



Kristu Jayanti College

AUTONOMOUS Bengaluru

Accredited 'A' Grade by NAAC | Affiliated to Bangalore University

# Master of Commerce -Financial Analysis (FA)

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Curriculum: 2015-17 (Batch)

Faculty of Commerce and Management

**Department of Commerce**

# **CURRICULUM OVERVIEW**

## **1: Programme Objectives**

The broad objective of the Master of Commerce – Financial Analysis (FA) course is to impart to the Students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.

## **2: Eligibility**

Candidates who have completed graduate programme in commerce or management from any university which is approved and recognized by UGC or its equivalent are eligible for admission into this Programme.

## **3: Attendance**

1. A student should have 85 percentage of attendance in each course at the end of semester.
2. Any student who is not complying with this requirement will not be allowed to appear for End Semester Examination.
3. In case a student does not appear for the examination due to shortage of attendance, the student has to repeat that semester to make up for the attendance and the student will have to pay the fees for that semester as applicable.
4. A student who participates in co-curricular and extra-curricular activities is eligible to get attendance provided if he/she submits the requisition form with prior approval from the concerned faculty-in-charge and Principal.

## **4: Assessment Regulations**

Evaluation is based on Continuous Internal Assessment (CIA) and End Semester Examination.

### **5 a) Passing Criteria**

- No minimum pass mark for CIA
- ESE (End Semester Examination) alone 40% - (40% marks out of 70, that is 28 marks)
- (ESE + CIA) aggregate 50 % or 50 marks out of 100
- Student should have obtained the total credits for the programme to obtain the degree.

### **5 b) End Semester Examination (ESE)**

The semester examination for the theory and practical will be held at the end of the semester. The time table will be notified three weeks before the examination. The duration of the examination will be three hours. It will be conducted for 70 marks.

### Eligibility to appear ESE

- Student should have secured minimum 85% attendance in each course
- Applied for the Examination and has paid the Examination Fee
- Cleared all dues

### 5 c) Continuous Internal Assessment (CIA) :

Component	Marks
CIA I : Term Examination	15
CIA II : One Assignment	5
CIA III : One Seminar	5
CIA IV : Case Study Analysis / Mini Project ( To be decided by the Course Teacher)	5
<b>Total</b>	<b>30</b>

### 5 d) Credit Structure

All programmes under autonomy batch will follow credit system.

The following credit structure will be followed for courses having 15 weeks of classes.

Hours per week	Credits
3 Hours	2
4 Hours	3
5 or 6 Hours	4
7 or 8 Hours	5

Maximum credits for M.Com Financial Analysis programme is 104.

### 5 e) Question paper pattern for ESE

#### Section A

7 questions out of 9.Two marks each (7X2=14)

#### Section B

4 questions out of 7.Five marks each (4X5=20)

#### Section C

3 questions out of 5.Twelve marks each (3X12=36)

### 5 f) Grading

Marks card will indicate the marks, percentage obtained, grade and grade point average.

The Grade Point Average will be calculated as follows:

For each course, multiply the Grade Point with the number of Credits earned; divide the sum of the product by the total number of credits. The CGPA (Cumulative GPA) is calculated by adding the total number of earned points (GP × Credit) for all semesters and dividing by the total number of credit hours for all semesters.

**Nine grade point scale for PG Programme (2015 Batch) is given below:**

Percentage	Grade	Grade Point	Interpretation	Class
80 - 100	O	9.00	Outstanding	<b>Distinction</b>
70 – 79	A+	8.00	Excellent	
60 – 69	A	7.00	Good	<b>First Class</b>
55 – 59	B+	6.00	Average	<b>Second Class</b>
50 – 54	B	5.00	Satisfactory	
Less than 50	F	0	Reappear	<b>Reappear</b>

## **6: Orientation**

The objectives of this programme are to acquaint the fresh students with the environment and to create awareness about the opportunities of the M.Com (FA) programme. The major activities during the programme are session on campus culture and facilities available, introduction to the departmental activities, introduction to M.Com (FA) programme and courses offered including value added courses.

## **7: Dissertation**

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the IV semester, prepare a report based on his/her work under the guidance of a faculty member and submit at the end of IV semester as per guidelines given by the department. This will be evaluated for 70 marks. Viva voce examination will be conducted for 30 marks.

## **8: Skill Development Activities**

Skill Development Activities are designed to enhance students' knowledge not only in conceptual base but also in application level. The department is also conducting various add-on courses to bring awareness on the current concepts in business and commerce and bridge the gap between academic and industry expectation.

- Case study discussion
- Virtual industrial visit
- Mini project
- Paper presentation on seminars and conferences
- Panel discussion

- Research forum

## **9: Co-curricular Activities**

Apart from the curricular activities, department also organizes various co-curricular activities for the holistic development of students. The co-curricular activities are as follows.

- Research Forum
- Samshodhan – A Research Design presentation on the selected topic
- Industrial visits
- Guest lectures
- Intra-class week end Seminars
- Organization and team building skills by organizing National and international conference.
- Rural exposure – Village visit
- Business Lab- Experiential Learning
- Inter collegiate fest- Commercia
- Intra collegiate fest- Impulse
- Current Affairs

## COURSE MATRIX

### First Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
I	<b>MCF151201</b>	Business Accounting	5	4	30	70	100
	<b>MCF151202</b>	Managing People in Organisation	5	4	30	70	100
	<b>MCF151203</b>	Micro & Macroeconomics for Business Decisions	5	4	30	70	100
	<b>MCF151204</b>	Managerial Finance	5	4	30	70	100
	<b>MCF151205</b>	QT for Accounting and Finance	5	4	30	70	100
	<b>MCF151206</b>	Financial Markets and Services	5	4	30	70	100
	<b>MCF151207</b>	Allied Business Legal Systems	3	2	30	70	100
	<b>Total</b>		<b>33</b>	<b>26</b>	<b>210</b>	<b>490</b>	<b>700</b>

### Second Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
II	<b>MCF152201</b>	Accounting Theory, Standards and Reporting	5	4	30	70	100
	<b>MCF 152202</b>	Information Technology for Accounting & Finance	5	4	30	70	100
	<b>MCF152203</b>	Direct Taxes Planning	5	4	30	70	100
	<b>MCF152204</b>	Securities Analysis and Portfolio Management	5	4	30	70	100
	<b>MCF152205</b>	Strategic Cost and Management Accounting	5	4	30	70	100
	<b>MCF152206</b>	Asset Liability Management in Banks	5	4	30	70	100
	<b>MCF152207</b>	Allied Business Research Methods	3	2	30	70	100
	<b>Total</b>		<b>33</b>	<b>26</b>	<b>210</b>	<b>490</b>	<b>700</b>

## COURSE MATRIX

### Third Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
III	<b>MCF153201</b>	Advanced Business Accounting	5	4	30	70	100
	<b>MCF153202</b>	International Business	5	4	30	70	100
	<b>MCF153203</b>	Derivatives Management	5	4	30	70	100
	<b>MCF153204</b>	Insurance and Risk Management	5	4	30	70	100
	<b>MCF153205</b>	Advanced E-Commerce	5	4	30	70	100
	<b>MCF153206</b>	Allied Retail Management	3	2	30	70	100
		Open Elective - CBCS	5	4	30	70	100
	<b>Total</b>		<b>33</b>	<b>26</b>	<b>210</b>	<b>490</b>	<b>700</b>

### Fourth Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
IV	<b>MCF154201</b>	Business Ethics and Corporate Governance	5	4	30	70	100
	<b>MCF 154202</b>	Indirect Taxes	5	4	30	70	100
	<b>MCF154203</b>	International Financial Management	5	4	30	70	100
	<b>MCF154204</b>	Strategic Financial Management	5	4	30	70	100
	<b>MCF154205</b>	Advanced Cost Management	5	4	30	70	100
		Project and Viva voce (70 + 30) Report: 70 marks Viva Voce: 30 marks	8	4			100
	<b>Total</b>		<b>33</b>	<b>24</b>	<b>150</b>	<b>350</b>	<b>600</b>

Note: Students must present research papers on one in-house seminar / conference and any one seminar/conference conducted by other colleges or publish a research paper with ISBN/ISSN.

**Total Credits: I & II Sem (52 Credits) + III & IV Sem (46 Credits) + CBCS Credits (4 Credits) + Paper Presentations (2 Credits) + = 104 Credits**

# First Semester



<b>Course Code:</b> <b>MCF151201</b>	<b>Course Title: BUSINESS ACCOUNTING</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To develop theoretical foundation for the preparation and presentation of financial statements.
- To develop the understanding of rules of measurement and reporting relating to various types of business entities.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Introduction to Accounting</b>	<b>05 Hours</b>
Nature and purpose of Accounting-Accounting environment, parties interested in accounting information, process of accounting, financial statement of the company as per Schedule- VI vertical format.		
<b>Unit 2</b>	<b>Financial analysis</b>	<b>16 Hours</b>
Financial analysis, comparative analysis, horizontal, vertical, time series and index analysis, ratio analysis, limitation of ratio analysis, dupont control chart, predictive power of financial ratios, prediction of sickness using various models, funds flow and cash flow analysis.(As per As – 3).		
<b>Unit 3</b>	<b>Human Resource Accounting</b>	<b>08 Hours</b>
Human Resource Accounting: Need and Development-Concept of Human resource accounting-Valuation of Human Resources-Recording and Disclosure in Financial Statements-Importance of Human Resource Accounting; Objections against Human Resource Accounting-Human Resource accounting in India.		
<b>Unit 4</b>	<b>Inflation Accounting</b>	<b>16 Hours</b>
Inflation Accounting: Meaning and Concepts; Methods of accounting for Price level changes; Problems on Current purchasing power method (CPP) and Current cost accounting Method (CCA).		
<b>Unit 5</b>	<b>Accounting for intangibles</b>	<b>15 Hours</b>
Accounting for leases and reporting by lessors and lessees, accounting for different types of leases. Pension costs accounting - pension schemes - accounting perspective – Brand Accounting – Balanced Scorecard.		

## References

- ☞ Jain and Narang. (2010). *Advanced Accounts*. Kalyani Publishers.
- ☞ Dr.L.S.Porwal. (2010). *Accounting Theory*. New Delhi: Tata McGraw Hill.
- ☞ Dr.S.N. Maheshwari. (2012). *Accounting for managers*. Vikas publications, 3<sup>rd</sup> Edition
- ☞ RonaldW.Hilton. (2006). *Managerial Accounting*. New Delhi: McGraw Hill.
- ☞ R.K.Lete and Jawaharlal. (2007). *Accounting Theory*. Mumbai: Himalaya Publishers House.
- ☞ Shukla and Grewal. (2003). *Advanced Accounts*. Sultan Chand &Co.
- ☞ Sehgal. (2011). *Advanced Accounting*. New Delhi:Taxmann.
- ☞ Institute of Chartered Accountants of India. (2012). *Accounting Standards*. ICAI publications
- ☞ Drury Colin. (2001). *Management and Cost Accounting*.Thomson Learning.
- ☞ Garison R.H. and E.W.Noreeb. (2000). *Managerial Accounting*. New Delhi: McGrawHill.
- ☞ JawaharLal. (2009). *Advanced Management Accounting. Text,Problems and Cases*. S.Chand

<b>Course Code:</b> <b>MCF151202</b>	<b>Course Title: MANAGING PEOPLE IN ORGANISATION</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To enable students gain knowledge about concepts, principles and practices relating to managing people in organizations.
- To enable the students use the knowledge in managing human resource better.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Management principles</b>	<b>10Hours</b>
Nature of management, principles, functions, evolution of management thought. Social responsibility and ethics in management. Role of people in Organisational effectiveness.		
<b>Unit 2</b>	<b>Human resource management</b>	<b>20 Hours</b>
Human resource management – nature, scope. Human resource planning, employee hiring, training and development, employee remuneration, performance appraisal, safety and health, employee relations.		
<b>Unit 3</b>	<b>Organisational Behavior</b>	<b>10Hours</b>
Understanding people – individual behavior, foundations of individual behavior, personality, perception, learning, attitudes, values, motivation, work related stress.		
<b>Unit 4</b>	<b>Managing Teams</b>	<b>10Hours</b>
Group dynamics, teams, leadership, power and politics, conflict and resolution, interpersonal communication.		
<b>Unit 5</b>	<b>Organization Management</b>	<b>10Hours</b>
Organisational designs, Organisational culture and Organisational change and development.		

## References

- ☞ Stoner, Management, Pearson Education.
- ☞ William Wether& Keith Davis, Human Resource and Personnel Management, McGraw Hill.
- ☞ Don Hellriegel, etal, Organisational Behaviour, South Western
- ☞ Fred Luthans, Organisational Behaviour, McGraw Hill.
- ☞ Stephen P. Robbins, Organisational Behaviour, Pearson Education.
- ☞ Aswathappa. K, Organisational Behaviour, Himalaya Publishing House.
- ☞ Aswathappa K: Human Resource and Personnnel Management, Tata McGraw Hill.

<b>Course Code:</b> MCF151203	<b>Course Title: MICRO &amp; MACRO ECONOMICS FOR BUSINESS DECISIONS</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To familiarize students with key micro and macro-economic variables and their behavior and enable them to critically evaluate different economies.
- To enable students to integrate macroeconomic analysis into business decisions

<b>COURSE CONTENTS</b>		
<b>(A) MICRO ECONOMICS</b>		
<b>Unit 1</b>	<b>Demand analysis</b>	<b>10 Hours</b>
Demand: Determinants of demand & law of demand. Income effect, substitution effect. Luxury goods & inferior goods. Individual demand & market demand.		
<b>Unit 2</b>	<b>Production function</b>	<b>10Hours</b>
Production function: Marginal productivity. Variation of output with labor (Law of Diminishing Returns).		
<b>Unit 3</b>	<b>Cost functions</b>	<b>10Hours</b>
Fixed cost variable cost, Marginal cost, Total cost, Break even analysis, Economies of Scale: In production, Marketing, Management, Transports & Storage, Diseconomies of Scale.		
<b>Unit 4</b>	<b>Price determinations</b>	<b>14Hours</b>
Perfect competition, Monopoly & oligopoly revenue curves (Total Average & marginal) Under perfect competition & monopoly. Profit maximization & price determination under: perfect competition & Monopoly.		
<b>(B) MACRO ECONOMICS</b>		
<b>Unit 5</b>	<b>Fiscal Policy and Monetary policy</b>	<b>16Hours</b>
Fiscal Policy: Basic Economic Indices (National Income, National Production, National Employment, General prices level). Aggregate Demand (Consumption, Government Expenditure & Business investment). Aggregate Supply. Determination of Income (or production). Taxation & Fiscal policy.		
Monetary policy: Types of money, Demand of money, Supply of money, Lending by Banks. Interest rate determination. Monetary policy.		

## References:

- ☞ Ackley.G. (1978). *Macroeconomics Analysis: Theory and Policy*. Macmillian Publications.
- ☞ Gupta , G.S. (2000). *Macro Economic Theory: Theory and Applications*. (3rd ed). New Delhi: Tata Mc-GrawHill Publications.
- ☞ Lucas, R.E. (1983). *Studies in Business Cycle Theory*. Mit Press.
- ☞ Mankiw, N.G. (2000). *Principles of Micro Economics*. (4th ed.). MacMillan Press.
- ☞ H.LAhuja(2009), *Modern Theory* (13<sup>th</sup> ed.), S. Chand Publications.
- ☞ Richard,T. Froyen. (2005). *Macro Economics- Theories and Policies*. (8th ed.). New Delhi: Pearson Publications.
- ☞ Shapiro, Edward. (2009). *Macro Economic Analysis*. (5th ed.). Galgotia Publications.
- ☞ Vaish, M.C. (2007). *Macro Econoimc Theory*. (13th ed.). Vikas Publishing House.

<b>Course Code:</b> <b>MCF151204</b>	<b>Course Title: MANAGERIAL FINANCE</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To impart knowledge in advanced techniques of financial management
- To enable the students to apply the techniques in financial decision making.

COURSE CONTENTS		
<b>Unit 1</b>	<b>The finance function</b>	<b>05 Hours</b>
The finance function: Its Nature and importance, goals of financial management-financial environment, changing role of financial management Sources of long term finance: ownership securities, creditorship securities, convertibles, options & warrants, marketing of securities and SEBI guidelines, Euro issues. Corporate financial policy – Shareholder value creation – Interface of financial policy and strategic management – Financial goals systems.		
<b>Unit 2</b>	<b>Financing decision</b>	<b>12Hours</b>
Financing decision: measures of leverage, effects of leverage, EBIT- EPS analysis, capital structure theories, capital structure planning and factors affecting capital structures decisions, cost of capital, specific cost of capital, overall cost of capital, marginal cost of capital.		
<b>Unit 3</b>	<b>Dividend decision</b>	<b>15Hours</b>
Dividend decision- relevance and irrelevance, theories -types of dividend policies, behavioural models of dividend policy, signaling theory, clientele effects, factors influencing dividend policy, corporate dividend practices in India.		
<b>Unit 4</b>	<b>Investment decision</b>	<b>14Hours</b>
Investment decision: capital budgeting and its importance in decision making, estimating cash flows, techniques of investment appraisal - NPV, IRR, problem of multiple IRRs extended yield, discounted payback, measurement of risk, evaluation of risky projects, multi period probabilistic analysis-decision tree analysis, sensitivity analysis.		
<b>Unit 5</b>	<b>Working capital management</b>	<b>14Hours</b>
Working capital management, planning, control and policy, management of various Components of cash receivables and inventory financing of working capital.		

## References

- ☞ Brealey&Myres. (2004). *Principles of Corporate Finance*. New York: McGraw Hill
- ☞ Chakraborty&et. (2003). *Financial Management and Control*. Mcmillan India Ltd.
- ☞ James Vanhorne. (2002). *Fundamentals of Financial Management*. New Delhi: Prentice Hall Inc.
- ☞ John Hampton. *Financial Decision Making – concepts, problems & cases*. New Delhi: PHI.
- ☞ Prasanna Chandra. (2005). *Financial Management, Theory and Practice*. New Delhi: Tata McGraw Hill.
- ☞ Khan & Jain. (2009). *Financial Management*. New Delhi: Tata McGraw Hill.
- ☞ I.M. Pandey. (2009). *Financial Management*. Viaks Publishing House.
- ☞ Schall& Haley. (2001). *Financial Management*. New York: McGraw Hill.
- ☞ S.C. Kuchal. (1982). *Financial Management*. Chaitanya Publishers. Allahabad
- ☞ Weston & Brigham. (1990). *Essentials of Managerial Finance*. The Dryden Press

<b>Course Code:</b> MCF151205	<b>Course Title: QUANTITATIVE TECHNIQUES FOR ACCOUNTING AND FINANCE</b>	<b>Credit: 4</b>	<b>Hours: 60</b>
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## Objectives

- To impart knowledge in concepts and tools of OR and QT
- Make students apply these in managerial decision making.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Mathematics of finance</b>	<b>15 Hours</b>
Geometric progression, mathematics of finance, Linear programming, problem formulation, graphical method and simplex method of solution, product mix problems, other managerial applications.		
<b>Unit 2</b>	<b>Probability</b>	<b>10Hours</b>
Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital budgeting.		
<b>Unit 3</b>	<b>Network analysis</b>	<b>10Hours</b>
Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Inventory models, EOQ model, sensitivity analysis, model with one price break, inventory control systems in practice.		
<b>Unit 4</b>	<b>Inventory Model</b>	<b>10Hours</b>
Inventory models, EOQ model, Sensitivity Analysis, Model with one price break, Inventory Control Systems in practice		
<b>Unit 5</b>	<b>Decision making under uncertainty</b>	<b>15Hours</b>
Decision making under uncertainty, different decision criteria, decision trees. Simulation model building, the process, problems with special reference to inventory and financial management.		

## References

- ☞ Srivastava V. K. etal – Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd
- ☞ Richard, I. Levin and Charles A. Kirkpatrick – Quantitative Approaches to Management, McGraw Hill, Kogakusha Ltd
- ☞ Budnik, Frank S Dennis Mcleavey, Richard Mojena – Principles of Operation Research - AIT BS New Delhi.
- ☞ Sharma J K – Operation Research- theory and applications-McMillan, New Delhi
- ☞ Kalavathy S. – Operation Research – Vikas Pub Co
- ☞ Gould F J – Introduction to Management Science – Englewood Cliffs N J Prentice Hall.
- ☞ Naray J K, Operation Research, theory and applications – McMillan, New Dehi.
- ☞ Taha Hamdy, Operations Research, Prentice Hall of India.
- ☞ Wagner H.M, Principles of Operations Research, Prentice Hall of India.

<b>Course Code:</b> <b>MCF151206</b>	<b>Course Title: FINANCIAL MARKETS AND SERVICES</b>	<b>Credit: 4</b>	<b>Hours: 60</b>
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## Objectives

- To make the student familiarize with the financial services and markets in the Indian financial system.
- To provide an understanding of working of financial markets.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Financial system</b>	<b>15 Hours</b>
Nature and role of financial system, structure of financial system, equilibrium in financial markets, financial system and economic development, financial intermediation, role and patterns.		
<b>Unit 2</b>	<b>Financial markets</b>	<b>10Hours</b>
Introduction to financial markets, call money market, treasury bill market, market for commercial paper and certification of deposit, government securities market, discount market, discount and finance house of India its role and functions. Industrial securities market, stock market, OTCEI, NSE, NIFTY, NASDAQ, Markets for futures, options and other derivatives.		
<b>Unit 3</b>	<b>Financial Services</b>	<b>10Hours</b>
Financial Services: Leasing, Factoring, Credit rating, Hire purchase, Consumer durables financing, Merchant banking agencies, underwriting, Funds transfer, Acceptance, Stock holding, Loan syndication, Custodial service, Depository services, Venture capital finance.		
<b>Unit 4</b>	<b>Regulatory framework for financial markets and institutions</b>	<b>10Hours</b>
Regulatory framework for financial markets and institutions, regulation v/s deregulation, role of reserve bank of India, and its bank rate and open market operation policies, Interest rate structure, various theories, interest rate of India, SEBI.		
<b>Unit 5</b>	<b>Role of Banks in Financial System</b>	<b>15Hours</b>
Role of Banks in Financial System: Functions of Commercial Banks- Definition of Banking, functions of banking (Primary & Secondary) – Products – Deposits & Advances – Financial Sectoral reforms – 1991, 2004 – Income recognition, Asset classification & Provisioning norms (IRAC Norms) – Capital adequacy norms (Basel I,II& III)- Banks exposure norms – Rating of Banks – Camels Rating.		

## References

- ☞ L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
- ☞ Edminister. R.O: Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
- ☞ Karkal G.C: Unorganised money markets in India, Lalwani, Bombay.
- ☞ Khan. M.Y. Indian Financial System, Vikas
- ☞ H.R Machiraju: Indian Financial System, Vikas Pub. House.
- ☞ E.Gorden& K. Nataraj, Financial Markets and Services, Himalaya Publishing house.
- ☞ ICWA, Financial Services, ICAI, Publication.
- ☞ G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
- ☞ J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.

<b>Course Code:</b> <b>MCF151207</b>	<b>Course Title: BUSINESS LEGAL SYSTEMS</b>	<b>Credit: 2</b>	<b>Hours: 45</b>
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## Objectives

- To familiarize the students with the legal environment that is influencing business functioning.
- To enable the students acquire proper perspective about legal environment for better decision making.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Foundation of Laws</b>	<b>10 Hours</b>
Meaning of law, Classification of legal rules, scope of legal system, directives and problems of legal system. The constitution of India with special reference to economic principles enshrined in the constitution – decisions by the supreme court.		
<b>Unit 2</b>	<b>Corporate Laws</b>	<b>10Hours</b>
Corporate Laws: Industries (Dev and Reg) Act 1951 and Industrial Licensing, Objectives, important provisions, amendments. Infringement, threats and libel; MRTP Act: MRTP commission, jurisdiction, power of the commission, control of monopolistic trade practices, control of restrictive trade practices, evaluation of public interest. The Consumer Protection Act – features, issues and court decisions.		
<b>Unit 3</b>	<b>Securities Market Laws</b>	<b>10Hours</b>
Laws relating to Finance: the Securities and Exchange Board of India (SEBI), need for SEBI, establishment and legal status of SEBI, functions and power of SEBI, power conferred by the act to SEBI. FEMA – Salient features, directions, major provisions.		
<b>Unit 4</b>	<b>Environmental Laws</b>	<b>05 Hours</b>
Environmental Laws – Water Act 1974, Air Act 1981, The Environmental Protection Act 1986.		
<b>Unit 5</b>	<b>Intellectual property laws</b>	<b>10 Hours</b>
Intangible aspects of property. The intellectual property Acts in India – Copyright, Trade mark, patents etc., Information Technology Act 2000. International Intellectual Property Organizations – treaties and International Transfer of Intellectual Properties. GATT/WTO and GATS, TRIMS, TRIPS, UR Round. Adjudicating authority and their enforcement.		

## References

- ☞ Bakshi. P.M., The Constitution of India.
- ☞ Gopalakrishnan K.C., Legal Economics – International Dimensions of Economics and Law, Eastern Book Company, Lucknow.
- ☞ Bakshi. P.M., The Environment Protection Act 1986.
- ☞ Nayak. K.K., Consumer Protection Law in India – An Eco Legal Treatise on Consumer Justice.
- ☞ Bakshi. P.M, Environmental Law – procedural options, In
- ☞ Intellectual Property India Trends.
- ☞ Bakshi. P.M, The Air (Prevention and Control of Pollution Act 1981).
- ☞ Bakshi. P.M, The Water Prevention and Control of Pollution Act 1974.
- ☞ Ray August, International Business Law, Prentice Hall, New Jersey.
- ☞ Miller and Jeutz, Business law To-day, West Publishing Company, St. Paul MN, U.S.A.
- ☞ Chowdhury. B.K., Economic Legislations, Sultanchand and Sons, New Delhi.
- ☞ Aswathappa. K., Business Laws, Himalaya Publishing House.

# Second Semester



<b>Course Code:</b> MCF152201	<b>Course Title:</b> ACCOUNTING THEORY, STANDARDS AND REPORTING	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To expose the students to important issues on which thinking / research is going on at global level.
- To motivate the students to take up research in certain frontier areas.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Fundamentals of accounting theory</b>	<b>10 Hours</b>
Classification of accounting theory-Approaches to accounting theory-Accounting postulates-Concepts and principles-Generally Accepted Accounting principles-Selection of Accounting Principles-Professional Development of Accounting in India.		
<b>Unit 2</b>	<b>Accounting standards</b>	<b>15 Hours</b>
Accounting standards - meaning and definition- benefits and objectives - need for standards. Standards setting process- difficulties in standards setting - standards setting bodies - types of standards - standards setting across different countries. USA, UK, and India, Comparative study of accounting standards ASB-UK, FASB-USA, ASB-INDIA. Introduction to International Financial Reporting Standard (IFRS).		
<b>Unit 3</b>	<b>Disclosure of accounting policies</b>	<b>13 Hours</b>
Disclosure of accounting policies- depreciation- inventory- research and development- deferred taxation - current cost accounting - post balance sheet events contingencies - leases and hire purchase - goodwill - mergers and acquisitions - pension costs - foreign currency translations - change in financial position.		
<b>Unit 4</b>	<b>Financial Reporting</b>	<b>12 Hours</b>
Financial Reporting - concept - objectives - qualities and benefits. Developments on financial reporting objectives - true blood report - the corporate report (UK), Corporate Reporting in India - segment reporting - interim reporting.		
<b>Unit 5</b>	<b>CSR accounting</b>	<b>10 Hours</b>
Corporate social responsibility accounting - social accounting and social auditing - state of art of social accounting - objectives and standards of social reporting - empirical studies of social measurement and reporting - environmental accounting, reporting and audit – CSR in Indian Context.		

## References

- ☞ Inflation Accounting - TheSandiland Report, HMSO.
- ☞ Sidney Davidson and Roman L.Weil : Handbook of Modern Accounting, McGraw-Hill Book Company, NewYork.
- ☞ Glantier and Underdown: Accounting Theory and Practice - ELBs.
- ☞ Schroeder and Clark: Accounting Theory- Text and Readings, John Weily.
- ☞ P.K. Ghosh, et all: Studies in Accounting Theory, Wiley Eastern Ltd.
- ☞ L. S. Porwal: Accounting Theory-An introduction, Tata McGraw-Hill.
- ☞ R.K. Lele and Jawaharlal: Accounting Theory, Himalaya Publishing House.

<b>Course Code:</b> <b>MCF152202</b>	<b>Course Title: INFORMATION TECHNOLOGY FOR ACCOUNTING AND FINANCE</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To familiarize student with aspect of business information systems and relevant information technology.
- Develop skills to design and implement simple computer based business and audit information systems.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Information Systems for Business</b>	<b>10 Hours</b>
Information Systems and their role in businesses, types of information systems – Operation support system, management support system, TPS, PCS, EIS, MIS, OAS, DSS, GDSS, expert systems, artificial intelligence, Information systems at levels of management, HRIS, Accounting Information system, Marketing information systems, manufacturing and production information system, Developing information systems — systems analysis and design, SDLC – types, introduction to ERP, introduction to cloud computing.		
<b>Unit 2</b>	<b>Governance, Risk and Compliance through systems</b>	<b>10 Hours</b>
IT-GRC (Governance, Risk and Compliance), Information system audit standards – ISO 27001– Information security and management standard (ISMS) , Capability Maturity Model (CMM), Control Objectives for Information and related Technology (COBIT) – IT Governance model, Health Insurance Portability and Accountability Act (HIPAA), Statement on Auditing Standards (SAS) for service organization.		
<b>Unit 3</b>	<b>IT ACT 2008</b>	<b>15Hours</b>
Overview of specific section of IT ACT 2008 different sections, electronic contracting, digital signature, cyber offence, certifying authorities, Concepts of Cyber forensics/Cyber Fraud investigation, Overview of Information Security Standards - ISAE 3402/SA 402, ITIL		
<b>Unit 4</b>	<b>DBMS</b>	<b>12Hours</b>
Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files, executing queries and relational algebra		
<b>Unit 5</b>	<b>Spread sheet financial analysis</b>	<b>13Hours</b>
Spread sheet software - range, formulas, types of functions, types of charts, what-if analysis-Goal Seek Analysis, data validation, subtotal, Applying Absolute (Fixed), statistical functions – min, max, count, countif, countA, stdev, mean, mode, median, variance, correlation, percentile, quartile, rank, financial functions – PV, NPV, NPER, PMT, RATE, IRR, SLN, SYD, IPMT, DB, logical functions – if, else, and, or, not, multiple if statements, Vlookup, Hlookup, sorting data - types, conditional formatting, page layout - settings, filtering data, data analysis - descriptive statistics, pivot tables		

## References

- ☞ O' Brien James — A Management Information Systems, Tata McGraw Hill, New Delhi.
- ☞ Laudon and Laudon —. Management Information Systems, Prentice flail of India, New Delhi.
- ☞ Gordan B Davis — Management Information Systems, McGraw Hill Internal on.
- ☞ For modules 4 and 5 the teacher will decide the software of his/her choice and a appropriate books.

<b>Course Code:</b> <b>MCF152203</b>	<b>Course Title: DIRECT TAXES PLANNING</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To give an integrated view of direct tax laws to assess and apply the laws to business decisions.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Foundation to Direct taxes</b>	<b>10 Hours</b>
Basic framework of direct taxation - principles of direct taxation - appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.		
<b>Unit 2</b>	<b>Corporate Taxation</b>	<b>15 Hours</b>
Salient features of company taxation, scheme of taxing business income of companies, deductions / allowances, disallowances and depreciation.		
<b>Unit 3</b>	<b>Assessment of Companies</b>	<b>15 Hours</b>
Computation of taxable income of companies - set off and carry forward of losses - deductions under Section 80.Procedure for assessment - deduction of tax at source, advance payment of tax - refunds - appeals and revision.		
<b>Unit 4</b>	<b>Tax planning for Business Decisions</b>	<b>20 Hours</b>
Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, ventures and foreign collaborations - tax planning in relation to make or buy, own or lease, retain or replace.		

## References

- ☞ Dr. BhagwatiPrasad : Direct Taxes Law & Practice, WhishwaPrakashan, Delhi.
- ☞ Vinod - Singhania : Direct Tax Law and Practice : Taxman.
- ☞ Agarwal P.K.: Tax Planning for Companies, Hind Law Publishers, New Delhi.
- ☞ Dr. H.C. Mehrotra and Dr. S.P. Goyal: Income Tax Law & Practice, SahityaBhavan, Agra.
- ☞ Sukumar Bhattacharya, Tax Planning in India
- ☞ SharatBargava: Direct Taxes
- ☞ B.B. Lal: Direct Taxes

<b>Course Code:</b> <b>MCF152204</b>	<b>Course Title: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To enable the student to develop skills in analyzing various types of securities.
- To make the student apply the knowledge of portfolio theory in portfolio management.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Investment management</b>	<b>10 Hours</b>
Investment management, nature and scope, investment process, investment planning, ingredients of successful investment strategy, investment avenues, types of financial assets, components of investment risk.		
<b>Unit 2</b>	<b>Valuation of securities</b>	<b>15 Hours</b>
Valuation of securities, risk and return, valuation of fixed income securities, market interest rates, valuation of warrants and convertibles, option pricing models, valuation of equity shares, valuation models, timing of purchase and sale of equity shares.		
<b>Unit 3</b>	<b>Securities analysis</b>	<b>10 Hours</b>
Securities analysis, analysis of variable income securities, fundamental analysis, technical analysis, company analysis, evaluation of industry life cycle theory, security price movements, efficient market hypothesis, Random Walk.		
<b>Unit 4</b>	<b>Portfolio theories</b>	<b>15 Hours</b>
Portfolio theory, Markowitz's graphical portfolio analysis, portfolio performance evaluation, Sharpe's portfolio performance measure, Treynor's portfolio performance measure, Jensen's investment performance measure, asset pricing theories, portfolio insurance, portfolio management for individual and institutions.		
<b>Unit 5</b>	<b>Portfolio management</b>	<b>10 Hours</b>
Analysis of alternative investments, hedging and arbitrage pricing theories, financial futures, international portfolio management, emerging opportunities.		

## References

- Donald E. Fischer and Ronald J. Jordon: Security Analysis & Portfolio Management, Prentice Hall.
- Timoty E. Johnson: Investment Principles, Prentice Hall, New Jersy.
- J.C. Francis: Investment Analysis and Management.
- PandyanPuneethavathy, Securities Analysis and Portfolio Management, Vikas Pub. House.
- Fuller &Farrel, Modern Investments and Security Analysis, McGraw Hill International.
- A. Brahmiah& P. SubbaRao, Financial Futures and Options, HPH.
- Singh Preeti, Investment Management, HPH
- Chandra Prasanna, Managing Investments, Tata McGraw Hill.

<b>Course Code:</b> <b>MCF152205</b>	<b>Course Title: STRATEGIC COST AND MANAGEMENT ACCOUNTING</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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### Objectives

- To expose the students to the external environment of business and to enable them to formulate strategies related to cost and pricing.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Cost Management</b>	<b>10 Hours</b>
Importance of analyzing and managing costs; Cost Management: areas of cost management, cost management and cost accounting, tools and techniques of cost management, role of cost accounting in strategic planning and management control.		
<b>Unit 2</b>	<b>Strategic Cost Management</b>	<b>10 Hours</b>
Strategic Cost Management issues in different elements of cost: material, labor and overheads; product design, value analysis and value engineering, strategic analysis of cost, Business process re-engineering.		
<b>Unit 3</b>	<b>Activity based costing</b>	<b>10 Hours</b>
Activity based costing: inadequacies of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and cost pools, main activities and its cost drivers, allocation under ABC- Characteristics, steps, implementation and benefits of ABC		
<b>Unit 4</b>	<b>Pricing decisions</b>	<b>15 Hours</b>
Pricing decisions product profitability decisions and cost management, major influences on pricing, product cost categories, costing and pricing approaches, cost plus pricing, target costing for target pricing, transfer prices and budget planning and control, multinational pricing market-based transfer prices, cost based transfer prices.		
<b>Unit 5</b>	<b>Life Cycle Costing</b>	<b>15 Hours</b>
Life Cycle Costing – activities and phrases in product life cycle, short product and extension of product life cycle, Turing point indices in product life cycle; Just in time approach: concept, philosophy of JIT, sources of waste, aims and objectives of JIT methodology, implementation of JIT, Limitations of JIT Costing Value Chain analysis and TQM.		

### References

- ☞ S.K.R. Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
- ☞ Charles T. Horngren, George Foster, Srikant M. Data, Cost Accounting: A Managerial Emphasis, Prentice Hall of India, New Delhi.
- ☞ Roger Cowe, Hand Book of Management Accounting, A Grower Handbook.
- ☞ S. Mukherjee & A.P. Roychowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.
- ☞ Anthony R.N, Management Accounting Principles, Grawin Publishing.
- ☞ Batty J, Mc Donald & Evans, Management Accountancy, London.
- ☞ Bierman H & Drabin A.R, An Introduction Managerial Accounting, McMillan Company, New York.
- ☞ Broad H.W & Carmichael K.S, A Guide to Management Accounting, HFL (Pub) Ltd., London.

<b>Course Code:</b> <b>MCF152206</b>	<b>Course Title: ASSET LIABILITY MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to ALM</b>	<b>12 Hours</b>
Introduction: Emerging scenario's in Banking Industry – Significance of asset liability management – ALM guidelines to Indian Banks – ALM practice in Indian Banks. Asset liquidity – gap analysis – duration analysis – time value of money – Study of Bank Balance sheet Items – Bank Balance Sheet analysis through ratio analysis.		
<b>Unit 2</b>	<b>Anatomy of risk</b>	<b>12 Hours</b>
Types of risk (Anatomy of risk): liquidity risk – operational risk – credit risk – market risk – interest rate risk – commodity risk – exchange risk.		
<b>Unit 3</b>	<b>Risk Management</b>	<b>12 Hours</b>
Measuring and Monitoring risk: Risk scenario – interest rate sensitivity analysis – stress test analysis of macroeconomic environment (market conditions) – Behavioral pattern of low cost / term deposits – Forecasting interest rate scenario.		
<b>Unit 4</b>	<b>ALM in Indian Banks</b>	<b>12 Hours</b>
Relevance and ALM practicality in Indian Banking scenario: Connectivity among RO/BO/HO– Source of data – accuracy of data – reliability of data – procurement of appropriate software – special skill to monitor/measure risk.		
<b>Unit 5</b>	<b>ALM practices</b>	<b>12 Hours</b>
Funds transfer pricing and performance measurement; Central funding unit concept – funds transfer pricing as an ALM tool – removal of interest risk from Business unit – various technique of transfer pricing.		

## References

- ☞ Arthur Williams, Jr. et al., Risk Management and Insurance, McGraw Hill International Edition. NIBM Publications.
- ☞ Machiraju H.R, Modern Commercial Banking, Vikas Publishing House.

<b>Course Code:</b> <b>MCF152207</b>	<b>Course Title: BUSINESS RESEARCH METHODS</b>	<b>Credits: 2</b>	<b>Hours: 45</b>
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## Objectives

- To familiarize students with concepts, tools and techniques of the methodology of business research.
- To enable students to do a research / consultancy project in the fourth semester.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Foundation to Research</b>	<b>5Hours</b>
Research: Meaning, Purpose, Scientific method, types of research; scope of business research; Review of literature: need and purpose.		
<b>Unit 2</b>	<b>Research problem</b>	<b>10 Hours</b>
Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques; Research Design: Meaning, nature, process of preparation, components of research design.		
<b>Unit 3</b>	<b>Data management in Research</b>	<b>20 Hours</b>
Sources of data, methods of collection; observation, interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list; pre-testing of tools, pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.		
<b>Unit 4</b>	<b>Data Analysis and Reporting</b>	<b>10 Hours</b>
Analysis of data; Simple statistical techniques and their uses. Testing of Hypothesis, Research Applications – market survey; Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.		

## References

- ☞ Moses, C.A. Survey Methods in Social Investigation.
- ☞ Goode & Hatt, Methods in Social Investigation.
- ☞ William Emory, Business Research Methods.
- ☞ VemonColver& H.L. Balsleg, Business Research Methods.
- ☞ Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalya Publishing house.
- ☞ Kothari. C.R, Methodology of Research, Vikas Publishing House.
- ☞ K.R. Sharma, Research Methodology, National Publishers , Jaipur.
- ☞ Wilkinson &Bhandarkar, Methodology and Techniques of Social Research.
- ☞ Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill

# Third Semester



<b>Course Code:</b> <b>MCF153201</b>	<b>Course Title: ADVANCED BUSINESS ACCOUNTING</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To impart working knowledge in the accounting areas with respect to various developments in the corporate sectors
- To expose the students with regard to diverse International Accounting and Reporting Practices.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Accounts of IT &amp; ITES</b>	<b>10 Hours</b>
Preparation of Final Accounts of IT and ITES Companies, Income Statement and Balancesheet, Accounts payable, Accounts receivable and accrual entries.		
<b>Unit 2</b>	<b>Forensic Accounting</b>	<b>10 Hours</b>
Meaning, Scope, Forensic Accounting Vs Auditing, Application of Forensic accounting, Principles and purpose of Fraud examination, Process and methodology of fraud examination, Illustrations.		
<b>Unit 3</b>	<b>Accounts of Banking Companies</b>	<b>18 Hours</b>
Meaning of Banking Company – Accounting treatment of discount of bills–ascertainment of non-performing assets –Preparation of Final Accounts as per the existing Banking Regulation Act – Performance Evaluation of Banks.		
<b>Unit 4</b>	<b>Introduction to International accounting</b>	<b>12 Hours</b>
International accounting meaning, need in the context of increasing complexity and volume of transactions; Special issues in international accounting - consolidation accounting - foreign currency translation – segmental reporting – International Taxation: Double Taxation- transfer pricing.		
<b>Unit 5</b>	<b>Reporting of international Accounting</b>	<b>10 Hours</b>
Major international differences in financial reporting and their classifications; Special issues in international accounting; Structure of IFRS foundation and IASB – Standard setting process – IFR Standards issued till date, differences between US GAAP and IFRS and their adoption. Financial reporting in United States, United Kingdom, Australia, France and Japan. (The above module is supposed to focus on legal issues, accounting standards and consolidation of accounts, tax systems etc.).		

## References

- ☞ Hrishikesh Chakravarthy.(2001). *Advanced Accountancy*. Oxford university press
- ☞ Jain and Narang. (2001). *Advanced Accountancy*. New Delhi: Kalyani Publications.
- ☞ R. L Gupta and Radhaswamy. (1990). *Advanced Accountancy*. New Delhi: Sultan Chand & Sons
- ☞ Shahrokh M. Sudagaran. (1998). *International Accounting: A User Perspective*. South-Western Pub.
- ☞ S. N. Maheswari. (1996). *Advanced Accountancy*. New Delhi: Vikas publications.
- ☞ Timothy S. Douppnik, Hector Perer.(2012). *International Accounting*. Irwin Professional Publications.
- ☞ Choi FDS and Gary K. Meek: *International Accounting*, Pearson.

<b>Course Code:</b> <b>MCF153202</b>	<b>Course Title: : INTERNATIONAL BUSINESS</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To familiarize the students with the concepts, functions and practices of international business.
- To enable them get global perspective on issues related to business.

## COURSE CONTENTS

<b>Unit 1</b>	<b>Nature of International Business</b>	<b>15 Hours</b>
Nature of International Business (IB); Scope of International Business; Forms of International Trade Drivers of IB; IB and domestic business compared; Participants in International Business; Evolution of IB; reasons for Internationalization; Strategies of entering international business; Approaches to International Business (Ethnocentric, Polycentric and Regiocentric); Integration between countries-Levels of integration; Regional trading blocks-EU, NAFTA, Mercosur, APEC, ASEAN, SAARC (Structure and functions only);Theories of IB-Mercantilism theory, Absolute cost advantage theory; Comparative cost advantage theory; Factor endowment theory.		
<b>Unit 2</b>	<b>Globalization</b>	<b>10 Hours</b>
Features of Globalization; Stages of Globalization; Manifestation of Globalization; Benefits and pitfalls of globalization on Indian economy; Essential Conditions for Globalization; Barriers to Globalization in India; A brief discussion on Make in India (New FDI policy); Role of WTO in promoting Globalization; International Organization Models (International, Multinational, Global, Transnational Companies); Types of MNCs; Organizational Structures for International Operations-Functional Structure, Product Structure, Geographical Structure, Matrix Structure, SBU structure; Role of MNCs in International Business.		
<b>Unit 3</b>	<b>International Marketing Environment</b>	<b>15 Hours</b>
Analyzing Market Environment; Components of International Marketing Environment-Micro Environment (Functional areas of Business, Suppliers, Marketing intermediaries, Customer; Competitors; Shareholders); Macro Environment (Political, Economic, Socio-cultural, Technological, Natural, Legal and Demographics); International Marketing Intelligence (Meaning and Scope); Sources of international marketing Intelligence; Need and importance of International Marketing Intelligence; International Marketing Research (Meaning, process and importance); Concept of International product life cycle.		
<b>Unit 4</b>	<b>Resources for International operations</b>	<b>12 ours</b>
A)Human Resources- IHRM and domestic HRM comparison; Scope of IHRM. HR planning; Selection of expatriates; Expat training; Expat remuneration. Expat failures and ways of avoiding; Repatriation, Exit Interviews.B) Internal Financial resources- Types of forex rates; Factors determining Forex; Convertibility of rupee and its implications in India, IBRD, IMF, International Banks, BRICS Bank. C)International Production Operation- strategic role of foreign Banks; components of international logistics; managing service operations- Outsourcing and Offshoring (Meaning, scope of services, benefits and limitations).		
<b>Unit 5</b>	<b>EXIM trade</b>	<b>08 Hours</b>
Purpose of Export Trade; Benefits of exports to companies; Types of Exports; Export Trade: Procedure, Steps & Documentation; Pricing in Export/Import Trade; Functions and services of EXIM bank; India's recent EXIM Policy;		

## References

- ☞ Aswathappa. K. (2012). *International Business*. New Delhi: Tata McGraw Hill
- ☞ Charles W.L. Hill. (2010). *International Business*. New Delhi: McGraw - Hill.
- ☞ Czinkota, etal. (2009). *Global Business*. Dryden Press.
- ☞ Darrell Mahoriy, etal. (2009). *International Business*. Longman.
- ☞ Don Ball and Wendell McCulloch. (1993). *International Business*. New Delhi: McGraw - Hill.
- ☞ John D. Daniels, etal. (1995). *International Business*. Pearson Education.
- ☞ A.V. Vedipurishwar. (2009). *The Global CEO*. New Delhi: Vision Books.
- ☞ Subba Rao. (2012). *International Business*. New Delhi: Tata McGraw Hill

<b>Course Code:</b> MCF153203	<b>Course Title: DERIVATIVES MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To impart the conceptual framework of financial derivatives
- To provide various evaluation models of financial derivatives
- To enable the students to understand the mechanics of commodity derivative markets.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Derivatives Basics</b>	<b>10 Hours</b>
Introduction, economic benefits of derivatives - Types of derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.		
<b>Unit 2</b>	<b>Financial Derivatives</b>	<b>20 Hours</b>
Forwards and futures – Types of Futures - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures; Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.		
<b>Unit 3</b>	<b>Options markets</b>	<b>10 Hours</b>
Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options -stock options - options on stock index– interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.		
<b>Unit 4</b>	<b>Interest rate Markets</b>	<b>10 Hours</b>
Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.		
<b>Unit 5</b>	<b>Commodity &amp; derivatives Market</b>	<b>10 Hours</b>
Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform – Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges. Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and its Merger with SEBI and regulation; Procedure of Commodity trading and settlements – physical delivery of commodities.		

## References

- ☞ Stoner, Management, Pearson Education.
- ☞ G.Kotreshwar Financial Derivatives –, Chandana Publications(2014),Mysore
- ☞ By Gupta Financial Derivatives – (PHI)
- ☞ D.A.Dubofsky and T.W.Miller Derivatives – By (Oxford)
- ☞ Nitty Nandhini Chatnani.(2010).Commodity Markets. New Delhi: TMH
- ☞ Prasanth, NeenaPandian. (2009). Commodity Markets. New Delhi: Subhas publications
- ☞ Economic Times & Business Line (Daily) .
- ☞ Business India (Magazine).
- ☞ Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM.
- ☞ NCDEX, MCX, NMCE, NBOT.

<b>Course Code:</b> <b>MCF153204</b>	<b>Course Title: INSURANCE AND RISK MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To enable the students to understand various aspects of Life & General Insurance
- To expose students to acquire skills in Risk Management

COURSE CONTENTS		
<b>Unit 1</b>	<b>Introduction to Risk Management</b>	<b>10 Hours</b>
Risk, Peril, Hazard, Types of Risk - pure and speculative Risks, Other types of Risk – Dynamic, Static, Fundamental and Particular Risks, Risk Management, Techniques, Insurance as a tool of Risk Management,		
<b>Unit 2</b>	<b>Introduction to Insurance</b>	<b>5 Hours</b>
Classification of Insurance, Difference between Life and Non-Life Insurance. Principles of Insurance, Indian Contract Act in relation to insurance, Study of history of Insurance, PFRDA and Pension Schemes, Restructuring of insurance business in india – FDI in insurance sector		
<b>Unit 3</b>	<b>Life and Non-life Insurance</b>	<b>15 Hours</b>
Life Insurance Products, Basic Products, Traditional Products, Endowment, Whole Life, Money Back, Unit linked products. Pension and Annuity – Principles of product development, Group Insurance. Non-Life Products, Fire, Marine, Motor, Liability, Personal Accident, Health Insurance, Crop Insurance, Reinsurance – government schemes, valuation methods, Life fund – Bonus.		
<b>Unit 4</b>	<b>Underwriting, Insurance documents and Claims</b>	<b>15 Hours</b>
Underwriting, factors Considered: Physical Hazard, occupational Hazard and Moral Hazard, Numerical method of Underwriting, terms of acceptance, documentation. Insurance documents: Principles of risk management, financial support to families and society, Rating – Mortality table - premium calculations, factors considered in rating of Non-life products, tariff and non-tariff, market agreements. Servicing of policies, claim settlement in insurance, IRDA regulation relating to claim settlement.		
<b>Unit 5</b>	<b>Insurance Regulations</b>	<b>15 Hours</b>
IRDA Journal and Annual reports – its analysis and data interpretation, Micro Insurance products – its awareness, distribution, social insurance. Insurance laws – its amendments and effect on the insurance market, Intermediaries in Insurance – regulation governing them and alternative channels – on line marketing, e-marketing – principles – safety measures. Income tax and Insurance. Customer education		

- ☞ Gyandendra Kumar, *Handbook of Insurance Laws*, Law Publishers, Allahabad.
- ☞ Brij Nanend Singh, *New Insurance Law*, Universal Law Agency
- ☞ C.A. Williams, M.L. Smith & P.C. Young, *Risk Management and Insurance*, Irwin McGraw Hill.
- ☞ Sharma, *Insurance – Principles and Practice*.
- ☞ Dinsdale, *Insurance*
- ☞ IRDA, Govt. Publications.
- ☞ Guidelines on Pension fund in India
- ☞ Bhair & Limaye, *Principles and Practice of Insurance*.
- ☞ Smith. T.R, *Fire Insurance Theory and Practice*.
- ☞ Mishkeri Frederics S, *The Economics of Money Banking and Financial Markets*.
- ☞ Agarwal, *Insurance*.
- ☞ *Consumer Protection Act*, Govt. of India Publication

<b>Course Code:</b> <b>MCF153205</b>	<b>Course Title: ADVANCED E-COMMERCE</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To expose students to the world of E – Commerce
- To enable them to adopt E-Commerce technology in business.
- To impart Knowledge about Mobile Commerce

COURSE CONTENTS		
<b>Unit 1</b>	<b>Introduction to E-Commerce</b>	<b>12 Hours</b>
E-commerce- definition, E-Commerce Framework, E-Commerce and Media Convergence, E-Commerce Consumer Applications and Organization Applications. Business Models for E-Commerce, E-Business Models based on the Relationship of Transaction parties, Relationship of Transaction types, examples.		
<b>Unit 2</b>	<b>Electronic Market, Electronic Payment Systems</b>	<b>12 Hours</b>
Traditional Marketing, E-Marketing, Identifying web presence goals, Browsing Behavior Model, Online Marketing, E-advertising, Internet Marketing Trends, Target Markets, E-Branding, Marketing strategies. Digital payment requirements, Digital Token-based electronic payment systems, classification of new payment systems, e-Cash, e-Cheque, Risk and e-Payment system, Designing of e-Payment Systems.		
<b>Unit 3</b>	<b>Electronic Security, e-CRM, e-SCM</b>	<b>12 Hours</b>
Information System Security, Security on the Internet, Digital Signature, E-business Risk Management Issues, Information Security Environment in India. Customer Relationship Management, Typical Business Touch-points, e-Supply Chain Management, e-Supply Chain Components, Architecture. e-Supply Chain Management in industry, Recent trends in avoiding cyber crimes.		
<b>Unit 4</b>	<b>Electronic Data Interchange and Usage</b>	<b>12 Hours</b>
Electronic Data Interchange- EDI applications in Business, EDI and E-Commerce, Value Added Network, Internet Based EDI, Standardization and EDI, EDI Software Implementation, EDI Legal, Security and Privacy Issues, EDIFACT - Overview, Structure, EDIFACT Software.		
<b>Unit 5</b>	<b>Mobile Commerce</b>	<b>12 Hours</b>
Introduction to Mobile commerce: Emerging applications, Different players in Mobile Commerce, Types of Mobile Commerce Services, Mobile Marketing & Advertisement, Non– Internet Applications In M–Commerce, Mobile Commerce life cycle, Mobile financial services, Mobile entertainment services, and Mobile commerce in India.		

## References

- ☞ Kalakota Ravi and Whinston, Andrew B. (2006) *Frontiers of Electronic Commerce*. (3<sup>rd</sup>ed) Addison-Wesley- Massachusetts.
- ☞ P.T. Joseph, S.J. (2013), *E-Commerce an Indian Perspective*. (4<sup>th</sup>ed) PHI Learning Pvt. Ltd.
- ☞ Jibitesh Mishra. (2011), *E-Commerce*, Macmillan Publishers India Ltd.
- ☞ Bajaj Kamlesh. K and Nag Debjani (2005) *E-commerce (The cutting Edge of Business)*, (2<sup>nd</sup>ed.)Tata McGraw Hill Publications- New Delhi.
- ☞ Nansi Shi (2004) *Mobile Commerce Applications*, IGI Global
- ☞ CIA - 40 Marks - 20 Marks – Term Examination and 20 Marks – Case Study and Presentation

<b>Course Code:</b> <b>MCF153206</b>	<b>Course Title: RETAIL MANAGEMENT</b>	<b>Credits: 2</b>	<b>Hours: 45</b>
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## Objectives

- To know the concept, process and management of retail business
- To be acquainted with retail strategy and overall planning processes.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Nature and Importance of Retailing</b>	<b>10 Hours</b>
Retailing and Retailers; Place of Retailing in Marketing Mix; Economic and Social importance; Size of Retail Market; Operating Expenses and Profits; Retailing in India; Classifying Retail Firms-Forms of Ownership, Operational Structure, Service and Price Orientation, Merchandise Offering.		
<b>Unit 2</b>	<b>Store and Non-store Retailing</b>	<b>13 Hours</b>
Types of Merchandisers - Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In-home Retailing; Sponsored Cooperative Chain; Manufacturers' Sponsored Franchising System.		
<b>Unit 3</b>	<b>Retail Strategy and Decision</b>	<b>12 Hours</b>
Retail Perspective; Understanding the Retail Customer; Target Market Selection; Merchandise - Planning and Management, Merchandise Buying; Retail Pricing and Merchandise Performance; Store - Location, Size, Image, Design and Layout; Shop Design.		
<b>Unit 4</b>	<b>Creating and Sustaining Value</b>	<b>10 Hours</b>
Retail Marketing Communication; Servicing the Retail Customer; Supply Chain Management; Growth of Shopping Malls, Factory Outlet and Discount Malls.		

## References

- David Gilbert. (2003) *Retail Marketing Management*. (2<sup>nd</sup> edition).Pearson India.
- Pradhan Swapna. (2013).*Retailing Management Text &Cases*. New Delhi. MH Publications.
- Robert F. Lusch, Patrick Dunne, Myron Gable. (1994).*Retail Management*,(edition II). South Western Pub.Co



# Fourth Semester

<b>Course Code:</b> <b>MCF154201</b>	<b>Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To make students understand and conscious about ethical values in real life and in business.
- To enable the students critically examine ethical dilemmas and internalize ethical values and practices.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Ethics in Business</b>	<b>10 Hours</b>
Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics; code of ethics; importance of ethics in business;		
<b>Unit 2</b>	<b>Ethical Theories and Corporate Social Responsibility</b>	<b>14 Hours</b>
Cognitive and non-cognitive; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.		
<b>Unit 3</b>	<b>Ethics in Marketing and Finance</b>	<b>14 Hours</b>
Ethical dilemmas in marketing- unethical marketing practices ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers, tax evasion- corporate crimes.		
<b>Unit 4</b>	<b>Ethics in HRM and Information Technology</b>	<b>10 Hours</b>
Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications-Individualism versus collectivism in human resource management practices Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking –computer crime prevention – ethical dilemmas and considerations.		
<b>Unit 5</b>	<b>Corporate Governance &amp; Ethics in Global Economy</b>	<b>12 Hours</b>
Importance; Corporate governance and agency theory; Benefits of good corporate governance - present scenario in India; Reforming Board of Directors, Birla committee, Naresh Chandra Committee; Narayana Murthy committee; Corporate Governance code future scenario; Ethical perceptions and international business, global values, the multinational corporations and various ethical issues, cross cultural, cross religion, and cross racial issue; Role of Independent Directors as per Companies Act 2013.		

## References

- ☞ CSV. Murthy (2015). Business Ethics and Corporate Governance, New Delhi: HPH
- ☞ C.V. Baxi. (1999). *Corporate Governance*. Excel Books.
- ☞ Gopalaswamy. (2010). *Corporate Governance*. New Age International (P) Ltd.
- ☞ Hartman, Laura P. (2004). *Perspectives In Business Ethics*. New Delhi: McGraw-Hill.
- ☞ C Ferrell. (2003). *Business Ethics*. Biztantra.
- ☞ P.S.Bajaj& Raj Agarawal. (2008). *Business Ethics*. Biztrantra.
- ☞ Prasad. (2007). *Corporate Governance*. Prentice Hall Of India
- ☞ Steiner and Steiner. (1974). *Government and Society*. New Delhi: McGraw-Hill.
- ☞ Velasquez. (1999). *Business Ethics: Concepts & Cases*. Prentice Hall Of India.

<b>Course Code:</b> <b>MCF154202</b>	<b>Course Title: INDIRECT TAXES</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To familiarize the students with the indirect tax laws
- To introduce Service Tax and GST
- To acquaint the students with the basics and latest developments in the areas of Indirect taxes.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to Indirect taxes</b>	<b>06 Hours</b>
Features - Types of Indirect taxes - Differences - Merits and demerits - Constitutional provisions relating to Indirect taxes; contribution to Government Revenues, fiscal preference as instrument of planning and development—role of indirect tax laws.		
<b>Unit 2</b>	<b>Central Excise</b>	<b>14 Hours</b>
Central Excise and Salt Act 1944: Nature of levy of excise duty, classification of excisable goods, price lists and their significance, valuation of excisable goods, central excise licensing – detailed procedure. Clearance of excisable goods – procedure under physical control, compounded levy scheme and self-removal procedures, gate passes, personal ledger account and daily stock accounts. Exemption from excise duty levies – nature and types of exemption notifications. Procedure for clearance of samples, semi-finished goods and return and retention of duty paid goods. CENVAT, CENVAT on Capital goods. Tariff item 68 – significance of the levy, exemption and clearance procedure. Set off of duties – meaning, schemes of set-off and details of procedure.		
<b>Unit 3</b>	<b>Customs Duty</b>	<b>15 Hours</b>
Customs Act 1962: Details of procedure in relation to the levy, collection and exemption from customs duties – documents to be prepared and presented to customs authorities, valuation of goods, clearance of imported and exported goods procedure. Detailed procedure in relation to transportation and warehousing – relevant rules and regulations. Drawback of customs duties paid, preparation and submission of drawback claim forms. Adjudication and appeals before the customs authorities and the appellate Tribunal.		
<b>Unit 4</b>	<b>Central Sales Tax and K-VAT</b>	<b>15 Hours</b>
Central Sales Tax Act 1956: Constitutional background of CST, Inter-state trade and commerce, restriction of powers of taxation on sales by state – liability of sales tax –inter-state sale – occasions movement of goods, sale by transfer of documents, sale under CST – transactions which are not sales – persons liability of sales tax. Persons liable to pay CST – exemptions from CST – sales outside the state – sale in course of import/export–declared goods, forms of declaration. K-VAT, advantages, disadvantages. Etc.		
<b>Unit 5</b>	<b>Service Tax and G.S.T</b>	<b>10 Hours</b>
Basic proposition; Exemptions (General/ Threshold) and Export & Import of Services; Services liable to Service Tax; Valuation of taxable services; Procedural requirements –Registration, Issue of Invoice/ Bill/ Challan, Maintenance of records, Payment of service tax, Filing of Return/ Electronic Return (ACES), Determination of service tax net liability/ interest; Penalties leviable; Availability of CENVAT credit; Maintenance of Records (RG23); Refund of service tax; Assessment/ Appeal,		

Advance ruling; Maintenance of Records(RG23); GST -Basic concepts, features of GST and applicability  
Note: (GST should be taught after introduction by the Government along with the amendments time to time. If GST is implemented, the title of the course is Goods and Services Tax)

## References

- ☞ ArvindDatar. (2003). Guide to Central Excise. *Law and Practice Vol. I*, Nagpur: Wadhwa and Co.
- ☞ Bare Acts of CST and KST.
- ☞ L.K. Jain .(2014). *Central Excise Mannual*. Contay Publishers P.ltd.
- ☞ D.N. Khole. (2013). B.N. Sharma etal. *Customs Tariff*. Census Publishers.
- ☞ B.K. Ghargava. (2013). *Indirect Tax Laws*. Taxman Allied Services.
- ☞ Central Excise Guidelines and Procedures.(2013). New Delhi: Nabi Pub.
- ☞ CharyaShuklendra .(2012). Central Excise. *Law, Practice and Procedure Vol. I & II*. Modern Publications.
- ☞ S.P. Bhatnagar. (2007). *Customs Law and Procedure*. New Delhi: Context Pub.
- ☞ V.S. Datey.(2013). *Indirect Tax Law and Practice*. New Delhi:Taxman.

<b>Course Code:</b> <b>MCF154203</b>	<b>Course Title: INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To understand the intricacies of financial management in International environment
- To learn the role of forex in international cash flows
- To be aware of international financing decisions of MNCs
- To familiarize students with forex exposure and measures to manage it

COURSE CONTENTS		
<b>Unit 1</b>	<b>International Financial Environment</b>	<b>10 Hours</b>
International Financial Environment, Globalization and the Multinational Firm; International Monetary System; Balance of Payments (Theory). FDI and FII; International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		
<b>Unit 2</b>	<b>Foreign Exchange Markets</b>	<b>15 Hours</b>
Foreign Exchange Markets; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Exchange Rate Determination; International Parity Relationships: Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Covered Interest Arbitrage (Theory); Exchange Rate Forecasting (Theory).		
<b>Unit 3</b>	<b>FOREX Derivatives</b>	<b>08 Hours</b>
Derivatives in the Forex Market: Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
<b>Unit 4</b>	<b>Foreign Exchange Exposure and Risk Management</b>	<b>15 Hours</b>
Types of Exposure: Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning; Economic Exposure - Determinants and Management (Theory); Country Risk Analysis.		
<b>Unit 5</b>	<b>Financial Management of Multinational Corporations</b>	<b>12 Hours</b>
International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Simple problems); Multinational Cash Management; International Taxation Environment (Theory).		

## References

- ☞ Apte, P.G. (2009). *International Financial Management* (5<sup>th</sup>ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- ☞ Eieteman, David K., Stonehill, Arthur I, Moffett, Michael A., Pandey, Alok (2007). *Multinational Business Finance* (10<sup>th</sup>ed.). New Delhi: Pearson Education.
- ☞ Eun, Cheol S. and Resnick, Bruce G. (2008). *International Financial Management* (4<sup>th</sup>ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- ☞ Jain.P.K., Peyrard, Josette and Yadav, Surendra S. (2006). *International Financial Management*. New Delhi: Macmillan India Ltd.
- ☞ Madura, Jeff (2008). *International Financial Management*. New Delhi: Cengage Learning.
- ☞ Shapiro, Alan C. (2002). *International Financial Management*. (4<sup>th</sup>ed.). New Delhi: Prentice Hall of India.
- ☞ Sharan, Vyuptakesh (2006). *International Financial Management*. New Delhi: Printice Hall of India.
- ☞ Vij, Madhu (2010). *International Financial Management* (3<sup>rd</sup>ed.). New Delhi: Excel Books

<b>Course Code:</b> <b>MCF154204</b>	<b>Course Title: STRATEGIC FINANCIAL MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of strategic financial decisions of the firm.
- To familiarize various approaches of corporate valuations and value based management

COURSE CONTENTS		
<b>Unit 1</b>	<b>Introduction</b>	<b>08 hours</b>
SFM-Meaning, definition, characteristics, scope, importance; success factors of SFM, Constraints to SFM. Financial policy and strategic planning: meaning, importance, steps, characteristics of financial planning; Estimating financial requirements.		
<b>Unit 2</b>	<b>Strategic financing decisions</b>	<b>10 hours</b>
Capital structure and value in a perfect world – imperfections and capital structures –signaling theory – tools for developing an effective capital structure – Guidelines for capital structure planning – dividend policy and firm value – implication of real world imperfections – dividend policy formulation – rationale and objections to share buyback – share buy backs and valuation.		
<b>Unit 3</b>	<b>Corporate Valuation</b>	<b>20 hours</b>
Meaning and approaches to Corporate Valuation – Adjusted book value approach, Stock and debt approach, Comparable companies approach, discounted cash flow approach; Concept of free cash flow to the firm, two and three stage valuation models.		
<b>Unit 4</b>	<b>Value Metrics</b>	<b>12 Hours</b>
Shareholder Value Creation – Traditional and modern approaches; Value Drivers, Approaches to Value Based Management – Marakon Approach, Alcar Approach, McKinsey Approach, EVA Approach, BCG Approach; Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA,CFROI Concept of Economic Depreciation; Executive Compensation and value creation; Employee stock option plan; Balanced score card.		
<b>Unit 5</b>	<b>Corporate Restructuring</b>	<b>10 Hours</b>
Meaning and forms of corporate Restructuring – M&A, Types of Merger, Reasons for Merger, LBO, buyback of shares, divestiture (sell off, spin off, equity carve-out), demerger (theory only).		

## References

- ☞ Allen. (2009). *Introduction to Strategic Financial Management*. New Delhi: Tata McGraw Hill Publications.
- ☞ Prasanna Chandra. (2010). *Financial Management*. New Delhi: Tata McGraw Hill Publishing Limited.
- ☞ Grinblatt, Mark and Titaman, Sheridan. (2006). *Financial Markets and Corporate Strategy*, Tata McGraw Hill.
- ☞ Jakhotiya, G.P. (2009). *Strategic Financial Management*. Vikas Publishing House Private Limited.
- ☞ R.M.Srivastava. (2011). *Financial Management*. New Delhi: Himalaya Publishing House.
- ☞ SudhindraBhat. (2011). *Financial Management*. Excel Books
- ☞ Vedpuriswar,A.V. (2010). *Strategic Financial Management – Achieving Sustainable Competitive Advantage*. New Delhi: Vision Books.
- ☞ Prasanna Chandra.(2011).*Corporate Valuation*. Tata Mc Graw Hill education private Limited.
- ☞ Damodharan. (2011). *Corporate Valuation*.

<b>Course Code:</b> <b>MCF154205</b>	<b>Course Title: ADVANCED COST MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 60</b>
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## Objectives

- To introduce the student to the tools and concepts Implementation and Monitoring of strategic cost decisions.
- To expose the students about cost analysis and reporting.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Relevant Costing</b>	<b>16 hours</b>
Definition, concepts, opportunity cost, future cost flow, incremental cost, types of relevant cost, non-relevant cost, advantages and limitations of relevant cost		
<b>Unit 2</b>	<b>Throughput accounting</b>	<b>12 hours</b>
Theory of constraints, TPA ratios, applications and decision making, manufacturing multiproduct.		
<b>Unit 3</b>	<b>Learning Curve</b>	<b>12 hours</b>
Learning curve ratio, factors affecting learning curve, advantages and limitation. Learning curve equation, applications of learning curve.		
<b>Unit 4</b>	<b>Cost sheet, profitability analysis and reporting</b>	<b>12 Hours</b>
Direct product profitability, benefits of PP, DPP-profitability statement, segment wise profitability analysis-customer wise PA – advanced cost sheet.		
<b>Unit 5</b>	<b>Cost audit and management audit</b>	<b>08 Hours</b>
Definitions and objectives of cost audit – types – aspect – scope – scheme under cost audit 2013 – procedure – report – cost audit, financial audit and management audit.		

## References

- ☞ Anthony R.N. (1970). *Management Accounting Principles*. Grawin Publishing.
- ☞ Batty J, Mc Donald & Evans. (1999). *Management Accountancy*. London.
- ☞ Bierman H & Drabin A.R. (2001). *An Introduction Managerial Accounting*. New York: McMillan Company.
- ☞ Broad H.W & Carmichael K.S.(2002). *A Guide to Management Accounting*. London: HFL (Pub) Ltd.
- ☞ Brown & Haward, Mac Donald, Evans.(2002). *Principles of Management Accountancy*. London: HFL (Pub) Ltd.
- ☞ Charles T. Horngren, George Foster, Srikant M. Data.(2001). *Cost Accounting: A Managerial Emphasis*. New Delhi: Prentice Hall of India.
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- ☞ Ravi. M. Kishore.(2006). *Cost Management*. New Delhi: Taxman Allied Services (p) Ltd.
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- ☞ S.K.R. Paul. (1991). *Management Accounting*. Calcutta: New Central Book Agency Private Ltd.
- ☞ S. Mukherjee & A.P. Roychowdhury. (2010). *Advanced Cost and Management Accountancy*. Calcutta: New Central Book Agency.
- ☞ Keith Ward.(1992). *Strategic Management Accounting*. Butterworth Heirmann Pub.
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