



Kristu Jayanti College  
AUTONOMOUS Bengaluru  
Reaccredited 'A' Grade by NAAC | Affiliated to Bangalore University

# Master of Commerce (M.Com)

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## Curriculum: 2017-19 (Batch)

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Faculty of Commerce and Management

**Department of Commerce (PG)**

## **CURRICULUM OVERVIEW**

### **1: Programme Objectives**

The programme is designed to achieve the following objectives.

1. To prepare students to take up the responsibilities in various functional areas in organization
2. To develop teaching impetus among students to make them qualified for teaching profession
3. To equip students to build their professional qualification
4. To impart experiential learning to provide practical exposure on the subjects
5. To develop social and ethical values among students for conducting business ethically

### **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 100 / 28 marks out of 70)
- (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 Hours	4
6 Hours	5

Maximum credits for M.Com 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 (2017 Batch)** is given below:

Percentage	Grade	Grade Point	Interpretation	Class
80 - 100	O	9.00	Outstanding	Distinction
70 – 79	A+	8.00	Excellent	
60 – 69	A	7.00	Good	First Class
55 – 59	B+	6.00	Average	Second Class
50 – 54	B	5.00	Satisfactory	
Less than 50	F	0.00	Reappear	Reappear

$$\text{Grade Point Average (GPA)} = \frac{\sum[\text{Grade Point X Credit}]}{\sum[\text{Credits}]}$$

CIA<sup>\*</sup> : Continuous Internal Assessment

ESE / ETE<sup>\*\*</sup> : End Semester/Trimester Examination

## 6: Electives/Specialization

M.Com programme has two specializations for students

- I. Accounting and Taxation.
- II. Finance.

Each specialization comprises of six electives.

**Accounting and Taxation:**

Strategic Cost Management
Advanced Business Accounting
Direct Tax Planning
Goods and Services Tax
Advanced Management Accounting
Corporate Reporting and Ind AS

**Finance:**

Strategic Financial Management
Financial Services and Investment Banking
Security Analysis & Portfolio Management
Commodity Markets
Insurance and Risk Management
International Financial Management

**7: 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 programme. The major activities during the programme are session on campus culture and facilities available, introduction to the departmental activities, introduction to M.Com programme and courses offered including value added courses.

**8: Dissertation**

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report which carries five credits. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the IV semesters, 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.

**9: 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
- Teaching practice by internal teaching assignment
- Preparation for NET / SET Examinations
- Mini project
- Paper presentation on seminars and conferences
- Panel discussion
- Research forum

## **10: 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.

- Current Affairs
- Intra collegiate fest- Impulse
- Inter collegiate fest- Commercia
- Intra-class week end Seminars
- Guest lectures
- Industrial visits
- Rural exposure – Village visit
- Organization skill and team building by organizing International conference.
- Samshodhan – A Research Design presentation on the selected topic
- Paper presentation on seminars and conferences
- Research Club
- Aptitude Club

## COURSE MATRIX

### First Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
I	MCO171201	Macro Economics	5	4	30	70	100
	MCO171202	Business Accounting	6	5	30	70	100
	MCO171203	International Business	5	4	30	70	100
	MCO171204	Banking and Credit Risk Management	5	4	30	70	100
	MCO171205	Information System & computers	5	4	30	70	100
		Corporate Communication	3	2	30	70	100
	Total		29	23	180	420	600

### Second Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
II	MCO172201	Advanced Financial Management	6	5	30	70	100
	MCO172202	Human Resource Management	5	4	30	70	100
	MCO172203	Research Methodology	5	4	30	70	100
	MCO172204	Operations Research	5	4	30	70	100
	MCO172205	Business Marketing	5	4	30	70	100
	MCO172206	Business Legal System	3	2	30	70	100
	Total		29	23	180	420	600

### Third Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
III	<b>MCO173201</b>	Financial Markets and Institutions	5	4	30	70	100
	<b>MCO173202</b>	Direct Taxation	6	5	30	70	100
		Open Elective	5	4	30	70	100
		Electives	6	5	30	70	100
		Electives	6	5	30	70	100
		Electives	6	5	30	70	100
	<b>Total</b>		<b>34</b>	<b>28</b>	<b>180</b>	<b>420</b>	<b>600</b>

### Fourth Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
IV	<b>MCO174201</b>	Business Ethics and Corporate Governance	5	4	30	70	100
	<b>MCO174202</b>	Business Environment and Strategic Management	5	4	30	70	100
		Electives	6	5	30	70	100
		Electives	6	5	30	70	100
		Electives	6	5	30	70	100
		Project Report & Viva Voce (70 + 30)	6	5	100*		
	<b>Total</b>		<b>34</b>	<b>28</b>	<b>150</b>	<b>350</b>	<b>600</b>

\*70 Marks for Project Report and 30 Marks for Viva – Voce

CIA – Continuous Internal Assessment ESE- End Semester Examination



**Elective Courses (III SEM): Accounting and Taxation**

Paper Code	Title of the Paper
MCO173A01	Strategic Cost Management
MCO173A02	Advanced Business Accounting
MCO173A03	Direct Tax Planning

**Elective Courses (IV SEM): Accounting and Taxation**

Paper Code	Title of the Paper
MCO174A01	Goods and Services Tax
MCO174A02	Advanced Management Accounting
MCO174A03	Corporate Reporting and Ind AS

**Elective Courses (III SEM): Finance**

Paper Code	Title of the Paper
MCO173B01	Strategic Financial Management
MCO173B02	Financial Services and Investment Banking
MCO173B03	Security Analysis & Portfolio Management

**Elective Courses (IV SEM): Finance**

Paper Code	Title of the Paper
MCO174B01	Commodity Markets
MCO174B02	Insurance and Risk Management
MCO174B03	International Financial Management

**Extra Credits**

Semester	Subject	Credits
III/IV	Teaching Assignment/ Paper Presentation in seminars and Conferences/Paper Publication	2

Note: Teaching assignment – students will be undertaking 15 hours of teaching assignment during their III semester and IV semester M.Com (OR) student must present research paper in in-house seminar/conference and any one seminar/conference conducted by other colleges or publish a research paper with ISBN or ISSN.

**Total Credits: I & II Sem (46 Credits) + III & IV Sem (52 Credits) + CBCS Credits (4Credits) + Teaching Assignment/ Paper Presentation in seminars and Conferences/Paper Publication (2 Credits) + = 104 Credits**

<b>Course Code:</b> <b>MCO171201</b>	<b>Course Title: MACRO ECONOMICS</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To make the students familiar with important macroeconomic concepts and theories.
- To train the students to analyze the current macroeconomic issues.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Macro Economics</b>	<b>10 Hours</b>
Meaning - Importance of Macro-economic - Relationship between micro and macro-economics – interface between macro economics and business – Key Macro-economic concepts: National Income & GDP– Unemployment – Inflation – Business Cycle – Aggregate demand & aggregate supply, Limitations of Macro-economics.		
<b>Unit 2</b>	<b>Consumption, Savings and Investment</b>	<b>10 Hours</b>
Consumption function: determinants of consumption – MPC & APC - Savings function: determinants of savings MPS & APS - Paradox of thrift - Investment function: determinants of investment (revenue, cost and expectations only), MEC & Rate of Interest – multiplier & super multiplier.		
<b>Unit 3</b>	<b>Financial System</b>	<b>12 Hours</b>
Financial system: Meaning, Structure & Functions - Money and finance - Role of money in a developing economy – Supply of money (meaning & components) – Demand for money (meaning & sources) - determination of short term interest rate by the Central bank – Implications of Liquidity trap - Monetary policy and Fiscal policy : Objectives & tools – Quantity theory of money (Equation of Exchange)		
<b>Unit 4</b>	<b>International Monetary system</b>	<b>10 Hours</b>
Exchange rate: Meaning, Types (fixed and flexible exchange rate), current exchange rate – BOP & BOT: Meaning and differences, Disequilibrium in the BOP - methods of correct disequilibrium – recent developments in foreign capital flow.		
<b>Unit 5</b>	<b>Economic growth and development</b>	<b>08 Hours</b>
Economic growth: Meaning – Economic growth vs Economic development - factors determining economic growth: Human resources - natural resources – capital - technological change & innovation. Capital – output ratio - challenges of growth - policies towards economic stability.		

## References

- ☞ *Jhingan M.L. 2006. Macroeconomic Theory, Konark Publishers, Madras*
- ☞ *Gupta , G.S. (2000). Macro Economic Theory: Theory and Applications. (3rd ed). New Delhi: Tata Mc-GrawHill Publications.*
- ☞ *Prasad, K.N. (2001), Development of India's Financial System, Sarup & Sons, New Delhi.*
- ☞ *Mankiw, N.G. (2000). Principles of Micro Economics.(4th ed.). MacMillan Press.*
- ☞ *Bhole, L.M. (2000), Indian Financial System, Chugh Publications, Allahabad.*
- ☞ *David Romer. 2001. Advanced Macroeconomics. McGraw Hill International Edition.*

<b>Course Code:</b> <b>MCO171202</b>	<b>Course Title: BUSINESS ACCOUNTING</b>	<b>Credits: 5</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>10Hours</b>
Accounting-meaning, definition, objectives, functions, limitation, users of accounting information, branches of accounting, scope, accounting cycle; accounting principles-concepts and conventions; capital and revenue concepts-expenditure, loss, income, comparison; Final accounts of joint stock companies as per revised schedule VI of companies Act; Introduction to Ind AS-concept only.		
<b>Unit 2</b>	<b>Accounting Theory</b>	<b>10 Hours</b>
Meaning, Need Nature, Classification, Evaluation, Role and Users of Accounting and Accounting Theory, History of Accounting Thoughts. Approaches to Accounting Theory, Accounting Postulates, Concepts and Principles.		
<b>Unit 3</b>	<b>Financial statement Analysis</b>	<b>20Hours</b>
Meaning, types, methods & techniques-Common size, Comparative, Trend analysis, Funds Flow Analysis, Cash Flow analysis, Ratio analysis.		
<b>Unit 4</b>	<b>Inflation Accounting</b>	<b>10Hours</b>
Meaning and Concepts ; Methods of accounting for changing prices; Problems on Current purchasing power method(CPP) and Current cost accounting Method (CCA).		
<b>Unit 5</b>	<b>Human Resource Accounting and social accounting</b>	<b>10Hours</b>
HR Accounting-meaning, objectives, importance, limitation, valuation of HR (problems only in Lev and Schwartz model), Recording and Disclosure in Financial Statements, HR Accounting in India. Social accounting- meaning, objectives, Reporting of Social Cost Benefit Information, Social Cost Benefit analysis in India (theory only).		

## 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
- ☞ M N Arora, Management accounting, Himalaya publishing house, Mumbai
- ☞ 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
- ☞ JawaharLal. (2009). *Advanced Management Accounting. Text, Problems and Cases*. S.Chand
- ☞ Gupta R L and M. Radhaswamy, Advanced Accounts, Sultan Chand, New Delhi
- ☞ Kaplan, Advanced Management Accounting, 3rd Ed. Pearson Education, New Delhi
- ☞ Drury Colin. (2001). *Management and Cost Accounting*. Thomson Learning.

☞ Garison R.H. and E.W.Noreeb. (2000).*Managerial Accounting*. New Delhi: McGrawHill.

<b>Course Code:</b> <b>MCO171203</b>	<b>Course Title: INTERNATIONAL BUSINESS</b>	<b>Credits: 4</b>	<b>Hours: 50</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.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Nature of International Business</b>	<b>10 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 Internalization; Strategies of entering international business; Approaches to International Business (Ethnocentric, Polycentric and Regiocentric); Theories of IB-Mercantilism theory, Absolute cost advantage theory; Comparative cost advantage theory; Factor endowment theory.		
<b>Unit 2</b>	<b>Globalization of Business</b>	<b>10 Hours</b>
Features of Globalization; Stages of Globalization; Benefits and pitfalls of globalization on Indian economy; Essential Conditions for Globalization; Barriers to Globalization in India; MNC –meaning, 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>Resources for International operations-I</b>	<b>12 Hours</b>
Financing foreign trade –India’s foreign trade, balance of trade and balance of payments, financing export trade and import trade. International Marketing–nature, compared with domestic marketing. Benefits from international marketing. Major activities–market assessment, product decisions, promotion decisions, pricing decisions, distribution decisions.		
<b>Unit 4</b>	<b>Resources for International operations-II</b>	<b>10 Hours</b>
International Human Resource Management (IHRM). IHRM and domestic HRM compared. Scope of IHRM. HR planning. Selection of expatriates. Expat training. Expat remuneration. Expat failures and ways of avoiding. Repatriation. Employee relations. International operations Management- Nature of operations management and competitive advantages. Strategic issues –sourcing v/s vertical integration, facilities location, strategic role of foreign plants, international logistics, managing service operations, managing technology transfers.		
<b>Unit 5</b>	<b>Economic Integration and EXIM trade</b>	<b>08 Hours</b>
Integration between countries-Levels of integration; Regional trading blocks-EU, NAFTA, Mercosur, APEC, ASEAN, SAARC (Structure and functions only); 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; GATT, WTO-functions, structure, agreements, implications for India.		

## 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.
- ☞ 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> <b>MCO171204</b>	<b>Course Title: BANKING &amp; CREDIT RISK MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To expose the students to Indian Banking System along with the latest reforms in Banking.
- To enable the students to understand prudential norms and new technologies in Banking

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction and Structure of Indian Banking</b>	<b>08 Hours</b>
Evolution of Banking Institutions in India-Role of Joint stock banks in India, Presidency banks, Imperial Banks, State Bank of India, Commercial Banks, and Nationalized Lead Banks, Regional Rural Banks (RRBs), Local Area Banks, Banking reforms after 1990. Private banks and Foreign Banks- Salient Features, Objectives, Functions.		
<b>Unit 2</b>	<b>Credit control and Regulation</b>	<b>10 Hours</b>
RBI and its Role, monetary and credit policy, CRR,SLR, Repo, Reverse Repo, Margin of standing facility in Banks, Banking system and Banks in India, Banking Regulation Act 1949.		
<b>Unit 3</b>	<b>Banking System and Regulation</b>	<b>08 Hours</b>
Monitoring and Follow-up, IRAC Norms (i.e, Income Recognition and Asset Classification norms), Non-performing Assets, Securitization Act. E-Banking, Payment system, settlement system, Business and profit planning.		
<b>Unit 4</b>	<b>Credit Risk Management in Banking</b>	<b>12 Hours</b>
Financing Working Capital by Banks- Dehejia Committee, Tandon Committee, Chore Committee, Marathe Committee, Chakravarty Committee, Kannan Committee, BASEL I, II and III, CRAR and RBI Prudential norms on New capital Adequacy and framework. Types of risk - credit risk, market risk, operational risk.		
<b>Unit 5</b>	<b>Trends in Banking Services</b>	<b>12 Hours</b>
Banking Innovations-New Technology in banking, E-Services, debit and credit cards, Dynamic, Currency & EMI cards, Internet Banking, ATM, MICR, NEFT, RTGS, DEMAT, Concept of Green Banking, Green funding, Payment Banking (Concept only); A brief discussion on Banking schemes introduced by the Prime Minister.		

## References:

- ☞ Machiraju(2010). Modern Commercial Banking. Vikas Publishing House, Chennai
- ☞ T.RaviKumar. (2005). Assets and Liability Management.: Vision publication New Delhi
- ☞ Gurusamy S, Financial Markets and Institutions, Vijay Nicole and Tata McGraw Hill Company Chennai
- ☞ Bhole L M, Financial Institutions and Markets, Tata McGraw Hill Company
- ☞ Gorden and Natarajan: Banking Theory Law and Practice Himalaya Publishing House Pvt. Ltd. New Delhi
- ☞ S.P. Srivastava: Banking Theory Law and Practice

<b>Course Code:</b> <b>MCO171205</b>	<b>Course Title: BUSINESS INFORMATION SYSTEMS</b>	<b>Credit: 4</b>	<b>Hours: 50</b>
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## Objectives

- To familiarize students with aspects of business information systems and relevant information technology.
- To develop skills to design and implement simple computer based business information System and basic concepts of DBMS, Network and Web designing.
- To expose students to the world of Data Mining

## COURSE CONTENTS

<b>Unit 1</b>	<b>Introduction to Management Information</b>	<b>12 Hours</b>
Introduction - Data, Information, Data Processing; The level of people and information needs; Information systems: Types of decisions and information Systems; Classification of systems, Operations Support Systems, Office Automation Systems, Transaction Processing Systems, MIS, DSS, EIS, Expert Systems, Knowledge based systems.		
<b>Unit 2</b>	<b>Information System and ERP system</b>	<b>08 Hours</b>
Meaning, Importance of Information Systems in Business Functions – Functional Areas: Manufacturing, Marketing, Accounting, Financial and Human Resource Information systems; SDLC; Introduction to ERP – Features of ERP, introduction to ERP packages.		
<b>Unit 3</b>	<b>Introduction to Networking</b>	<b>08 Hours</b>
Basic Network Concepts - WWW, DNS, IP Address, Internet, Intranet, Extranet, ISP's, Website, Portals, Internet Utility Programs, Web Servers, Web Server hardware and software. Introduction to HTML - HTML Tags, Customer effective web design, Web hosting choices.		
<b>Unit 4</b>	<b>Information under DBMS</b>	<b>10 Hours</b>
Basic concepts of DBMS - Database systems, Applications, Characteristics of database systems, data view, data abstraction, advantages and disadvantages of DBMS, Data Models, Basics of Relational Model, SQL, DDL, DML, TCL and Simple queries in relational database systems.		
<b>Unit 5</b>	<b>Introduction to Data Mining</b>	<b>12 Hours</b>
Data Mining: Introduction; Applications of Data Mining in Business; Business Analysis: Online Transaction Processing (OLTP); Online Analytical Processing (OLAP); OLAP Tools; Data Warehousing: Introduction; Data warehouse Architecture; Benefits; Data Marts.		

- 40 Hours Theory and 20 Hours Practical (Unit 3 and Unit 4)

## References

- ☞ Abraham Silberschatz. (2010). Henry F Korth, S. Sudarshan. (5<sup>th</sup> Edition). *Database System Concept.*, McGraw Hill Publications.
- ☞ Deitel P.J. and Deital H.M. (2010). *Internet and World Wide Web How to Program*. New Delhi : Prentice Hall Publications.
- ☞ Murthy. C.V. S. (2008). *Management Information System*. Mumbai: Himalaya Publishing House.
- ☞ Manish Kumar. (2009). *Business Information Systems*. Vikas Publishing Pvt. Ltd.
- ☞ Murthy C.S.V. (2011). *E-Commerce Concepts, Models, Strategies*. Mumbai: Himalaya Publishing House.
- ☞ O' Brien James. (2010). *A Management Information Systems*. New Delhi: Tata McGraw Hill.
- ☞ Ravi Kalakotaand Andrew B Whinston. (2009). *Frontiers of Electronic Commerce*, Pearson Education.

<b>Course Code:</b> <b>MCO171206</b>	<b>Course Title: CORPORATE COMMUNICATION</b>	<b>Credits: 2</b>	<b>Hours: 30</b>
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## Objectives

- To sharpen the Analytical, written, non-verbal, Spoken Communication and interpersonal skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>COMMUNICATION IN BUSINESS</b>	<b>03 Hours</b>
Importance of Communication, Forms of Communication, Communication Network of the Organisation; Process of Communication: Different stages, Difference between oral and written communication.		
<b>Unit 2</b>	<b>ORAL COMMUNICATION SKILLS</b>	<b>08 Hours</b>
Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentations, body language, non-verbal, facial expression, voice modulation, eye contact, audience research, questions from the audience, Communication and emotional intelligence, Creativity in oral communication, Communication through telephonic, Video and Skype, Group Discussion.		
<b>Unit 3</b>	<b>WRITTEN COMMUNICATION SKILLS</b>	<b>08 Hours</b>
Writing an effective Report: Stages of writing, Style and Tone; Five Ws and one H of Report writing, Divisions, Numbering and use of visual aids, Creativity in written Communication, Use of Picture, diagram in written communication, Writing Commercial letters, E-mail Messages, Maintaining a Diary, Job application and Resume writing.		
<b>Unit 4</b>	<b>LISTENING SKILLS</b>	<b>05 Hours</b>
Importance and need, Types, Active and Empathic listening, Listening and Judgment, Developing skills, listening and understanding, Anatomy of Poor Listening, Features of good listener.		
<b>Unit 5</b>	<b>INTERPERSONAL COMMUNICATION SKILLS</b>	<b>06 Hours</b>
Advantages and disadvantages of utilizing the team work; Characteristic features of successful teams; stages of the development of a team; team roles; challenges in team working, forms of non-team behavior. Conditions of negotiating; strategies of negotiating (Win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics. Types and sources of conflicts; the influence of various cultures on the solving of conflicts.		

## References

- ☞ Monipally MM, Business Communication Strategies, McGraw Hill New Delhi
- ☞ Bovee, Till and Schatzman, Business Communication today, Pearson
- ☞ Scot Ober, Contemporary Business Communication, Biztantra
- ☞ Parag Diwan, Business Communication, Excell books
- ☞ Murphy, Effective Business Communication, McGraw-hill New Delhi
- ☞ Teaching and learning Resources;
- ☞ [http://eff.cls.utk.edu/fundamentals/eff\\_standards.htm](http://eff.cls.utk.edu/fundamentals/eff_standards.htm)
- ☞ <http://www.ndted.org/teachingResources/ClassroomTips/Communication.htm>



# Second Semester

<b>Course Code:</b> <b>MCO172201</b>	<b>Course Title: ADVANCED FINANCIAL MANAGEMENT</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

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

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction and Capital Structure Theories</b>	<b>10 Hours</b>
Introduction; Finance Functions; Financing decisions; Capital structure theories – Net income approach, Net operating income approach. The Traditional approach – Modigliani–Miller hypothesis; Capital structure planning and policy; elements of capital structure, EBIT – EPS approach (problems), Valuation approach, cash flow approach (theory only).		
<b>Unit 2</b>	<b>Investment Decisions</b>	<b>10 Hours</b>
Capital Budgeting decisions – Nature – type – Evaluation criteria :Traditional methods-PBP, ARR, DCF – NPV,IRR, PI – Reinvestment assumption and modified IRR, Varying opportunity cost of capital; Complex investment decisions –different project lives, Annual equivalent value, investment timing and duration- Replacement of an existing asset;Investment decision under inflation; investment decision under Capital rationing.		
<b>Unit 3</b>	<b>Risk Analysis in Capital budgeting</b>	<b>15 Hours</b>
Nature of Risk; statistical techniques for Risk analysis-standard deviation, co-efficient of variation; conventional techniques of risk analysis-risk adjusted discount rate, certainty equivalent; Risk analysis in practice— sensitivity analysis, scenario analysis, simulation analysis, Decision trees for sequential investment decisions; utility theory and capital budgeting.		
<b>Unit 4</b>	<b>Dividend decision theory</b>	<b>12 Hours</b>
Dividend Policy: Meaning – Types of Dividend Policies – Factors Influencing Dividend Policy – Forms of Dividends (Theory).Dividend Theories: Relevance Theories – Walter’s Model – Gordon’s Model – Irrelevance Theory –MM Hypothesis (Including Problems).		
<b>Unit 5</b>	<b>Corporate Restructuring</b>	<b>13 Hours</b>
Corporate Restructuring – Mergers and Acquisitions, Corporate Restructuring Valuation under M&A; DCF approach; Financing a merger; Significance of P/E Ratio and EPS analysis; Accounting for M&As; Leveraged buyouts.		

## 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> <b>MCO172202</b>	<b>Course Title: HUMAN RESOURCE MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To expose the students to the principles and practices of Human Resources Management
- To impart good Human Resource practices

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction</b>	<b>08 Hours</b>
Nature and scope of Human Resource Management (HRM); Objectives of HRM; HRM Functions; Organization of HRM Department; Qualities of HR Manager; Recent Trends and Challenges of HRM. Strategic Human Resource Management (SHRM) – HR Manager's Role in Strategy Formulation, Model of Strategic Human Resources Management.		
<b>Unit 2</b>	<b>HR Planning and Training and Development</b>	<b>12 Hours</b>
Human Resource Planning (HRP) - Factors affecting HRP; Objectives of HRP; The Process of HRP, Recent Trends in HRP; Job Analysis- meaning, needs and steps; Job Description and Job Specification. Recruitment: Importance, sources and modern techniques; Selection: Methods and process; Training and development – nature and importance, Training process, Types of Training, Recent trends in training. Performance appraisal - nature, importance, Process, Methods; Essential Characteristics of an Effective Appraisal System; Potential Appraisal; Job evaluation- objectives, process of evaluation; Employee compensation, wage concepts and principles, factors affecting compensation plans, Incentives – group and individual plans, wage and salary practices in India.		
<b>Unit 3</b>	<b>Work Environment</b>	<b>12 Hours</b>
Employee Health and Safety; Occupational Health - physical, mental, noise control, work stress, AIDS, Alcoholism and Drug abuse, violence at work place, workplace harassment; Safety - Reasons for accidents and ways of avoiding accidents, need for safety, safety policy, Effective Safety Management. Labour welfare – approaches and types; Industrial relations – causes for disputes and ways of resolving disputes. Trade Union – Functions and Role of Union; Participative management, scope and ways of participation. Quality Circles – meaning and objectives.		
<b>Unit 4</b>	<b>Human Resource Audit and Ethical Issues</b>	<b>10 Hours</b>
Human Resource Audit; meaning and objectives; Audit of corporate strategy; Audit of Human Resource Function; Audit of Managerial compliance; Audit of Employee satisfaction; Ethics in HRM – Ethical issues in HRP, Recruitment and selection, Training and Development, Employee Turnover and Wages and Salary Administration.		
<b>Unit 5</b>	<b>Overview of International HRM</b>	<b>08 Hours</b>
International Human Resource Management – Meaning, Sources of Global Recruitment, Global Selection Approach, International Adjustment, workforce diversity; Training and Development, Compensation in Global Companies; Motivation and Leadership across Cultures.		

## References

- ☞ Aswathappa K. (2010). *Human Resource and Personnel Management*. New Delhi:TMH
- ☞ David A Decezo& Stephen P. Robbins. (1999). *Personnel/Human Resource Management*. New Delhi: PHI.
- ☞ Edwin D. Flippo(2002). *Personnel Management*. New Delhi: McGraw Hill Book Co.
- ☞ Seema Sanghi(2005), *Human Resource Management*, Macmillan
- ☞ William B. Werther& Keith Davis. (2009). *Human Resource & Personnel Management*. New Delhi: McGraw Hill.
- ☞ Terry L. Leap & Michael D. Crino. (2010). *Personnel/Human Resource Management*. Maxwell Macmillan.
- ☞ H.John Bernardin and Joyce E.A. Russel. (2008). *Human Resource Management an Experimental Approach*. New Delhi: McGraw Hill.

<b>Course Code:</b> <b>MCO172203</b>	<b>Course Title: BUSINESS MARKETING</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To explore the students to the Retail, Industrial, Agriculture and Rural Marketing environment
- To understand consumers and marketing characteristics of the retail customers
- To understand and contributing factors to the emerging challenges in the upcoming global economic scenario.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Retail Marketing</b>	<b>10 Hours</b>
Definition; functions of retailing; retailing types and ownership forms; Retail Life cycle; Evolution of Retailing in India–Influencing factors; Choice of Store location – Factors influencing the selection store location- Site evaluation.		
<b>Unit 2</b>	<b>Retail Merchandise Management</b>	<b>12 Hours</b>
Introduction to Merchandise management, components, merchandise management process, meeting vendors, Store Layout, types of layout; Visual Merchandising - atmospherics; Lighting; Colors; Music; Store designing & Space planning.		
<b>Unit 3</b>	<b>Retail Customers</b>	<b>08 Hours</b>
Ethnic Diversity; buying process; factors influencing decision making; changing customer demography; changes in customers value; Customer services; Strategic advantage through customer service; Customer evaluation of service; GAPs model for improving retail service quality; E-retailing and customer involvement in E-retailing.		
<b>Unit 4</b>	<b>Rural Marketing</b>	<b>10 Hours</b>
Rural marketing – Concept, scope, nature, taxonomy, attractiveness; Urban vs. Rural marketing; Challenges to Indian marketer in rural market; Rural – Urban disparities; Rural Consumer Behaviour – buyer characteristics, decision process, and behaviour patterns, evaluation procedure, brand loyalty, innovation adoption; Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns; Rural distribution – channels, old setup, new practices in current scenario.		
<b>Unit 5</b>	<b>Industrial Marketing</b>	<b>10 Hours</b>
Definition; Industrial Marketing vs. Consumer Marketing; Nature of Industrial Demand & Industrial Customer; types of Industrial Products - Major Equipment, Accessory Equipment; Raw and Processed Materials, Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services; Buy grid Model, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis; Factors influencing Organizational Buying, Buying Roles.		

## References

- ☞ Berman, Evans, Mathun. (2009). *Retail Management*. New Delhi: Pearson.
- ☞ Chetanbalaji, Rajineesh, Tulsi, Nidhisrivastava. (2010). *Retail Management*. Oxford Publishers.
- ☞ C.S.G.Krishnamacharyulu, Lalitharamakrishnan. (2002). *Rural Marketing*. Pearson Publishers.
- ☞ PradeepKashyap. (2011), *Rural Marketing*. New Delhi: Pearson Publishers, 2<sup>nd</sup> edition
- ☞ Richard Mittin, Ralph S Alexander, James. (2010). *Industrial Marketing*. AITBS Publishers
- ☞ Robert R. Reader, Edward G. Brirtty, Betty S. Reader. (2008). *Industrial Marketing*. New Delhi: PHI.

<b>Course Code:</b> <b>MCO172204</b>	<b>Course Title: RESEARCH METHODOLOGY</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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### Objectives

- To help in critical review of literature and assessing the research trends, quality and extension potential of research and equip students to undertake research.
- To learn and understand the basic statistics involved in data presentation.
- To identify the influencing factor or determinants of research parameters.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction</b>	<b>08 Hours</b>
Introduction to Research –Objectives of research – Types of research – approaches to research – Significance of research – Research process – Research methods Vs Research Methodology. Research Problem and preparation of research proposals – Criteria for good research problem – Process of defining a research problem – Research proposal - Contents of a research proposal.		
<b>Unit 2</b>	<b>Research Design and Measurement and scaling</b>	<b>15 Hours</b>
Research design-Characteristics – Importance – concepts relating to research design – Types of research design (only meaning)- preparation of a research design. Measurement and scaling – data types – sources of measurement error - definition of Scaling, types of scales ( Rating and Ranking Scales only), Scale construction techniques(Arbitrary scales, Thurston differential scale, Likert scale only) . Sampling – Important concepts relating to sampling – sampling design – Process – types of sampling techniques (probability and non-probability). Collection of data – Primary data – Methods of collecting primary data – sources of secondary data.		
<b>Unit 4</b>	<b>Data Processing and Data Analysis I</b>	<b>15 Hours</b>
Editing-coding-tabulation-problems in processing. Data Analysis- measures of statistics – Probability distribution (Binomial, nominal and normal distribution). Testing of Hypothesis – Basic concepts relating to hypothesis testing – Hypothesis testing procedure – Parametric test – Hypothesis testing of single mean – Hypothesis testing of difference between mean- F-test – ANOVA – Oneway ANOVA (Direct Method), Two way ANOVA .		
<b>Unit 5</b>	<b>Data Analysis II</b>	<b>08 Hours</b>
Chi Square test – Condition and Steps for using chi-square test. Non – Parametric tests – Sign Test- Wilcoxon Matched Pairs test – U-Test – H-test- Rank Correlation – Kendall's co-efficient of concordance- McNemar test – One sample run test.		
<b>Unit 6</b>	<b>Interpretations and Report writing</b>	<b>04 Hours</b>
Interpretations – pitfalls in interpretations – importance of interpretations. Report writing –Qualities of a good research report – Types of report – Steps in writing a report – Lay out of a report – Mechanics in writing a report.		

## References

- ☞ Sashi K. Gupta and Praneet Rangi. (2012). Research Methodology Kalyani Publications, Ludhiana.
- ☞ C. William Emory ,Richard D. Irwin. (2010). Business Research Methods: Tata McGraw Hill New Delhi.
- ☞ Clover, Vernon T. and Belsley H. L. (2007). Business Research Methods. PH Publications, New Delhi.
- ☞ O. R. Krishnaswami. (2012). Methodology of Research in Social Sciences, Himalaya Publishing House New Delhi.
- ☞ S. P. Gupta (2009) Statistical Methods. Sultan Chand and Sons New Delhi.
- ☞ Sadhu &Singh. (2011). Research Methodology in Social Sciences Himalaya Publishing House, New Delhi.

<b>Course Code:</b> <b>MCO172205</b>	<b>Course Title: OPERATIONS RESEARCH</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To acquaint students with the Operations Research tools and techniques to business and industry
- To apply in the management decision making in day-to-day operation
- To help the students to grasp the significance of analytical techniques in decision making

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction of OR and Linear Programming</b>	<b>08 Hours</b>
Introduction to O.R - Definition, application and limitations, Linear programming - Introduction Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems (simple problems).		
<b>Unit 2</b>	<b>Transportation Problem</b>	<b>08 Hours</b>
Introduction, North-West corner method, Vogel's approximation method, MODI method, row minima and column minima method (Least Cost Method). Assignment problem – Introduction and steps in solving the assignment problems-Hungarian's Assignment Method (simple problems).		
<b>Unit 3</b>	<b>Network Analysis</b>	<b>08 Hours</b>
Introduction; drawing of arrow diagram; Critical path method; Calculation of Critical path duration; total, free and independent floats, cost crashing, PERT (simple problems).		
<b>Unit 4</b>	<b>Sequencing and Replacement Problems</b>	<b>10 Hours</b>
Introduction to Sequencing – Optimal sequencing for n-jobs and two machines; Introduction to Replacement–Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.		
<b>Unit 5</b>	<b>Game Theory</b>	<b>08 Hours</b>
Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game (simple problems).		
<b>Unit 6</b>	<b>Inventory Model and Queuing Theory</b>	<b>08 Hours</b>
Inventory Model- Purchase problems with no shortages, purchase problem with shortage, purchase problem with price breaks, probabilistic models; Queuing Theory- Elements of a queuing system; Models with Poisson arrival and exponential service rates; Single server and infinite population.		

## References

- ☞ Fredrick S. Hiller and Gerald J. Lie Berman. (2008). *Operations Research Concepts and Cases*. New Delhi: TATA Mcgraw Hill company.
- ☞ G. Srinivasan. (2009). *Operations Research Principles and Applications*. PH Publications
- ☞ Kati Sharp. (2006). *Operations Research*. Prentice Hall Publications
- ☞ R.Panneerselvam. (210). *Operations Research*. Prentice Hall Publications
- ☞ V.K Kapoor. (2011). *Operations Research for Management*. New Delhi: Sultan Chand Publications



<b>Course Code:</b> MCO172206	<b>Course Title: BUSINESS LEGAL SYSTEMS</b>	<b>Credit: 2</b>	<b>Hours: 30</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>03 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>08 Hours</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>08 Hours</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 and Intellectual property laws</b>	<b>11 Hours</b>
Environmental Laws – Water Act 1974, Air Act 1981, The Environmental Protection Act 1986. 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, Environmental Law – procedural options, 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
- ☞ Gopalakrishnan K.C., Legal Economics – International Dimensions of Economics and Law, Eastern Book Company, Lucknow.
- ☞ Nayak. K.K., Consumer Protection Law in India – An Eco Legal Treatise on Consumer Justice.

# Third Semester

<b>Course Code:</b> <b>MCO173201</b>	<b>Course Title: DIRECT TAXATION</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- To provide a conceptual framework of taxation for financial planning
- To enable students to understand assessment of Firms and Individuals in regard to income tax

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to Direct Taxes</b>	<b>5 Hours</b>
Features of Direct Taxes - Cannons of taxation; Types of Direct Taxes - Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC; International Taxation- A brief discussion on UK and USA tax system, IRS and HMRC (Functions).		
<b>Unit 2</b>	<b>Residential Status and Tax Incidence</b>	<b>10 Hours</b>
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
<b>Unit 3</b>	<b>Heads of Income</b>	<b>30 Hours</b>
(a) Salary Income: Concept of salary income, incomes forming part of salary, computation of income from salary (Excluding problems on retirement benefits). (b) Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24. (c) Income from Business and Profession (Theory and Advanced Problems) (d) Capital Gains -Theory and Advanced Problems (e) Incomes taxable under the head other sources (Theory &Advanced Problems)		
<b>Unit 4</b>	<b>Assessment of Individuals</b>	<b>10 Hours</b>
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 TTA, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee (Problems); Procedure of assessment and filing tax returns.		
<b>Unit 5</b>	<b>Assessment of Partnership Firms</b>	<b>05 Hours</b>
Meaning of Partnership Firm - Conditions for Assessment as a firm U/S 184 and 185 - Treatment of interest and remuneration paid to partners U/S 40(b) - Computation of Total Income.		

## References

- ☞ Vinod K. Singhania: Taxman's Direct Tax Laws
- ☞ Bhagawati Prasad: Direct Tax Laws and Practice
- ☞ B.B. Lal and N. Vashisht: Income Tax, Wealth Tax and Tax Planning
- ☞ Manmohan: Direct Taxes with Tax Planning aspects
- ☞ Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.
- ☞ V.P. Gaur and D.B. Narang Income Tax Law and Practice – Kalyani Publications.

<b>Course Code:</b> <b>MCO173202</b>	<b>Course Title: FINANCIAL MARKETS &amp; INSTITUTIONS</b>	<b>Credits: 4</b>	<b>Hours: 50</b>
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## Objectives

- To provide understanding of working of financial markets in India and abroad
- To make students aware about various financial institutions

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to Financial System and Money Market</b>	<b>10 Hours</b>
Introduction, Role or Functions of financial system, components of financial system. Financial Markets: functions, Types- money market, capital market (Debt and Equity) and Forex markets; distinction between capital market and money market; <b>Money market:</b> Introduction, meaning and the concept, definition of money markets, structure of money market, components of money market-call money market, collateral loan market, acceptance market, bill market. The institutions of money market, characteristics of developed money market, significance/functions of money market, money market instruments-commercial bill, treasury bills, call and short notice money market, certificate of deposits, commercial paper, repos, ADRs and GDRs. London Money market, New York money market, features or defects of the Indian Money Market, Players in Indian Money market, Bill Market Scheme, The Reforms in the Indian Money Market.		
<b>Unit 2</b>	<b>Primary Market</b>	<b>12 Hours</b>
Introduction, meaning , objectives and importance, functions of capital market, structure of the indian capital market, market for corporate securities, components of capital markets, new issue market or primary market, capital market instruments, ownership securities-equity shares, preference shares, deferred shares, shares with differential rights, sweat equity, creditorship securities-debenture or bonds. Marketing of securities-meaning, classification of security buyers-individual, joint stock companies, institutional investors, methods of marketing securities-public issue, offer for sale, placement method, tender method, OTCEI placement, rights issue, bonus issue, book building, SEBI guidelines for the issue of securities. Intermediaries in primary market (meaning only).		
<b>Unit 3</b>	<b>Secondary Market</b>	<b>12 Hours</b>
Introduction, definition, characteristics of stock exchanges, functions of stock exchange, listing of securities – requirements of listing, objectives, advantages, procedure for dealing at stock exchange, electronic settlement of trade, rolling settlement, operators at stock exchanges, types of speculators, factors influencing prices on stock exchange, Stock exchanges in india – BSE,NSE and OTCEI. Depository system , depository participant, SEBI guidelines for participants, code of conduct for participants, the beneficial owner, the issuer, the depository, SEBI guidelines in respect of depository, NSDL, CDSL, Facilities offered by depository system, dematerialization of shares, Rematerialisation of shares, electronic settlement of trade, Pledging of dematerialized securities. Freezing of demat accounts, Advantages of the depository system, The Depositories Act 1996.		
<b>Unit 4</b>	<b>Financial Institutions – I</b>	<b>08 Hours</b>
Introduction – features of development banks, growth of development banks, Development banking in India, Need for development banks, functions of development banks, lending procedure of development banks, promotional role of development banks in India. Introduction, role of financial institutions in Economic development, types of financial institutions. All India development banks, Industrial Finance corporation of India (IFCI),Industrial Development Bank of India (IDBI), Industrial credit and Investment Corporation of India (ICICI), Industrial Investment Bank of India (IIBIL), Industrial Reconstruction Bank of India (IRBI), Small Industries Development Bank of India		

(SIDBI), Industrial Development Finance Corporation (IDFC).

<b>Unit 5</b>	<b>Financial Institutions – II</b>
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<b>08 Hours</b>
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Introductions – State Finance Corporation – Objectives and Scope of Business, Management, Financial Resources, Functions of SFCs, Operations of SFCs, Performance appraisal, Problems. State Industrial Development corporation – Functions, Resources, operations, Financial Assistance, Direct Assistance. International financial institutions – World Bank, IBRD, IMF, IFC, IDA, ADB, BRIC Bank (structure, objectives and Functions only)

## References

- ☞ Adhikary, M, (2007). *Economic Environment of Business*. New Delhi: Sultan Chand & Sons.
- ☞ Ahluwalia I.J. (2002). *Industrial Growth in India*. New Delhi: Oxford University Press
- ☞ Alagh, Yoginder K. (2010). *Indian Development Planning and Policy*. New Delhi: Vikas publication.
- ☞ Aswathappa K. (2010). *Legal Environment of Business*. New Delhi: Himalaya Publication.
- ☞ Chakravarty, S. (2005). *Development planning*. New Delhi: Oxford University Press.
- ☞ Ghosh, Biswanath. (2004). *Economic Environment of Business*. New Delhi: Vikas publication
- Ramaswamy, V.S. and Nama Kumari. (2002). *Strategic planning for Corporate Success*, New Delhi: Macmillan.
- ☞ Sengupta, N.K. *Government and Business in India*. (1987). New Delhi: Vikas Publication.

# Fourth Semester

<b>Course Code:</b> <b>MCO174201</b>	<b>Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>	<b>Credits: 4</b>	<b>Hours: 50</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.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Ethics in Business</b>	<b>08 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>12 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>12 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>08 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>10 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

- ☞ 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> MCO174202	<b>Course Title: BUSINESS ENVIRONMENT &amp; STRATEGIC MANAGEMENT</b>	<b>Credits: 4</b>	<b>Hours:</b> 50
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## Objectives

- ☞ To study the importance of environment on the organization
- ☞ To familiarize them with the techniques available for scanning and monitoring the environment.
- ☞ To enhance the decision making abilities of students in situations of uncertainty in the contest of dynamic environment
- ☞ To know about process of strategy formulation and different types of strategies

## COURSE CONTENTS

<b>Unit 1</b>	<b>Elements of Business Environment</b>	<b>10 Hours</b>
Meaning and Elements of Business Environment – Economic Environment, Economic Policies and Economic Planning – Legal Environment of Business in India, Competition policy, consumer protection and Environment Protection.		
<b>Unit 2</b>	<b>Policy Environment</b>	<b>10 Hours</b>
Policy Environment: Liberalisation, Privatisation and Globalisation – Second Generation reforms, Industrial policy and implementation. Industrial Growth and structural changes.		
<b>Unit 3</b>	<b>Introduction to Strategic Management</b>	<b>08 Hours</b>
Concept of Strategy - Definition, levels at which strategies operates; Approaches to strategic decision making; Vision, Mission and purpose, objectives and goals; Strategic Business Unit (SBU); Organizational appraisal; Strategic analysis and diagnosis- Industry, Competitor and SWOT analysis.		
<b>Unit 4</b>	<b>Strategy Formulation and Choice of Alternatives</b>	<b>12 Hours</b>
Introduction to Strategy formulation; Strategies- modernization, diversification, integration; Merger, take over and joint venture strategies; Turnaround, Divestment and liquidation strategies; Process of strategic choice; Factors on strategic choice; Generic competitive strategies - Cost leadership, differentiation, value chain analyses, bench marketing, service blue printing. Functional Strategies; Marketing, production and operations and R&D plans and polices; Personnel and financial plans and polices.		
<b>Unit 5</b>	<b>Strategy Implementation and Control</b>	<b>10 Hours</b>
Introduction; Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation. Strategy and Structure - Structural considerations, structures for strategies; Organizational design and change. Strategy Evaluation - Overview of strategic evaluation; Strategic control; Technique of strategic evaluation and control; Global issues in Strategic Management.		

## References

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- ☞ Glueck, William F. and Lawrence R. Jauch. (2003). *Business Policy and Strategic Management*, McGraw-Hill International Edition.

<b>Course Code:</b> <b>MCO173A01</b>	<b>Course Title: STRATEGIC COST AND MANAGEMENT ACCOUNTING</b>	<b>Credits: 5</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>05 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>15 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, Characteristics – Experience curve in product life cycle costing, optimization of product life cycle cost; Just in time approach: concept, aims and objectives, JIT methodology, implementation of JIT, Limitations of JIT.TQM Core concepts and Benefits.		

## 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.
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- ☞ 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>MCO173A02</b>	<b>Course Title: ADVANCED BUSINESS ACCOUNTING</b>	<b>Credits: 5</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 familiarize various accounting standards applicable in India

### COURSE CONTENTS

<b>Unit 1</b>	<b>Accounts of Electricity Companies</b>	<b>10 Hours</b>
Meaning of Double account system; Accounts of electricity companies; Treatment of depreciation; Contingency reserve; Development reserve-tariff and dividend control reserve; General reserve-reasonable return; Final accounts.		
<b>Unit 2</b>	<b>Hotel Companies Accounts</b>	<b>10 Hours</b>
Heads of Revenue and Expenditure; Classification of Guests; Impotent Terms- System of Book Keeping-Proforma of Visitor's or Guest's Ledger-Internal Control System in hotels-Night Audit-Final accounts-Significant accounting policies.		
<b>Unit 3</b>	<b>Accounts of Banking Companies</b>	<b>12 Hours</b>
Meaning of Banking Company – Accounting treatment of Rebate on bills discounted –ascertainment of non-performing assets – Classifications of advances - Applications of provision of Banking Regulation Act of 1949 as amended from time to time – Preparation of Final Accounts as per the existing Banking Regulation Act.		
<b>Unit 4</b>	<b>Accounting for Package and Containers</b>	<b>10 Hours</b>
Meaning, importance, Returnable and Non- returnable containers, methods- Stock and Trading Method, Stock and Suspense Method, Trading and Suspense Method.		
<b>Unit 5</b>	<b>Voyage accounting</b>	<b>08 Hours</b>
Meaning, importance, ascertain the result of operating a ship's voyage, Incomes, Expenses, Voyage in Progress; preparation of voyage account-income statement		
<b>Unit 6</b>	<b>Accounting for Intangibles and EVA</b>	<b>10 Hours</b>
Introduction, nature of intangibles, feature of intangible assets, types of intangibles assets, account for intangible assets, amortization of intangibles, disclosure of intangible assets in the financial statement; EVA-meaning, need, importance, advantages, drawbacks, EVA statement of any firm.		

## References

- ☞ Jain and Narang. (2001). *Advanced Accountancy*, Kalyani Publishers New Delhi
- ☞ SN Maheswari, *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 .
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- ☞ HrishikeshChakravarthy .(2001). *Advanced Accountancy*. Oxford university press

<b>Course Code:</b> <b>MCO173A03</b>	<b>Course Title: DIRECT TAX PLANNING</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- To acquaint the student with the Theoretical and Practical aspects of Assessing Companies.
- To acquaint the student with theoretical and practical knowledge of tax planning techniques.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>ASSESSMENT OF COMPANIES-I</b>	<b>13 Hours</b>
Meaning of Company - Types of Companies - Computation Procedure - Salient features of company taxation, scheme of taxing business income of companies, business deductions/allowances, disallowances and depreciation; MAT - Carry Forward and set off of losses - Tax on Distributed Profits - Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.		
<b>Unit 2</b>	<b>ASSESSMENT OF COMPANIES – II</b>	<b>12 Hours</b>
Companies: Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only.		
<b>Unit 3</b>	<b>TAX PLANNING – MANAGERIAL DECISIONS</b>	<b>18 Hours</b>
Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, joint ventures and foreign collaborations, tax consideration in make or buy, own or lease, retain or replace, Transfer pricing.		
<b>Unit 4</b>	<b>TAX PLANNING - NEW INDUSTRIAL ESTABLISHMENTS &amp; INVESTMENTS:</b>	<b>07 Hours</b>
Tax planning with reference to New Industrial Establishment – Location - Form - Nature and Capital Structure - Short term loans - Term loans - Public Deposits - Bonus Issues - Dividend Policies (Theory and problems).		
<b>Unit 5</b>	<b>TAX PLANNING – INCENTIVES AND EXPORT PROMOTION:</b>	<b>10 Hours</b>
Schemes for encouraging exports - Import duty relief schemes - Highlights of Export Oriented Units(EOUs), Special Economic Zones (SEZ), Export Processing Zones (EPZ) - Duty drawback provisions - Types of Drawback rates - Drawback claim procedures - Salient features of Software Technology Park(STP), Electronic Hardware Technology Park (EHTP) - Other export promotion schemes under EXIM policy (Only Theory).		

## References

1. Vinod K. Singhania: Taxman's Direct Tax Laws
2. Bhagawati Prasad: Direct Tax Laws and Practice
3. B.B. Lal and N. Vashisht: Income Tax, Wealth Tax and Tax Planning
4. Manmohan: Direct Taxes with Tax Planning aspects
5. Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.
6. Vinod K. Singhania, Monica Singhania- Corporate Tax Planning and Business Tax Procedure- Tax Procedure - Taxmann Publication Pvt. Ltd.

<b>Course Code:</b> MCO174A01	<b>Course Title: GOODS AND SERVICES TAX</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

To make the students understand the GST law in India

To make the students understand the calculation of GST for different goods and services.

COURSE CONTENTS		
<b>Unit 1</b>	<b>Introduction to GST</b>	<b>07 Hours</b>
Meaning – Scope – Administration – Levy and Exemptions: Composition of Levy, Taxable person, Power to grant exemption and Remission of Tax – Time value of supply – Registration: GSTN, Amendment, Cancellation and revocation.		
<b>Unit 2</b>	<b>Calculation of GST and Input Tax Credit</b>	<b>20 Hours</b>
Valuation of Goods and Services Tax – Procedure of Input tax Credit – Input credit for job work – Input credit for services – Recovery of credit. Tax invoice, credit and debit notes. Transfer of Input tax credit.		
<b>Unit 3</b>	<b>Payment of Tax</b>	<b>10 Hours</b>
Payment of tax, interest, penalty, and other amounts - Interest on delayed payment of tax - Tax deduction at source - Refund of tax - Interest on delayed refunds - Consumer Welfare Fund - Utilization of the Fund – Demands and Recovery.		
<b>Unit 4</b>	<b>Returns</b>	<b>13 Hours</b>
First Return - Claim of input tax credit and provisional acceptance - Matching, reversal and re-claim of input tax credit - Matching, reversal and re-claim of reduction in output tax liability - Final return – Late Fees - Scrutiny of returns.		
<b>Unit 5</b>	<b>Offences and Penalties</b>	<b>10 Hours</b>
Offences and Penalties - Detention of goods and conveyances, and levy of penalty - Confiscation of goods – Prosecution – Appeal and Revision – Advance Rulings.		

**The syllabus is framed on the basis of draft law relating to GST and the syllabus will be changed after its amendments.**

## References

GST Model Drafted by Ministry of Finance Government of India

<b>Course Code:</b> <b>MCO174A02</b>	<b>Course Title: ADVANCED MANAGEMENT ACCOUNTING</b>	<b>Credits:</b> <b>5</b>	<b>Hours: 60</b>
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#### Objectives

- To enable students to apply accounting theory in decision making
- To familiarize application of various techniques of costing

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Marginal Costing</b>	<b>15 Hours</b>
Cost concepts, cost classification, cost behaviour; Introduction of marginal costing, marginal costing-concepts of profit, difference between marginal cost and absorption costing,, marginal costing equation-BEP, P/V ratio, Margin of safety; Marginal costing and decision making- cost control, profit planning, Evaluation of performance, Decision making-fixation of selling, make or buy decisions, assessment of capital investment plan, key or limiting factor, effect of changes in sales price, maintaining desired level of profit, selection of suitable product mix, alternative methods of production, diversification of products, closing down or suspending activities, alternative course of action, level of activities planning, purchasing or leasing.		
<b>Unit 2</b>	<b>Differential cost analysis and CVP Analysis</b>	<b>10 Hours</b>
Meaning, characteristics, comparison between differential cost analysis and marginal costing, similarities, practical application of differential costing-determination of the most profitable levels of production and price, acceptance of offer at a lower price to increase capacity, depth of processing. CVP analysis-meaning, break-even chart, angle of incidence, profit volume graph.		
<b>Unit 3</b>	<b>Budget and Budgetary Control System</b>	<b>15 Hours</b>
Meaning, budgetary control system, objectives of budgetary control, budgetary control and accounting, installation of budgetary control, Types of Budget-problems (ZBB, Master budget, Rolling budget theory only); <b>Responsibility Accounting</b> -meaning, types of Responsibility Centre, advantages and limitations, (simple problems only).		
<b>Unit 4</b>	<b>Standard Costing and Uniform Costing</b>	<b>13 Hours</b>
Standard Costing-meaning, standard costing Vs budgetary control; Analysis of Variance-material variance, labour variance, overhead variance, sales variance (problems). Uniform Costing: Meaning; Importance and benefits; Inter and intra firm comparisons; Steps and techniques(theory only).		
<b>Unit 5</b>	<b>Learning Curve and Cost Audit</b>	<b>07 Hours</b>
Introduction, meaning and definition of learning curve, phases in learning curve, applications of learning curve, factors affecting learning curve, comparison between learning curve and experience curve. Cost audit, aspects, scope, cost audit scheme under the Companies Act 1956, procedure for cost audit; cost audit report; cost audit Vs financial audit; cost audit Vs management audit.		

#### References

- ☞ ICWAI. Advanced Cost and Management Accountancy Methods, Techniques and Applications Jain and Narang. (2010). Advanced Cost Accounting. New Delhi: Kalyani Publishers.
- ☞ Jawaharlal.(2009). Cost Accounting, New Delhi: TMH .
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- ☞ Prasad. N.K. (2003). Principles and Practice of Cost Accounting. Book Syndicate.
- ☞ Nigam and Sharma. (2004). Cost Analysis and Control Management Approach. New Delhi: HPH.
- ☞ Vashist&Saxena. (2009). Advanced Cost and Management Accounting. New Delhi: Sultan Chand & Sons.

<b>Course Code:</b> <b>MCO174A03</b>	<b>Course Title: CORPORATE REPORTING AND IND AS</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- ☞ To familiarize with recent developments in the area of financial reporting
- ☞ To gain ability to solve financial reporting problems in special cases.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Evolution and Convergence of International Financial Reporting Standards (IFRS) in India</b>	<b>12 Hours</b>
GAAP in India and Hierarchy of GAAP in India, International Financial Reporting Standards, First time adoption (IFRS 1) – Convergence with IFRS – Stage-wise Approach, Advantages of converting to IFRS, Significant Criticisms of IFRS, Key Business issues that will need to be addressed for successful implementation of IFRS, challenges and opportunities faced by India in the implementation of IFRS - An overview of IND ASs: list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA) - Comparison of IFRS with Ind AS.		
<b>Unit 2</b>	<b>Accounting and Reporting for Business Combinations (As per Ind AS)</b>	<b>12 Hours</b>
Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, purchase consideration and settlement; Accounting in books of vendor/transferor company, Accounting for investment in subsidiary, Accounting for holding companies ( including chain holdings, multiple holdings), Corporate Financial Restructuring (including intercompany holdings), Reconstruction schemes, De-merger.		
<b>Unit 3</b>	<b>Group Financial Statements/ Consolidated Financial Statements</b>	<b>15 Hours</b>
Consolidation of foreign-Holding company, Subsidiary Company and Associate Company including multiple subsidiaries, Concept of a group, Purposes of consolidated financial statements, consolidation procedures-Minority interest, Goodwill, Treatment pre-acquisition profit and concept of Fair value at the time of acquisition,		
<b>Unit 4</b>	<b>Consolidated Income Statements</b>	<b>15 Hours</b>
balance Sheet and cash Flow Statements for Group companies, Impact of group financial statements at the point of acquisition, Treatment of investment in associates in consolidated financial statements, compare and contrast acquisition and equity methods of accounting, Treatment of investment in Joint ventures in consolidated financial statements		
<b>Unit 5</b>	<b>Accounting for Industry based standards</b>	<b>06 Hours</b>
Agriculture –Insurance contracts-Exploration for and Evaluation of Mineral Resources-Regulatory Deferral Accounts.		

## References

- ☞ IFRS for India, Dr.A.L.Saini, Snow white publications
  - ☞ Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
  - ☞ IFRS explained – A guide to International financial reporting standards by BPP learning Media
  - ☞ IFRS for finance executives by Ghosh T P,taxman allied services private limited
  - ☞ IFRS concepts and applications by Kamal Garg, Bharath law house private limited
  - ☞ IFRS: A Quick Reference Guide by Robert J. Kirk, Elsevier Ltd.
  - ☞ First lesson to International Financial ReportingStandards beginners guide by MP Vijay Kumar, prime knowledge services.
- A student's guide to international financial reporting standards by Clare Finch, Kalpan Publishing.



<b>Course Code:</b> <b>MCO173B01</b>	<b>Course Title: STRATEGIC FINANCIAL MANAGEMENT</b>	<b>Credits: 5</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>Corporate Valuation</b>	<b>18 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 3</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 4</b>	<b>Corporate Restructuring</b>	<b>10 Hours</b>
Meaning and forms of corporate Restructuring – M&A, LBO, buyback of shares, divestiture (sell off, spin off, equity carve-out), demerger(theory only).		
<b>Unit 5</b>	<b>Risk management through financial derivatives</b>	<b>12 Hours</b>
Financial derivatives: meaning, features, types of derivatives contracts or instruments, uses of derivatives, structure of financial derivatives marks in India, future contracts- meaning, feature of future contract, types of future contracts, trading mechanisms, future contract delivery and settlement; option – introduction, types of option, basic terms used in option trading, difference between future and option contracts, value of an option, option positions, pay-off profiles of option positions; swaps-meaning, feature, advantages and disadvantages, types of swaps.		

## 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.

<b>Course Code:</b> <b>MCO173B02</b>	<b>Course Title: FINANCIAL SERVICES AND INVESTMENT BANKING</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- To provide understanding of working of financial markets in India and abroad
- To expose the students to wide variety of emerging financial services.

## COURSE CONTENTS

<b>Unit 1</b>	<b>Introduction to investment Banking</b>	<b>12 Hours</b>
Introduction - Investment Banking v/s Merchant Banking; Evolution of American and European Investment Banks; factors responsible for growth of Investment Banking, Origin, Growth and Constraints in Investment Banking in India; Characteristics and Structure of Indian Investment Banking in India; Regulatory Framework for investment banking; Anatomy of some leading Indian Investment Banks.		
<b>Unit 2</b>	<b>Issue Management</b>	<b>08 Hours</b>
Role of investment banker in IPO – Role of investment banker in Listed Companies; Key aspects of Investment Bankers in Debt Issues; Role of Investment Banker in private placement of Equity and Debt Securities; Strategic Equity Investments; Transaction Perspectives in private Placement.		
<b>Unit 3</b>	<b>Service portfolio of investment banker</b>	<b>10 Hours</b>
<b>Core Services</b> - Merchant Banking; Underwriting and Book Running; M & A Advisory; Corporate Advisory. <b>Support Services</b> -Secondary Market Activities; Asset Management Services – Types of Asset Management; Mutual Funds; Private equity funds; Institutional Investing; Securities Business - Broking, Trading, Sales and Distribution, Investment Advisory, Portfolio Management, Wealth Management Services; Institutional Investing.		
<b>Unit 4</b>	<b>Framework of Financial Services</b>	<b>20 Hours</b>
Financial Services and Economic environment; Fund based and Non-fund based activities, Modern activities; Financial innovations – New financial instruments; Challenges to the financial sector; Leasing-Financial, Legal and tax aspects of lease structuring and funding of lease, import leasing and cross border leasing, evaluation of hire purchase agreements; Factoring- features, factoring v/s bill discounting, recent developments in Indian context, consumer finance, credit financing schemes for consumer durables, credit cards& other cards, venture capital financing, guidelines and evaluation of new project ideas.		
<b>Unit 5</b>	<b>Credit Rating</b>	<b>10 Hours</b>
Credit rating concept, scope and need, features, Advantages and limitations of credit rating, types of securities which needs credit rating, credit rating agencies, rating methodology.		

## References

- ☞ Subramany (2012). Investment Banking: Concepts, Cases And Analysis. New Delhi:Tata McGraw Hill
- ☞ Bhole, L.M. and Mahakud, Jitendra (2009). Financial Institutions and Markets (5th ed.). New Delhi: Tata McGraw Hill.
- ☞ Gomez, Cifford (2010). Financial Markets, Institutions and Financial Services. New Delhi: PHI Learning.
- ☞ Gordon and Natrajan (2011). Financial Markets and Services (6th ed.). New Delhi: Himalaya Publishing House.
- ☞ Khan, M. Y. (2008). Financial Services (4th ed.). New Delhi: Tata McGraw Hill.
- ☞ Kohn, Meir (2003). Financial Institutions and Markets. New Delhi: Tata McGraw Hill.
- ☞ Madura, Jeff (2006). Financial Institutions and Markets (7th ed.). New Delhi: Cengage Learning.
- ☞ Pandian, Punithavathy (2009). Financial Markets and Services. New Delhi: Vikas Publishing House.

<b>Course Code:</b> <b>MCO173B03</b>	<b>Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- To provide students with a conceptual framework of evaluating various investment avenues.
- To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.
- To familiarize students with portfolio management techniques that challenges a financial manager.

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Fundamentals of Investing</b>	<b>10 Hours</b>
Investment management, nature and scope, Investment avenues (In Detail), types of financial assets and real assets, Security return and risk – Systematic and unsystematic risk; sources of risk, Measurement of risk and return; courses of investment information; Profile of Indian investors; International Investing: Benefits and Risk of Global Investing – Factors Influencing International Investing.		
<b>Unit 2</b>	<b>Valuation of Securities</b>	<b>10 Hours</b>
Concept of Time Value of Money: Problems on Computation of Present and Future value of Money Share Valuation: Share Valuation Model – One Year Holding Period –Multiple Year Holding Period – (simple problems only). Bond Valuation: Bond Returns – Coupon Rate – Current Yield –Yield to Maturity– Yield to Call – Bond Prices – Bond Risks – Bond Duration (simple Problems only).		
<b>Unit 3</b>	<b>Security Analysis</b>	<b>15 Hours</b>
Fundamental Analysis: Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Concept of Industry – Industry Life Cycle – Industry Characteristics –Company Analysis – Financial Statements – Analysis of Financial Statements (Theory Only). Technical Analysis: Meaning – Dow Theory – Basic Principles of Technical Analysis – Trends and Trend Reversal (Theory).Efficient Market Theory: Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis (Theory).		
<b>Unit 4</b>	<b>Portfolio Theories &amp; Management</b>	<b>17 Hours</b>
Meaning of portfolio management; portfolio analysis; Importance; Portfolio objectives; Portfolio management process; selection of securities. Markowitz Model: Assumptions – Parameters – Effect of Combining Two Securities – Interactive Risk Through Covariance – Coefficient of Correlation – Change in Portfolio Proportions –Limitations of Markowitz Model (Including Problems).Sharpe Single Index Model: Measuring Security Return and Risk – Measuring Portfolio Return and Risk (Including Problems). Capital Market Theory: Assumptions- Capital Asset Pricing Model – Efficient Frontier with Riskless Lending and Borrowing – Capital Market Line – Security Market Line – SML Vs. CML – Pricing of Securities with CAPM – Limitation of CAPM (Including problems). Arbitrage Pricing Theory: The Law of One Price – Assumptions – Arbitrage Pricing for one RiskFactor – Two Factor Arbitrage Pricing Limitations of APT (Including Problems).		
<b>Unit 5</b>	<b>Portfolio Management Strategies and Portfolio Evaluation</b>	<b>08 Hours</b>
Portfolio Performance Evaluation: Need for Evaluation – Evaluation Perspective – Meaning of Portfolio Evaluation – Measuring Portfolio Return – Risk Adjusted Returns – Sharpe Ratio – Treynor Ratio – Differential Return (Including Problems).Portfolio Revision: Need for Revision – Meaning of Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula Plan – Constant		

## References

- ☞ Bhalla V K. (2008). *Investment Management*. New Delhi: S Chand & Co.
- ☞ Fischer and Jordan (2006). *Security Analysis and Portfolio Management*. New Delhi: Prentice- Hall.
- ☞ Prasanna Chandra.(2011). *Investment Analysis and Portfolio Management*.New Delhi: Mcgraw-Hill.
- ☞ Preeti Singh. (2000). *Investment Management*. New Delhi: HPH .
- ☞ PunithavathyPandian .(2010). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House.
- ☞ SudhindraBhat.(2011). *Security Analysis and Portfolio Management*. New Delhi: Excel Books.
- ☞ Alexender& Bailey. (2001). *Fundamentals of Investments*. New Delhi: PHI

<b>Course Code:</b> <b>MCO174B01</b>	<b>Course Title: COMMODITY MARKETS</b>	<b>Credits: 5</b>	<b>Hours: 60</b>
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## Objectives

- To expose students to commodity markets
- To expose students to the financial instruments used in commodity markets

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Commodity Markets and Exchanges</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.		
<b>Unit 2</b>	<b>Quality Assurance</b>	<b>20 Hours</b>
Quality Assurance, Concepts of Quality in Commodities, Methods of Quality Assurance Grading and Standardization: Meaning of grading and Standardization, purpose of grading, advantages of grading, inspection and quality control, Indian standards.		
<b>Unit 3</b>	<b>Commodity Derivatives</b>	<b>08 Hours</b>
Commodity Derivatives: Evolution of Commodity, Derivatives, Evolution of Commodity, Derivatives in India, Types of Derivatives, Other Classifications of Derivatives, Pricing Derivatives (simple problems only), Derivative Markets and Participants, Economic Importance of Commodity Derivatives Markets.		
<b>Unit 4</b>	<b>Warehousing, Trading and Settlement</b>	<b>15 Hours</b>
Warehousing and Warehouse Receipts, Storage, practice s in India, Risks in Storage, Structures, Essentials of storage structures, cost of storage/carry, returns of storage cost, warehousing, types of warehouses, Central warehousing corporation (CWC) FCI, functioning, growth, capacity and utilization. Trading on 'Commodity Exchanges: the Exchange platform, Exchange Membership, Commodity Brokerage, trading systems, participants in Commodity Markets, Role of speculators, Trading mechanism – Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal provisions, Market Positions, Order Types, Access to Commodity Exchanges, Volume and Open Interest. Clearing and Settlement on Commodity Exchanges, Clearing House Operations and Risk Management, procedures, Delivery related issues like delivery centers, Deliverable varieties, Issues related to monitoring and surveillance by exchanges and regulator, Margining Method and the settlement process.		
<b>Unit 5</b>	<b>Regulatory Framework</b>	<b>07 Hours</b>
FCR Act 1952, FMC and Regulatory structure of commodities Derivatives markets in India (Objective, Functions, Power and responsibilities, Scope of Regulation), Essential Commodities Act and role of central and state Governments, Intermediaries, Investor Grievances and arbitration, Commodities Board in India – Coffee Board of India, Tea Board of India, Spice Board of India, Rubber Board of India, Tobacco Board of India.		

## References

- ☞ 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>MCO174B02</b>	<b>Course Title: INSURANCE AND RISK MANAGEMENT</b>	<b>Credits: 5</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

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction</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 tool of Risk Management, Classification of Insurance, Difference between Life and Non-Life Insurance.		
<b>Unit 2</b>	<b>Legal Provisions relating to Insurance</b>	<b>10 Hours</b>
Principles of Insurance, Indian Contract Act, Utmost Good faith, Insurable Interest, Indemnity, Subrogation, Contribution, Proximate Cause. Study of history of Insurance, PFRDA and Pension Schemes.		
<b>Unit 3</b>	<b>Life and Non-life Insurance</b>	<b>12 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, Reinsurance – Government schemes, valuation methods, Life fund – Bonus.		
<b>Unit 4</b>	<b>Underwriting, Insurance documents and Claims</b>	<b>13 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		

## References

- ☞ 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*.
- ☞ IRDA, Govt. Publications.
- ☞ Guidelines on Pension fund in India



<b>Course Code:</b> <b>MCO174B03</b>	<b>Course Title: INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>Credits: 5</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

<b>COURSE CONTENTS</b>		
<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).		
<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). Derivatives in the Forex Market: Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
<b>Unit 3</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 4</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).		
<b>Unit 5</b>	<b>International Financial Institutions and Markets</b>	<b>08 Hours</b>
FDI and FII; International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		

## References

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