.K. Business Communication, Excel Books, New Delhi.
3. Mary Ellen Guffey, Business English.
4. Marie M. Stewart, Business & Communication
5. G.L. Handesson, P.R. Voiles, Business English & Communication.
6. Robert E. Barry, Pat Taylor Ellison, Business English for 21st Century.

M.Com: SECOND SEMESTER

CP: 1 E-BUSINESS

OBJECTIVE :

Objective of this course is to provide basic concepts of e-business and equip the student with the skill of integrating business process with electronic technology.

UNIT –I

Introduction – Traditional Business Vs E-Business - E-Business, E-Commerce, E- Marketing and M-Commerce –Internet, WWW and Evolution of E-Business – Growth of E-Business in India

UNIT - II

Infrastructure for E-Business – Internet Protocols, Web-Based Client/Server, Internet Security, Media Convergence, Multimedia –Architectural Framework for E- Business – WWW as the Architecture

UNIT - III

E-Business Models based on Relationship of Transaction Parties and based on Relationship of Transaction Types – E-Business for Service Industry – Travel and Tourism, Employment Placement, Real Estate, Stocks Trading, Publishing - Mobile Commerce through different Apps

UNIT –IV

E-Payment Systems – Classification of Payment Systems – Risk and E-Payment Systems – E-Security – Privacy, Integrity, Authentication, Non Repudiation, Technical Attacks and Non Technical Attacks

UNIT –V

E- Advertisement - E-Business Strategies and Implementation – E-Supply Chain Management – Legal Ethical Issues of E-Business

SUGGESTED READINGS :

Ravi Kalakota & Marcia Robinson, E-Business Road map for success, Pearson Education, Asia.

Ravi Kalkota & Andrew B. Whinston, Frontiers of Electronic Commerce, Addison Wesley.

P.T.Joseph, S.J. E-Commerce: An Indian Perspective, Prentice Hall of India

Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education

Efraim Turban, Jae Lee, David King and H. Michael Chung, Electronic Commerce, Pearson Education

C.S.V. Murthy, e-commerce : concepts, models and strategies, Himalaya Publishing/

C.S. Rayudu, E-Commerce and E-Business, Himalaya Publishing House.

Kamalesh Bajaj and Debjani Nag, E-Commerce, Tata McGraw Hill.

N.Bandopadhyaya, E-Commerce Context, Concepts and Consequences, Tata McGraw Hill.

. Abhjit Choudhary, E-Business and E-Commerce Infrastructure Technologies supporting

CP 2: FINANCIAL MANAGEMENT

Objective: To develop an understanding of the Finance functions and relevant techniques of financial administration.

Unit – I: Introduction: Nature, Scope and Objectives of Financial Management: Finance Function – Profit Goal vs. Wealth Goal Maximization; Techniques of Financial Analysis: Funds Flow Analysis and Ratio Analysis Role of Financial Manager in Modern Environment.

Unit – II: INVESTMENT DECISION: Techniques of Appraisal; Process of Capital Budgeting – Risk Vs. Return Traditional and Modern Techniques. (including problems).

Unit – III: FINANCING DECISIONS: Capital Structure – Determinants; Leverages – Financial, Operating and Combined: Cost of Capital. (including problems)

Unit – IV: DIVIDEND AND RETAINED EARNINGS: Dividend Policy Decisions; Parameters, Dividend Models; Policies Regarding Retained Earnings.

Unit – V: WORKING CAPITAL MANAGEMENT: Concept, Need and Determinants of Working Capital - Working Capital Cycle – Working Capital Policy.

Suggested Books:

1. Brearley, Richard and Myers, Steward: Principles of Corporate Finance, New York, McGraw Hill.
2. Soloman, Ezra, Theory of Financial Management, Columbia Press.
3. James C. Van Horne, Financial Management and Policy, Prentice Hall of India.
4. Weston J. Fred and Brigham, Eugene F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill.
6. Khan, M.Y. and Jain, Financial Management, Tata McGraw Hill.
7. Pandey, IM, Financial Management, Delhi, Vikas Publishing House.
8. Ravi M. Kishore: Financial Management, Taxmann.
9. Sudhirbhat, Financial Management, Excel Books.

CP 3: HUMAN RESOURCE MANAGEMENT

Objective: To enable the students to familiarize with the main aspects of Human Resource Management at the organization level and apply the same in management of Human Resources.

Unit – I: Human Resources Management: Concept, Significance and Evolution; Functions of HR Manager, Place of HR Department in Organization.

Unit – II: Human Resource Planning: Significance – Methods and Techniques - Job Analysis – Recruitment and Selection Processes - Induction – Placement – Promotion and Transfers.

Unit – III: Training and Development: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training and Development Programmes.

Unit – IV: Wage and Salary Administration: Wage Concepts; Job Evaluation – Methods & Techniques Wage Structure & Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits – Performance Appraisal: Scope & Significance – Methods of Appraisal - Limitations of Appraisal.

Unit – V: Industrial Relations: Significance, Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining - Employee Participation in Management.

Suggested Books:

1. Venkat Ratnam C.S., and Srivastava B.K., Personnel / Human Resource Management, Tata McGraw Hill.
2. Cynthia D. Fisher & Lyle F. Schoenfeldt, Human Resource Management, Wiley India, New Delhi.
3. N.K. Singh: Human Resources Management, Excel Publications.
4. Jyothi – Human Resource Management, Oxford University Press.
5. Gary Dessler, Human Resource Management.
6. Edwin B Flippo, Personnel Management.
7. Decenzo / Robbins, Personnel / Human Resource Management, 3rd Ed, John Wiley & Sons Pvt. Ltd.
8. P. Subba Rao, Human Resource Management, Himalaya Publishers, Mumbai.
9. Deepak Kumar, B. Human Resource Management, Excel Books.
10. Ghosh, HRD and Management, Vikas.
11. Ian Badwel, Len Holden: Human Resource Management – A Contemporary Perspective, Macmillan India Ltd.

CP 4: MARKETING MANAGEMENT

Objective: To develop an understanding of the concepts, strategies and issues involved in marketing and its Management.

Unit – I: Importance of Marketing – Concepts – Approaches to the Study of Marketing – Marketing Environment.

Unit – II: Consumer Behaviour – Market Segmentation – Market Targeting and Positioning – Marketing Information System and Research.

Unit – III: Marketing Mix: Product Planning – New Product Development – Product Life Cycle – Branding Packaging – Product Mix Management.

Unit – IV: Pricing: Objectives – Methods and Strategies – Distribution – Channel Selection and Management Retail Management.

Unit – V: Promotion: Integrated Marketing Communications: Personal Selling – Advertising – Sales Promotion, Publicity and Public Relations – Direct Marketing: Evaluation of Communication Effort.

Suggested Books:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton & Futrell: Fundamentals of Marketing.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. S. Jayachandran: Marketing Management, Text and Cases, Excel Publications.
5. Tapan K. Panda, marketing management, Excel.
6. Zinkota & Kotabe: Marketing Management, Prentice Hall of India.
7. Joel R. Evans & Barry Berman: Marketing, Wiley India, New Delhi.
8. Mukesh Dhunna: Marketing Management, Wisdom Publication.
9. Rajiv Lal, John A. Quelch & V. Kasturi Rangan, Marketing Management, Tata McGraw Hill.

ELECTIVE
(Choose any Two)

1. QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Objective: To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit – I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions – Permutations and Combinations – Matrices – Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit – III: Concept of Probability – Probability Rules – Joint and Marginal Probability – Baye's Theorem – Probability Distributions – Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit – IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and Proportions of Small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests of Two Samples – Tests of Difference Between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness – Analysis of Variance.

Suggested Books:

1. K.V. Sivayya and K. Satya Rao, Business Mathematics.
2. R. Selvaraj, Quantitative Techniques, Excel Books, New Delhi.
3. Misra: Quantitative Techniques for Management, Excel Publications.
4. Barry Render, Ralph M. Stair Jr. & Michael E. Hanna, Quantitative Analysis for Management, 8th ed., Prentice Hall of India.
5. Levin, Krehbiel and Berenson, Business Statistics: A first course, Pearson Education Asia.
6. Nagar, Das – Basic Statistics, Oxford University Press.
7. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt. Ltd.
8. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2001.
9. C.R. Kothari, Quantitative Techniques, Vikas Publishers.
10. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishers, Mumbai.
11. Zameerudding, Khanna and Bhambri, Business Mathematics, Vikas Publishing House.

2. SOFTSKILLS

(Personality Development & GD)

Objective: to equip students with the most needed personality characteristics of modern professional managers with an emphasis on positive thinking, creativity, goal-setting, time management, self-discipline and interview skills.

Unit - I: CAREER PLANNING: Meaning And Importance – The Process Of Career Planning – Different Dimensions – Factors To Be Considered For Career Planning - Goal Setting - Positive Thinking

Unit - II : PERSONALITY DEVELOPMENT: Intra-personal Skills - Inter-personal Skills - Communication Skills – Spoken, Written, Non-Verbal (Body Language), Listening skills - Time Management – Leadership – Creativity - Problem Solving - Strategic Planning.

Unit - III: INTERVIEW PREPARATION: Art of Facing Interview - Resume Preparation- Preparation for Campus Interviews - Pre-requisites for Campus Interviews - Stress and Anxiety Management - Dress Code & Appearance.

Unit - IV : INTERVIEW PROCESS: Written Test - Group Discussion - Role-Play- Response to Oral Questions - Employer's Criteria.

Unit - V:NEGOTIATION WITH PROSPECTIVE EMPLOYER: Terms and Conditions - Compensation Package - Place of Posting - Career, Succession - Multi-Skill Development.

Suggested Books:

1. Biswajit Das, Business Communication and Personality Development, Excel Books.
2. Subrahmanyam, et.al., Personality Development, Excel Books, New Delhi.

3. ENTREPRENEURSHIP DEVELOPMENT

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.

Unit – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

4. CORPORATE GOVERNANCE

Objectives: This course exposes the students to the various concepts of Corporate Governance and business ethics and provides an in-depth study of various issues there under.

Unit I: Corporate Governance – concept -meaning – scope – need – Corporate Governance mechanism – Corporate Governance and stakeholders – Investors protection – obligation to investors –obligation to employees –obligation to customers – managerial obligation – obligation to government – Corporate governance and value maximization.

Unit II: Historical perspective of Corporate Governance – World Bank on Corporate Governance – OECD Principles – Mckinsey survey on corporate governance – Sarbanes-Oxley Act 2002 – Indian Committees and guidelines and corporate governance- Naresh Chandra committee – Narayana murthy committee - J.J.Irani committee- Kumar mangalam birla committee – The Confederation of Indian industry’s Initiatives – SEBI initiatives – Corporate Governance practices in India.

Unit III: Corporate Governance and role of Board of directors – Role of Board – governance issues relating to the Board – the role of directors – independent directors – Clause 49 of Listing agreement – Directors” remuneration – Corporate Governance Reporting and Best practices.

Unit IV: Corporate Governance and the role of Audit committees – role , duties and responsibilities of auditors –types of auditors –corporate governance and internal auditors – cost audit methodology – quality audit –Naresh Chandra Committee report on Corporate audit and governance.

Unit V: Corporate Governance and business ethics – meaning – scope – need for business ethics – roots of unethical behavior – unethical issues –corporate governance and ethics – the Indian context- Corporate Social Responsibility – meaning – scope – Corporate Governance and CSR – Social responsibility and Indian corporations. Corporate Governance and regulators role – SEBI – The future of Corporate Governance in India.

Suggested books:

- 1.A.C. Fernando, “Corporate Governance” Principles, policies and practices, Pearson Education, New Delhi.
- 2.Dr. Singh, Corporate Governance: Global concepts and practices.
- 3.ICSI, Corporate Governance – Modules of Best Practices.
- 4.Report on Corporate excellence on a sustained basis, Dr. M.R.Rao, Director, IIMB.

SEMESTER THREE

CP:1 INSURANCE PRODUCTS AND MANAGEMENT

Unit – I: Life Insurance Concept – Basic Principles of Life Insurance Utmost Good Faith- Insurance Interest – types of Life Insurance – Variations of Whole Life Insurance – Other types of Life Insurance.

Unit – II: Life Insurance Contractual Provisions – Dividend Options – Non Forfeiture Options – Settlement Options – Additional Life Insurance Benefits – Insurance Pricing – Objectives of Rate Making – Rate Making in Life Insurance.

Unit – III: Health and Disability – Income – Insurance – Types of Individual Health Insurance Coverage's – Individual Medical Expense Contractual – Group Insurance Group Life Insurance Plans – Group Medical Expense Insurance.

Unit – IV: Employee Benefits – Retirement Plans –Fundamentals of Private Retirement Plans – Types of Qualified Retirement Plans – Profit Sharing Plans – Self Retirement Plans for Employed – Single Retirement Plans – Simplified Retirement Pension.

Unit – V: Re-Insurance Reasons For Reinsurance- Types of Reinsurance – Alternatives to Traditional Reinsurance Functions of Reinsurance – Advantage and Disadvantage of Reinsurance.

Suggested Books:

1. George E. Rejoa, Principles of risk management and insurance, Pearson Education, New Delhi, 2004.
2. Black Jr. Skipper Jr. Health Insurance, Pearson Delhi, 2003.
3. M.N. Mishra, Insurance Principles and Practice, S. Chand, New Delhi, 2003.
4. M.J. Mathew, Insurance Principles and Practice, RBSA publishers, Jaipur 2005.

Elective: Accounting
(Choose any Two)

1. CORPORATE ACCOUNTING

Unit - I: Corporate Financial Accounting: Objectives-Scope - Role of Corporate Accountant- Analysis and Interpretation of Financial Statements - Inflation Accounting.

Unit - II: Valuation of Shares: Need for Valuation of Shares – Factors Effecting Value of Shares – Methods of Valuation – Impact of Earnings on Share Valuation – Role of Fundamental Analysis and Technical Analysis in Share Valuation – Fair Value of a Share – Buy Back of Equity Shares.

Unit - III: Consolidated Financial Statements: Definition of Parent or Holding and its Subsidiary – Need for Consolidated Financial Statement – Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary – Consolidation of Profit and Loss Account – Consolidated Statement of Changes in Financial Position.

Unit - IV: Accounting Standards: Objectives – Advantages and Disadvantages of Accounting Standards – Accounting Standards Board (ASB) – Compliance with Accounting Standards – International Accounting Standards and Linkage with Indian Accounting Standards – Accounting Standards Under US GAAP and Indian GAAP.

Unit - V: Financial Reporting: Concept, Objectives – Users Purpose of Financial Reporting and Specific Purpose of Report – Segment Reporting – Difficulties in Segment Reporting– Interim Reporting – Problems in Interim Reporting – Improving Financial Reporting – Value Added Statements – Disclosure of Value Added Statements – Economic Value Added – Human Resource Reporting - Environmental Reporting.

Suggested Books:

1. Advanced Accounting – Corporate Accounting Vol. 2 – Ashok Sehgal & Deepak Sehgal, Taxmann Allied Services Pvt Ltd, New Delhi.
2. Advanced Accounting – Volume – 2; R.L. Gupta & Radhaswami S. Chand & Co. Delhi.
3. Financial Accounting: A Managerial Perspective, R. Narayana Swamy, Prentice Hall of India.
4. Financial Accounting for Business Managers: Asish K. Bhattacharyya, Prentice Hall of India.
5. Human Resource Accounting – D. Prabhakara Rao.
6. Advanced Accounts – Chakravarthy – Oxford Publishers.
7. Modern Accountancy Vol.2 – A. Mukharjee and M. Hanieff – Tata McGraw hill publishing Company. New Delhi.
8. Financial Accounting – A Managerial Perspective – R. Narayana Swami – Prentice Hall of India, New Delhi.
9. Corporate Accounting – S.N. Maheswari & S.K. Maheswari, Vikas Publishing House, New Delhi.

2. INTERNATIONAL ACCOUNTING

Unit – I: International Dimensions of Accounting – Definition and Importance of International Accounting – Scope of International Accounting – Status of International Accounting in India.

Unit – II: Internationalisation of Accounting Profession – Harmonization of Accounting Practices – Comparative Analysis Between US GAAP, Indian GAAP and IAS – Models of Uniformity in Accounting.

Unit – III: Accounting for Currency Translation – Need – Foreign Exchange and Procedural Issues – Practices.

Unit – IV: Transfer Pricing – Definition – Evolution and Approaches to Transfer Pricing in International Business with Special Reference to Multinational Corporations – Indian Experience.

Unit – V: International Dimensions of Financial Reporting – Introduction – Transactional Reporting – Considerations Reporting Practices – Recent Changes – Indian Experience.

Suggested Books:

1. 'International Accounting' – Dr. Shirin Rathore, Prentice Hall of India Pvt. Ltd., New Delhi.
2. FDC Choi and G.G. Mueller, 'An introduction to multinational Accounting' (Prentice Hall, 1982).
3. 'International Accounting and financial reporting, Rueshshoff (Norlin G)
4. 'International Accounting – A User perspective Shahorkh M. Suddagaran, TAXMAN INDIA. 2000.
5. "Advanced Financial Accounting". Richard E Baker, Valdean C. Lembke Thomases King, McGraw-Hill Higher Education, Irwin, 2005.
6. "Comparative International Accounting" Christopher Nobes & Robert Parker, Pearson Education, 2002, New Delhi.

3 . TOTAL COST MANAGEMENT

Objective: To enable the students to have a comprehensive understanding about the concept and components of Total Cost Management.

UnitI; Cost Management-Nature and Scope-Management of value chain-tools of cost management-Product costing systems-Job and Process Order costing systems.

Unit II: Activity Based Costing system-Meaning and scope-Limitations of traditional costing allocation methods-Application of ABC system-Target Costing-Benchmark Costing.

Unit III: Quality cost systems-meaning and application-Conflict between quality and cost-Trade-off between Quality and Price-Value analysis-Life Cycle costing-Learning Curve Analysis-JIT and Cost Reduction

Unit IV: Cost estimation-Methods-Costing Engineering-Using Regression Analysis-Evaluating Performance-Cost Variance Analysis-Kaizen Costing

Unit V: Cost Audit-Definition-Purpose-Scope-Aspects of Cost Audit-Cost Audit Programme-Advantages-Limitations-Cost Audit Vs. Financial Audit-Cost Audit in India.

Text Book:

1. Hilton, Maker and Selt, Cost Management-Strategies for Business Decisions, Tata McGraw Hills, New Delhi

Reference Books:

1. Jack Campanella, Principles of Quality Costs, Principles, Implementation and Use, Prentice Hall of India Pvt. Ltd.
2. Benerjee, B, Cost Accounting, World Press, Calcutta
3. Charles T Horngren, Cost Accounting-A Managerial Emphasis, Prentice Hall of India, New Delhi

4. MANAGEMENT AND COST AUDIT

Objective: To expose the student with the managerial issues of cost and management audit.

Unit I : Objectives of Audit-Meaning and scope of cost and management audit-Managerial uses of cost and management audit.

Cost Audit-Distinction between Financial and Cost Audit-Maintenance of Statutory Cost Audit.

Unit II : Management Audit-Nature and Scope –Statutory audit Vs.Management Audit.

Management Audit-Efficiency Measures-Questionnaire for evaluation of management functions-Techniques for assessing managerial efficiency-Preparing for management audit report.

Unit III: Appointment of Cost Auditor-Powers and Duties of cost Auditor-Professional Ethics for Cost Auditor

Cost Audit Planning-Checking of basic records-Study of cost structure of the company-Familiarity with industry cost structure-Precautions for including Cost Audit Report

Unit IV: Practical aspects of Cost Audit-Material checking –Payroll checking-Overhead checking-Depreciation checking-Production records checking-Stock valuation checking-Post-checking work.

Unit V: Cost Audit Report Writing- The main certificate-Cost Accounting system-Financial position-Production –Process of manufacturing-various expenses-Sales

Prescribed Text Book:

1. Ramanathan, A.R., Cost and Management Audit, Tata McGraw Hill, New Delhi

Reference Books:

1. Greenwood W.T., Business Policy-A Management Audit Approach,MacMillan, New York
2. Kamal Gupta, Contemporary Auditing, Tata McGraw Hill, New Delhi

Elective: FINANCE
(Choose any Two)

1. STRATEGIC FINANCIAL MANAGEMENT

Unit – I: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit – II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit – III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit – IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit – V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defences – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Suggested Books:

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

2. FINANCIAL MARKETS AND SERVICES

Unit - I: Structure of Financial System – Role of Financial System in Economic Development- Financial Markets and Financial Instruments- Capital Markets – Money Markets –Primary Market Operations- Role of SEBI – Secondary Market Operations - Regulation – Functions of Stock Exchanges – Listing - Formalities -Financial Services Sector Problems and Reforms.

Unit - II: Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India - Merchant Banking – Meaning –Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Unit - III: Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Leasing – Types of Leases – Evaluation of Leasing Option. Vs. Borrowing.

Unit - IV: Credit Rating – Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting –Types of Factoring Arrangements- Factoring in the Indian Context.

Unit - V: Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

Suggested Books:

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management.
6. Verma J.C A manual of Merchant Banking.
7. West Lake. M, Factoring.
8. N. Vinaykan, A Profile of Indian Capital Market.

3. MANAGEMENT OF MUTUAL FUNDS

Objective: To facilitate the students in having comprehensive understanding about the conceptual framework of mutual funds and their progress in India.

Unit I: Financial Markets in India-Money Market-Features-Instruments; Capital Market-Features-Instruments.

Unit II: Mutual Funds-Concept-importance-classification-Advantages-Rationale for investments in mutual funds.

Unit III: Investment management-Investment portfolio risk and returns-Measuring risk; Marketing of mutual funds-Market analysis-Developing market strategy-Marketing mix for Mutual Fund Institutions-E-marketing in Mutual Funds.

Unit IV: Regulatory framework of Mutual Funds in India-Guidelines by the Ministry of Finance-SEBI Guidelines-Evaluation of Mutual Funds-Role of Association of Mutual Funds of India.

Unit V: Mutual Funds in India-Trends and Progress of Mutual Funds-Emerging issues in Mutual Funds in India.

Suggested Books:

Text Book:

1. Nani Prava Tripathy, Mutual Funds, Emerging Issues in India, Excel Books, New Delhi.

Reference Books:

1. Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, Pearson Publishers, New Delhi.
2. Mukunda Sharma, Banking and Financial Services, Himalaya Publishing House, Mumbai.

4. FINANCING FOREIGN TRADE

Objective: To make the students aware of different concepts and techniques involved in financing foreign trade in India.

Unit I: Foreign Trade-Meaning-Need for Foreign Trade-Balance of Trade-Methods of Foreign Trade-Instruments of Foreign Trade.

Unit II: Exchange controls-Meaning, need for exchange controls-Methods of exchange control measures in India.

Unit III: Import Finance (Documentary credit) – Finance Exports (pre and post shipment)

Unit IV: Project Exports – Meaning and importance – Methods of finance project exports

Unit V: Role of commercial banks and Exim Bank of India in financing India's foreign trade.

Suggested Books:

Text Book:

1. Chaudhuri B.K & Agarwal O.P. A Text Book of Foreign Trade and Foreign Exchange, Himalaya Publishing House, Mumbai.

Books and Reference:

1. Jeevanandam, C. Foreign Exchange-Practice, Concepts and Control, Sultan Chand & Sons, New Delhi.

2. Jhingan M.L., Money, Banking & International Trade, Konark Publications, New Delhi.

3. Francis Cherunilam, International Trade and Export Management, Himalaya Publishing House, Mumbai.

4. Prabhakar, J.V. & Rangandhachary, A.V. International Business (International Trade & Finance), Kalyani Publishers, Ludhiana.

Elective: Taxation
(Choose any Two)

1. DIRECT TAXES

Unit – I: Income Tax Act 1961: Basic Concepts, Income, Agriculture Income -Residential Status and Incidence of Tax - Incomes Exempt from Tax.

Unit – II: Income from Salaries: Chargeability, Deductions, Perquisites, Computation of Salary Income.

Unit – III: Income from House Property, Chargeability, and Computation of Income.

Unit – IV: Income from Business & Professions - Capital Gains and Income from Other Sources –Computation of Total Income.

Unit – V: Wealth Tax Act, 1957 – Chargeability – Incidence of Tax – Assets – Deemed Assets - Assets Exempt from Wealth Tax - Return of Wealth and Assessment – Rates of Tax - Computation of Net Wealth.

Suggested Books:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

2. INDIRECT TAXES

Unit – I: Excise Duty - Introduction – Laws Relating to Excise Duty – Nature of Excise Duty – Basic Concepts – Taxable Event for Excise Duty – Types of Excise Duties – Exempted Goods.

Unit – II: Excisable Goods – Classification of Goods – Valuation of Goods.

Unit – III: CENVAT – Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services.

Unit – IV: Customs Duty - Introduction – Basic Concepts – Scope and Coverage of Customs Duty - Nature of Customs Duty – Classification for Customs – Types of Custom Duties. Exemptions from Customs Duty – Valuation for Customs Duty.

Unit – V: Customs Procedures: Import Procedures - Export Procedures - Baggage, Courier and Post – Warehousing in Customs – Duty Draw Back.

Suggested Books:

1. V.S. Datey, Indirect Taxes Law & Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. V.K.Sareen and Ajay Sharma, Indirect Tax laws, Kalyani Publications, New Delhi.

3. CUSTOMS ACT

Unit-I Tax System – Indirect Taxes - Background of Customs Law – Overview of Customs Act – Customs Tariff Act, 1975 – Territorial Waters and Customs Waters - Administrative Set up of Customs

Unit-II Customs Duty – ‘Goods’ under Customs Act – Type of Customs Duty – Anti-Dumping Duty – Valuation of Customs – Methods of Valuation – Procedures for Import – Initial Steps by Exporter – Education Cess on customs duty – Secondary Higher Education Cess - Problems on Custom Duty Assessment

Unit-III Customs Procedures – General Provisions – Import Provisions – Export Procedures - Baggage, Courier and Import Through Post

Unit-IV Other Provisions of Customs – Penalties under Customs Act – Anti Dumping Duty on Dumped Articles - Value for Purpose of Customs Act – Tariff Value

Unit-V Methods of Valuation of Imported Goods - Valuation of Export Goods – Risk Management System (RMS) – Provisional Assessment of Duty (Sec.18)

References

1. Customs Law Manual and Customs Tariff of India- R K Jain
2. Central Excise Manual and Central Excise Tariff- Taxman's
3. CENVAT Law and Procedure- Taxman's
4. Income Tax Law including VAT/Service Tax- T N Manoharan, Snow White Publications
5. Direct taxes Law & Practice – Vinodh Singhania, Kapil Singhania, Taxman.
6. Direct Taxes- H C Mehrotra and Goyal, Sahithya Bhavan Publications.
7. Direct Taxes- Gaur and Narang, Kalyani Publishers, Ludhiana.

4. PUBLIC FINANCE

Objective: To make the students familiarizing with the theoretical framework of public finance.

Unit I: Introduction – The Role of the Government in a Changing Perspective, Fiscal Functions of the Government, Co-ordination among those Functions, Provision of Private Goods, Public Goods, Social Goods, Merit Goods and Mixed Goods.

Unit II: Principles of Taxation – Principle of Fiscal Neutrality, Excess Burden, Doctrine Principle of Equity, Benefit Principle, Bowen and Lindhal Models, Ability to pay Principle Administrative Efficiency, Application of Taxation Principles in Developing Countries, Meaning, Types and Measurement of Taxable Capacity.

Unit III: Impact and Incident of Taxes – Meaning of Impact and Incidence, Distinction Between Impact and Incidence, Types of Incidence, Theories of Shifting Incidence, Shifting of Tax Incidence under Different Market Conditions.

Unit IV: Public Expenditure – Wagner’s Law, Wiseman – Peacock Hypothesis, Pure Theory of Public Expenditure, Social Cost – Benefit Analysis.

Unit V: Public Debt – Classical, Keynesian and Post – Keynesian Approaches of Public Debt, Classification of Public Debt, Burden of Public Debt, Public Debt Management, Repayment of Public Debt.

Suggested Books:

Text Book:

1. Richard A. Musgrave, Public Finance in Theory and Practice McGraw Hill Book Company, New York.

Reference Books:

1. Buchaman, J.M. The Public Finances, Richard D. Irwin, Homewood.

2. Jha H. (1998), Modern Public Economics, Routledge, London.

3. Singh. S.K. Public Finance in Development and Developing Countries, S. Chand and Company Ltd., New Delhi.

4. Hemlata Rao Fiscal Federalism – Issues and Policies, New Century Publications, New Delhi.

5. Atkinson A. B. And J.E. Siglitz (1980), Lectures on Public Economics, Tata McGraw Hill, New Delhi.

6. Reports of Ministry of Finance, Government of India on Budgets.

Elective: BANKING
(Choose any Two)

1. ADVANCED BANKING

Unit – I: Central Banking Concept – Central Banking Policy in Developed and Developing Economics – Functions – Note Issues – Banker to the Government; Banker to Commercial Banks – Credit Control – Techniques – Structure and Organization of RBI – Role of RBI as Central Bank.

Unit – II: Structure and Organisation of Central Bank in USA and UK – Objectives and Techniques of Central Banking Policy in Developed and Less Developed Countries – A Critical Study of Theory and Practice of Central Banking in USA and UK.

Unit – III: Development of Commercial Banking in UK, USA and India – Study of Nature and Structure of Commercial Banking in India and Abroad – Theories of Asset Management of Commercial Banks, Recent Developments in Commercial Banking in USA, UK and India. A Study of Money and Capital Markets in UK, USA and India.

Unit – IV: Economic Stabilization Policy – Objectives of Monetary Policy – Choosing Between Conflicting Objectives – Monetary Policy and Economic Stabilization – Fiscal Policy and Economic Stabilization – Interdependence of Monetary and Fiscal Policies – Debt Management Policy.

Unit – V: Financial Sector Reforms in India – Need for Reforms – Major Reforms After 1991 – Issues and Impact of Financial Reforms.

Suggestive Books:

1. Hawtrey “The art of Central Banking “ Augustus M.Kelley Publishers, 1970 – New York.
2. Narendra Kumar – Bank Nationalism of India – A Symposium – Lalvani Publishing House, 1969 – Mumbai.
3. Pai Panandikar & N C Mehra – Rural Banking – National Institute of Bank Management – Mumbai.
4. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
5. Benjamin H Bankhurt – Banking Systems – Times of India Press – Mumbai.
6. Charless L Prather – Money & Banking – Richard.D.Irwin Inc. – Illinois
7. Mongia J.N. – Banking Around the world – Allied Publishers Pvt Ltd., Mumbai.
8. Bhole, L.M – Financial Institutions and Markets, Tat McGraw – Hill Publishing Company Limited, New Delhi, 2004.
9. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.

2. BANK FINANCIAL MANAGEMENT

Unit – I: CONCEPTUAL FRAMEWORK: Overview of Financial System – Introduction to Financial Management in Banks – Financial Analysis of Banks.

Unit – II: MANAGEMENT OF FUNDS: SOURCES: - Management of Owned Funds – Management of Borrowed Funds – Cost of Funds.

Unit – III: MANAGEMENT OF FUNDS: INVESTMENTS: Forms of Bank Investment – Long-term Investment – Short-term Investments – Investments in Bonds and other Financial Securities – Investment in Foreign Exchanges.

Unit – IV: RISK MANAGEMENT: Risk Management: An Overview – Estimating/Forecasting of Risks – Measuring Risks – Management of Risks – Asset-Liability Management.

Unit – V: SPECIAL ISSUES: Mergers and Acquisitions – Accounting Policies – Pricing of Bank Products & Services.

Suggested Books:

1. Edminister R.D, Financial Institution, Markets and Management.
2. Verma J.C. A manual of Merchant Banking.
3. Hawtrey “The art of Central Banking “ Augustus M.Kelley Publishers, 1970 – Newyork.
4. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
5. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
6. Narendra Kumar – Bank Nationalism of India – A Symposium – Lalvani Publishing House, 1969 – Mumbai.
7. A.V. Rajwade, Foreign Exchange, International Finance and Risk Management, Academy of Business Studies, New Delhi.

3. Non-Banking Financial Companies

Objective: To acquaint the student with the different types of NBFCs and their contribution to the overall development of the Indian financial system.

Unit I: The Nature and role of Financial system – Structure of Financial System in India-An overview of Indian Financial System.

Unit II: Nature and categories of NBFCs-Importance of NBFCs-Structure and growth of NBFCs in India.

Unit III: Regulatory Framework of NBFCs in India-Role of RBI.

Unit IV: Progress and Problems of NBFCs – Leasing companies, Hire-purchase Finance Companies, Housing Finance Company, Investment Company, Loan Company, Mutual Benefit Financial Companies, Miscellaneous Non-Banking Company & Residuary Non-Banking Companies.

Unit V: Non-Bank Financial Services Companies-Merchant Banks-Venture Capital Funds-Credit Rating Agencies.

Suggested Books:

Text Book:

1. Bhole. LM. Financial Institutions and Markets, Structure, Growth and Innovtions, Tata McGraw-Hill Publishing Company Ltd. New Delhi.

Reference Books:

1. Srivatsava, RM, Management of Financial Institutions, Himalaya Publishing Company Ltd., Mumbai.

2. Khan, MY, Indian Financial System, Tata McGraw Hill Publishers, New Delhi.

3. Vasant Desai, Financial Markets & Services, HPH, Mumbai.

4. RURAL BANKING

Objective: To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

Unit I – Rural India: Demographic features-Economic features-Rural poverty-main causes and methods of measuring rural poverty-Rural Infrastructure-Rural Development Policy-Govt. policies and programmes-Economic Reforms and its impact on rural economy

Unit II-Financing Rural Development: Functions and policies of RBI and NABARD ;Rural Credit Institutions-Role and functions -Role of Information and Communication Technologies in rural banking- Regulation of Rural Financial Services;

Unit III-Financial inclusion: Concept and its role in inclusive growth- Micro credit, micro insurance scheme - Business Facilitators and Business Correspondents in rural financing-SHG/NGOs, linkages with banking, latest guidelines of GOI and RBI

Unit IV-Priority Sector Financing and Govt. initiatives: Components of priority sector-RBI Guidelines; Government initiatives: Poverty alleviation programmes/Employment programmes/Production oriented programmes-Rural housing and Urban housing schemes under priority sector-Educational loans

Unit V-Problems and prospects of Rural Banking: Problems of rural branches of commercial banks and regional rural banks-emerging trends in rural banking-financing poor as bankable opportunity.

(Case Studies are compulsory)

Suggested Books:

1. Vasantha Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai
2. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune
4. Guruswamy, S., Banking in the New Millenium, New Century Publications, New Delhi
5. Uppal RK, & Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi
6. Indian Institute of Banking & Finance, Rural Banking, Mumbai
7. Uppal RK & Pooja, Transformation in Indian Banks-Search for better tomorrow, Sarup Book Publisher Private Ltd., New Delhi
8. Shyam Ji Mehrotra, New Dimensions of Bank Management, Skylark Publications, New Delhi

FOURTH SEMESTER

CP:1 COMPUTER APPLICATIONS IN ACCOUNTING

Unit – I: Introduction to Computerised Accounting: Significance of Computerized Accounting – Advantages – Disadvantages – Computerised General Ledger System – Spreadsheet Software and Its Applications – Different Software Available in the Market Advantages – Disadvantages.

Unit – II: Accounting Software Tally (Ver. 7.2): Characteristics of the Software – Creation of a Company – Security Control – Configuration – Accounts Information – Creation of Ledgers – Vouchers – Types of Vouchers – Cost Center Budgets – Balance Sheet – Alteration of Vouchers – Audit – Trial – P & L a/c – Ratio Analysis – Security – Limitations of Tally – Short Cut Keys.

(Lab – with practicals)

Unit – III: Tally's Forte (Reports): Displaying Reports – Characteristics – Objectives – Printing Reports – Display Account Books – Display Statement of Bank Reconciliation of Bank Accounts – Display Inventory Reports – Expert Usage. (Lab – with practicals)

Unit – IV: Inventory Handling Using Tally Ver 7.2 – A Practical Approach: Creation of Stock Groups – Creation of Stock Categories – Creation of Stock Items – Creation of Godown – Creation of Units of Measure – Inventory Vouchers. (Lab – with practicals)

Unit – V: Accounts of Banking Companies and Departmental Accounting: Objectives – Characteristics – Advantages – Disadvantages – Preparation of Accounts Using Tally in Departmental Accounts – Usefulness in Banks – Ledger Preparation – Guidelines of RBI for Profit & Loss Account – Expert Usage. (Lab – with practicals)

Suggested Books:

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

Elective: ACCOUNTING
(Choose any Two)

1. STRATEGIC COST MANAGEMENT

Unit – I: Cost Management – Nature and Scope – Management of Value Chain – Tools of Cost Management. Product Costing Systems – Concepts and Design Issues.

Unit – II: Activity Based Costing System – Meaning and Scope – Limitations of Traditional Costing Allocation Methods – Application of ABC System – Activity – Based Management – Concept and Scope – Target Costing – Benchmark Costing.

Unit – III: Quality Cost Systems – Meaning and Application – Conflict Between Quality and Cost – Trade-off Between Quality and Price – Value Analysis – Life Cycle Costing – Learning Curve Analysis – JIT.

Unit – IV: Cost Estimation – Methods – Costing Engineering – Using Regression Analysis – Evaluating Performance – Variance Analysis – Kaizen Costing.

Unit – V: Cost Control and Cost Reduction – Managerial and Technical Aspects – Meeting the Cost Reduction Challenges Role of Cost Accountant.

Suggested Books:

1. 'Cost Management' – Strategies for Business Decisions HILTON, MAHER and SELT, Tata McGraw Hill, II ed. 2002.
 2. 'Cost Accounting' – Principles and Practice, B.M.Lall Nigam, Prentice Hall of India.
 3. Cost Accounting: Theory and Practice, Bhabatosh Benarjee, Prentice Hall of India.
 4. 'Principles of Quality Costs' Principles, Implementation and Use Jack Companella, Prentice Hall of India Pvt. Ltd. 2000 (3rd Ed.)
- 'Cost Accounting' – Jain and Narang.
- 'Cost Accounting' – A Managerial Emphasis' Chrles Tn Horngren.
- 'Cost Accounting' – B. Benerjee, World Press, Calcutta.

MANAGEMENT CONTROL SYSTEMS

Unit -I: Management Control: Objectives- Basic Concepts- The Formula Control Systems, Characteristics of Management Control Systems- Inter Relationship Among Strategic Planning, Management Control and Operational Control – Designing and Introduction of Management Control System – Management Control System and Responsibility Accounting -Informal Management Controls.

Unit -II: Structure of Management Control : Need for Delegation- Responsibility Centers – Expense Centers -Revenue Centers – Profit Centers- Investment Centers, Research and Development Centers – Administrative and Support Centers – Performance of Expense Centers – Revenue Centers – Profit Centers – Investment centers – Organizational Structure of Responsibility Centers – Transfer Pricing – Objectives – Methods – Pricing Corporate Services and Administration of Transfer Prices.

Unit -III: Management Control Process: Strategic Planning – Nature, Analysis of New Programmes – Ongoing Programmes – Strategic Planning Process – Programming and Budgeting – Budget Preparation Process; Performance Evaluation – Performance Evaluation Systems Interactive Control – Analysing and Reporting – Types of Reports – Report Preparation
MIS – MIS & Computers.

Unit -IV: Special Applications: Controls for Differentiated Strategies – Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Service Organizations; Professional Services – Financial Services – Healthcare Service Organizations – Management Control in Non-profit Organizations – Characteristics – Measuring Output – Pricing Management Structure – Control in NPOs.

Unit -V: Management Control in Multinational and Multi project Corporations (MNCs): Objectives, Characteristics, Performance Measurement of Subsidiaries Reporting System – Need for MIS Between Parent and Subsidiary Companies – Structure of Multi Project Organization – Characteristics, Project Planning and Control Techniques, Control Indicators in Multi Project Organizations.

Suggested Books:

1. Management control Systems – Robert Anthony and Vijay Govindarajan Tata – McGrawhill publishing Company, New Delhi.
2. Management Control Systems, N. Ghosh, Prentice Hall of India.
3. Management information and control systems – Dr. Sushila Madan. Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Management Control systems Text and Cases – Subhash Sharma Tata- McGrawhill publishing Company, New Delhi.

Elective: Accounting: 3 FINANCIAL STATEMENT ANALYSIS

Unit-I Financial Statements Analysis – Introduction – Nature – Objectives – Types of Financial Statement Analysis – procedure – Methods/ Devices – Comparative Statements – Trend Analysis – Common Size Statements

Unit-II The Gabelli Utility Trust - Balance Sheet - Financial Condition, Assets and Liabilities - Stockholders' Equity - Income Statement - Statement of Retained Earnings - Statement of Shareholders' Equity - Earnings Quality – Inflation

Unit-III Ratio Analysis – Introduction – Nature and Significance – Classification – Position Statement Ratios - Revenue/ Income Statement Ratios – Inter-Statement Ratios – Du Pont Control Chart

Unit-IV Statement of Changes in Financial Position – Funds Flow Statement – Introduction – Meaning & Concept – Current and Non-Current Accounts – Uses, Significance and Importance – Procedure for preparing for a Funds Flow Statements – Changes in Working Capital – Depreciation as a Source of Funds

Unit-V Cash Flow Statement - Introduction – Classification of Cash Flows – Treatment of Some Typical Items – Format of Cash Flow Statement - Procedure for preparing for a Cash Flow Statements – Methods of Calculating Cash Flows from Operating Activities

References

1. Management Accounting Advanced Management Accounting By Ravi M.Kishore – Taxman Publication
2. Kaplan & Atkinson, Advanced Management Accounting, Prentice Hall of India – 1999
3. S.n.Maheswari – Management Accounting, Sultan Chand, New Delhi – 1998.
4. V.K.Saxana & C.D.Vashist, Advanced Cost of Management Accounting, Sultan Chand & Sons, New Delhi, 1998.
5. Dr.Manmohan & S.N.Goyal, Principles of Management Accounting Shakithabhavan Publication, Agra,
6. R.L. Gupta and M. Radhaswamy, Advanced Accountancy Sultan Chand & Sons, New Delhi.

Elective: Accounting: 4 ACCOUNTING FOR PUBLIC UTILITIES

Unit – I Concept of Public utilities – Origin, Objectives and Special Features - Accounting concept, American concept, types of Public utility regulations - Capital Account and General Balance Sheet - Treatment of Capital Losses, Depreciation, Extensions, Replacement etc. - Application of the System to Different Enterprises Practical Problems

Unit-2 Rate making in public utilities - Rate level and rate structure - Meaning and distinction, determination of rate level, determination of rate structure. Marginal cost pricing. Rate making in Electricity Undertaking.

Unit – 3 Public utilities in India – Forms of organization, Post and telegraph services, Radio and television- Air organisation, T.V. services in India. Autonomy for Radio and T.V. Prasar Bharti.

Unit – 4 Working of SEB's, salient features of electricity supply Act, Electricity rate schedules, consumer categories.

References

1. Barnes I.R. – Economics of Public Utility regulation.
2. Sleeman J.F. – British Public Utilities.
3. 5. Hanson A.H. – Public Enterprises and Economics Development.
4. Ramanadhan V.V. – The structure of Public Enterprises in India.
5. Gupta K.R. – Issues on Public Enterprises.
6. Centre for Public Sector Studies – Profitability Accountability and Social Responsibility of Public Enterprises.
7. Khera S.S. – Government in Business.
8. Maheshwari R.K. – Electricity Rate Making and Tariff Regulations.

Elective: FINANCE
(Choose any Two)

1. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit – I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment. Investment Process; Sources of Investment Information. Security Markets – Primary and Secondary – Market Indices.

Unit – II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks, Systematic Vs Non-systematic Risk. Measurement of Total Risk.

Unit – III: Fundamental Analysis – Economy, Industry and Company Analysis, Intrinsic Value Approach to Valuation of Bonds, Preference Shares and Equity Shares.

Unit – IV: Technical Analysis – Concept and Tools of Techniques Analysis – Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit – V: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Sharpe Single Index Model and Capital Asset Pricing Model. Efficient Frontier and Selection of Optimal Portfolio. Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation.

Suggested Books:

1. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management; Prentice Hall of India.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India.
4. S. Kevin, Portfolio Management, Prentice Hall of India.
5. J.C. Francis, Investments – Analysis and Management, McGraw Hill Int.
6. Elton, EJ & Grober, MJ, Modern Portfolio Theory and Investment Analysis, John Wiley.
7. Avadhani, VA, SAPM, Himalaya Publishers.
8. Bhalla, VK Investment Management, S Chand.
9. Punitavathy Pandian, SAPM, Vikas.
10. Preeti Singh, Investment Management, Himalaya Publishers.

2. FINANCIAL DERIVATIVES

Unit - I: Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit - II: Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit - III: Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

Unit - IV: Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Books:

1. Hull C. John, “Options, Futures and Other Derivatives”, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

3. TREASURY MANAGEMENT

Objective: To provide an insight into Treasury Management practices in India.

Unit I: Treasury Management: Objectives of Treasury, Structure and Organization, Functions of a Treasurer, Responsibility of a Treasurer.

Unit II: Liquidity Management Concept, importance and objectives-Liquidity planning-Liquidity flow cycle-Cash budgeting and forecasting-sources of liquidity.

Unit III: Treasury operations: Treasury Instruments-CRR/CCIL/RTGs-objectives, sources and deployment, internal control, Netting-Cost centre/Profit centre, integrated treasury, planning and control, Risk analysis.

Unit IV: Treasury and investment policy.

Unit V: Role of IT in treasury management-Regulation and companies-Internal and External Audit.

Suggested Books

Text Book:

1. Indian Institute of Bankers, Treasury, Investment and Risk Management.

Reference Books.

RBI and Government of India Publications.

4. INTERNATIONAL FINANCIAL MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V : International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

Suggested Books:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

Elective TAXATION
(Choose any Two)

1. VAT AND SERVICE TAX

Unit – I: A.P. VAT Act, 2005 – Basic Concepts – Salient Features of VAT – Incidence of VAT – Exempted Goods.

Unit – II: Registration of Dealers – Determination of Taxable Value – Calculation of VAT Payable.

Unit – III: Procedure and Administration of the Act - Maintenance of Books of Accounts by Dealers – Assessment Procedure.

Unit – IV: Service Tax: Nature of Service Tax - Service Provider and Service Receiver, Individual Service, CENVAT Vs. Service Tax – Exemptions.

Unit – V: Procedures of Service Tax: Registration, Maintenance of Records, Payment of Service Tax, Taxable Services – Computation of Service Tax.

Suggested Books:

1. Kul Bhushan, How to deal with VAT, Pearson Education, Pvt. Ltd., New Delhi.
2. A.P. VAT Bill, 2005, Govt. of A.P. Commercial Taxes Department.
3. V.S. Datey, Indirect Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.

2. TAX PLANING AND MANAGEMENT

Unit – I: Introduction: Tax Planning and Management – Tax Avoidance, Tax Planning, Tax Evasion – Tax Evasion in India – Measures of the State for Tax Evasion.

Unit – II: Tax Planning for Salaried Persons.

Unit – III: Tax Planning for Firms and HUF.

Unit – IV: Tax Planning for Companies.

Unit – V: Tax Planning for Small Business.

Suggested Books:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

3. EXCISE DUTY

Unit-I Taxation under Constitution in India – Indirect Taxes – Features – Administrative Set up of Central Excise – Constitutional Background of Central Excise – Overview of Central Excise Act – Central Excise Tariff Act, 1985 (CETA)

Unit-II Manufacture and Manufacturer – Definition of Manufacture - Definition of Manufacturer - Manufacturer-Other Aspects - Sales Exempt from Central Sales Tax, Interstate and Intra state sale, sales in the course of imports and exports, registration under CST Act.

Unit-III Nature of Excise Duty - Types of Excise Duties – Excisable Goods – Classification of Goods – Rules for Interpretation of Tariff – GIR Tariff – Trade Parlane Theory

Unit-IV Valuation of Goods – Methods & Techniques of Valuation – Captive Consumption – Refund & Other Important Provisions – Levy, Collection & Exemptions from Excise Duty - Assessment under Central Excise Law

Unit-V Warehousing – Export Benefits and Procedures – Excise on Small Scale Industries – Procedural Aspects under Central Excise Duty – Other Procedures in Central Excise

References

1. Central Excise Manual and Central Excise Tariff- Taxman's
2. CENVAT Law and Procedure- Taxman's
3. Income Tax Law including VAT/Service Tax- T N Manoharan, Snow White Publications
4. Direct taxes Law & Practice – Vinodh Singhanian, Kapil Singhanian, Taxman.
5. Direct Taxes- H C Mehrotra and Goyal, Sahithya Bhavan Publications.
6. Direct Taxes- Gaur and Narang, Kalyani Publishers, Ludhiana.

4. FISCAL POLICY

Objective : The main objective is to familiarize the students with different components of fiscal policy with special reference to India.

Unit-I: Fiscal Policy – Meaning – Features and Importance – Objectives of Fiscal Policy – Allocation – Distribution – Stabilization – Full Employment.

Unit-II Fiscal Policy – Tools – Public Revenue - Public Expenditure – Public Debt.

Unit-III : Public Revenue – Tax and Non-tax revenue – Classification different taxes.

Unit-IV : Budgets – Central and State Government budgets – Fiscal Responsibility and Budget Management Act - Deficit financing.

Unit-V: Fiscal Policy Impact on Business Savings and Investment – High Corporate Tax – Tax Incentives for Investment – Depreciation – Internal Finance – Impact of Indirect Taxes on Business

References

1. Richard A. Musgrave, Public Finance in Theory and Practice McGraw Hill Book Company, New York.

Reference Books:

1. Buchaman, J.M. The Public Finances, Richard D. Irwin, Homewood.

2. Jha H. (1998), Modern Public Economics, Routledge, London.

3. Singh. S.K. Public Finance in Development and Developing Countries, S. Chand and Company Ltd., New Delhi.

4. Hemlata Rao Fiscal Federalism – Issues and Policies, New Century Publications, New Delhi.

5. Atkinson A. B. And J.E. Siglitz (1980), Lectures on Public Economics, Tata McGraw Hill, New Delhi.

6. Reports of Ministry of Finance, Government of India on Budgets.

Elective: Banking
(Choose any Two)

1. FINANCIAL INSTITUTIONS

Unit – I: Origin – Concept – Definition – Structure – Role of Financial Institutions.

Unit – II: Non-Bank Financial Companies – Introduction – Concept – Definition – Scope and Meaning – Role.

Unit – III: NBFCs – Structure – Growth – Regulation of NBFCs.- An Overview of the Present Position of NBFCs.

Unit – IV: Non – Bank Statutory Financial Organisations – Concept – Structure – Nature, Functions and Role of NBSFOs.

Unit – V: Financial Performance of Non-Banking Statutory Financial Organisations – Investment Pattern – Strengthening of NBFCs. – Reforms in NBSFOs.

Suggested Books:

1. Bhole, L.M – Financial Institutions and Markets, Tat McGraw – Hill Publishing Company Limited, New Delhi, 2005.
2. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
3. Indian Banks Association, Indian Banking Year Book 2004, Mumbai, 2005.
4. RBI, Report on Trends and Progress of Banking in India, various issues, Mumbai.

2. BANKING AND TECHNOLOGY

Unit – I: IT IN BANKING: AN INTRODUCTION: - Information Technology and Its Implications – Information Technology – Indian Banking Scenario – Initiatives and Trends.

Unit – II: IT APPLICATIONS IN BANKING: Computer-based Information System for Banking – Electronic Banking – Electronic Fund Management.

Unit – III: ENABLING TECHNOLOGIES OF MODERN BANKING: Electronic Commerce and Banking – Supply Chain Management – Customer Relationship Management – Integrated Communication Networks for Banks.

Unit – IV: SECURITY AND CONTROL SYSTEMS: Computer Security and Disaster Management – System Audit and Computer Crime – Security and Control Aspects of Emerging Banking Technologies.

Unit – V: PLANNING AND IMPLEMENTATION OF INFORMATION SYSTEM: Security and Control Aspects of Emerging Banking Technologies – Data Warehousing and Data Mining – Designing and Implementing Computerization in Banking Sector.

Suggested Books:

1. Hawtrey “The art of Central Banking “ Augustus M.Kelley Publishers, 1970 – Newyork.
2. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
3. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
4. R.G. Murdick, J.E. Ross and J. R. clagget, Information systems for modern management, PHI.
5. Charlie Kaufman, Radia Perlman and Mike Speciner, Network Security – Private Communication in a Public World, Pearson / PHI.
6. Steve Hedley – Statutes on IT & E-Commerce, Oxford University Press.

3. INTERNATIONAL BANKING

Objective: To enable the students familiarising with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Unit I: International Banking: Global trends and developments in International banking-International Financial Centres, Offshore Banking Units, SEZs-International Financial Institutions: IMF;, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.

Unit II: International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds,etc in international markets;

Unit III: Project and Infrastructure Finance-Investments both in India and abroad, joint ventures abroad by Indian Corporates, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.

Unit IV: Framework of Foreign Exchange: Sources and Uses of Foreign Exchange-Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a Forex Dept, maintenance of foreign currency accounts.

V: Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorised dealers-NRI customers and various banking and investment products available to them under FEMA.

(Case Studies are compulsory)

Suggested Books:

1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi
2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, Himalaya Publishing House, Mumbai
3. Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi
5. Indian Institute of Banking and Finance, International Banking, Mumbai

4. CENTRAL BANKING

Objective: To familiarise the students with the functions and performance of Central banks in general and Central banks in USA, UK, European Union and India in particular.

Unit I: Evolution and Functions of Central Banking-Development of Central Banks in Developed and Developing countries.Functions of a Central Bank-Regulatory and Developmental functions

Unit II Central Banking in USA, UK and, European Union-Organisational evolution, Constitution and Governance-Role, functions and performance-Recent Developments

Unit III: Reserve Bank of India:Organisational evolution, constitution and governance, major organizational and functional developments over time-RBI Act, Banking Regulation Act, Foreign Exchange Management Act, Banking Ombudsman Scheme, Financial Sector Reforms-Recent Developments

Unit IV: RBI and Supervision of Indian Financial System: Constituents of Indian Financial Markets and their Regulation-Evolution of Bank Regulation and supervision.

Unit V: RBI and Financial Stability: Financial Development Vs. Financial Stability, Risks to Financial Stability, Liquidity Management,Risk Management in Banks, The Basle Norms, Prudential Norms, Effect of liberalisation and Globalisation on Financial Stability.

(Case studies are compulsory)

Suggested Books:

1. Khan, M.Y. Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Decock, MH, Central Banking, UBS Publisher Distributors Pvt. Ltd., New Delhi
3. Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York
4. Vasudevan A., Central Banking for Emerging Market Economies, Academic Foundation, New Delhi
5. Charles Albert Goodhart, Evolution of Central Banks: a natural development?,London School of Economics & Political Science, London
6. Indian Institute of Banking & Finance, Central Banking, Mumbai RBI , History and Evolution of Central Banking in India, Mumbai