

**Christ University**  
**Under Section 3 of UGC Act, 1956**  
**Bangalore: 560 029**  
**Course Structure for M.Com**

**Semester – I**

<b>Subject Code</b>	<b>Subjects</b>	<b>No. Hours</b>	<b>Max. Marks</b>	<b>Credits</b>
MCO 101	Accounting Theory & Standards	04	100	03
MCO 102	Organization Behaviour	04	100	03
MCO 103	Cost Accounting	04	100	03
MCO 104	Research Methodology	04	100	03
MCO 105	Quantitative Techniques	04	100	03
MCO 106	Managerial Economics	04	100	03
MCO 111	Holistic Education	01	Grade	1
<b>Totals</b>		<b>25</b>	<b>600</b>	<b>19</b>

**Semester – II**

<b>Subject Code</b>	<b>Subjects</b>	<b>No. Hours</b>	<b>Max. Marks</b>	<b>Credits</b>
MCO 201	Business Ethics and Corporate Governance (by research)	04	150	04
MCO 202	Business Information System	04	100	03
MCO 203	Direct Taxes	04	100	03
MCO 204	Financial Management	04	100	03
MCO 205	Marketing Management	04	100	03
MCO 206	Human Resources Management	04	100	03
MCO 211	Holistic Education	1	Grade	1
<b>Totals</b>		<b>25</b>	<b>650</b>	<b>20</b>

**Semester – III**

Subject Code	Subjects	No. Hours	Max. Marks	Credits
MCO 301	Project & Operations Management	04	100	03
MCO 302	Strategic Management & Policy Making (by research)	04	150	04
MCO 303	National Planning & Development	04	100	03
	Elective – I Or II (Paper – I)	04	100	03
	Elective – I Or II (Paper – II)	04	100	03
	Elective – I Or II (Paper – III)	04	100	03
MCO 307	Internship report and Viva (50+50)		100	03
<b>Totals</b>		<b>24</b>	<b>750</b>	<b>22</b>

**Semester – IV**

Subject Code	Subjects	No. Hours	Max. Marks	Credits
	Elective – I Or II (Paper – IV)	04	100	03
	Elective – I Or II (Paper – V)	04	100	03
	Elective – I Or II (Paper – VI)	04	100	03
MCO 401	Teaching Methods & Practices	04	150	04
MCO 402	Project & Viva(Based on the Specialization) (100+50)	-	150	04
<b>Totals</b>		<b>16</b>	<b>600</b>	<b>17</b>

**Electives – I                      Accounting & Taxation**

Paper – I MCO 304A	Management Accounting & Financial Analysis
Paper – II MCO 305A	Advanced Cost Accounting
Paper – III MCO 306A	Advanced Taxation
Paper – IV MCO 403A	Advanced Financial Accounting
Paper – V MCO 404A	International Accounting
Paper – VI MCO 405A	Indirect Taxes

## **Electives – II Finance & Banking**

<b>Paper – I MCO 304B</b>	<b>Banking Management</b>
<b>Paper – II MCO 305B</b>	<b>Insurance Management</b>
<b>Paper – III MCO 306B</b>	<b>Management of Financial Services</b>
<b>Paper – IV MCO 403B</b>	<b>International Finance &amp; Institutions</b>
<b>Paper – V MCO 404B</b>	<b>Security Analysis &amp; Portfolio Management</b>
<b>Paper – VI MCO 405B</b>	<b>Capital Markets</b>

### **Note:-**

1. Total Marks for the course is 2600 marks.
2. Total credits for the course 78 credits.

### **Salient Features:-**

- One of the papers in every semester of M.Com will be by independent research only.
- Internship: After the II Semester examination every student has to undergo internship training in companies for a minimum 30days of 6 hours a day.
- Current affairs session every day.
- Teaching assignment in B.com classes in different subject for 30 hours.
- Guest Lectures by Industry experts, Academicians on the related topics.
- Industrial Visits
- Association Programmes on a regular basis.

SEMESTER - I

ACCOUNTING THEORY AND STANDARDS

Subject Code MCO 101

**Objectives:**

- To enable the students to have a deep understanding to the theoretical framework of Accounting.
- To help the students to have an in-depth knowledge of Accounting Standards to be followed.
- To motivate students for research in accounting area.

**Unit-I**

**Accounting theory:**

**6**

**hours**

**Concept of theory and accounting theory; Role of Accounting theory, Classification of Accounting theory – Accounting Structure theory, Interpretational theory and Decision usefulness theory; Deductive and inductive approach in theory formulation, Events approach, Value approach and predictive approach, pragmatic approach, Authoritarian approach, Ethical, sociological, economical approach. Methodology in accounting theory - Positive Methodology, Normative Methodology.**

**Unit- II**

**Accounting concepts and principles:**

**4**

**hours**

**GAAP, Materiality concept, Money measurement concept, Cost concept, Conservatism concept, Consistency concept, Business Entity concept, Going concern concept, Duality or Accounting equivalence concept, Realization concept, Matching concept, Full disclosure. Accounting principles, Selection of accounting principles, Measurement in accounting, Measurement Constraints in accounting, accounting principles vs. Accounting policies.**

**Unit- III**

**Accounting Standards:**

**2**

**hours**

**Meaning, Objectives, Advantages, disadvantages, Procedure for issuing Accounting Standards by the ICAI, Scope of Accounting Standards: - Level-I Enterprises, Level- II Enterprises and Level- III Enterprises.**

**Disclosure of Accounting Policies AS -1**

**1 hour**

**Scope, Need, Various areas where disclosure is mandatory, Change in Accounting Policies.**

<b><u>Valuation of Inventories AS -2</u></b>	<b>3</b>
hours	
Objective, Definition, Measurement of Inventory – Cost inventories, Exclusion from the cost of inventories, Valuation of inventory – Specific identification method, First-in First- out method, Weighted Average cost, Standard cost, Retail inventory method, Net realizable value, Valuation of containers and empties, Corporate Accounting practices.	
<b><u>Accounting for cash flow statement AS -3</u></b>	<b>4</b>
hours	
Cash flows- Defined- Cash flows components- Operating activities, Investing activities, Financing activities, Cash flow from foreign currency transactions. Treatment of tax, Investment in associates, subsidiaries and joint ventures, Acquisition and disposal of subsidiaries, Non- cash transactions, Cash and cash equivalents, Advantages of cash flow statements, Preparation of cash flow statements.	
<b><u>Revenue Recognition AS -9</u></b>	<b>3</b>
hours	
Revenue definition- Exclusions- Revenue from sale of goods, Revenue from rendering services, Revenue from use of resources by others- Disclosure requirements- Timing of revenue recognition.	
<b><u>Accounting for Fixed assets AS -10</u></b>	<b>4</b>
hours	
Definition, Gross and net book value, Composition of cost, components of cost, Improvements and repairs to fixed assets, Retirement and disposal. Revaluation, Principles governing the revaluation. Disclosure; Corporate practices.	
<b><u>Effects of changes in Foreign Exchange Rates AS- 11</u></b>	<b>4</b>
hours	
Need and objective, Scope and applicability, foreign currency transactions, Definitions, Classification for accounting treatment - Category- I-Foreign currency transactions; Category- II-Foreign operations; Category- III-Forward exchange contracts. Accounting treatments and disclosure.	
<b><u>Accounting for Investments AS-13</u></b>	<b>3</b>
hours	
Investment defined, Exception, Classification of investment, Cost of investments, and Valuation of investments. Disposal of investments, Re-classification of investment, Disclosure of investment in the financial statements.	
<b><u>Accounting for Retirement Benefits AS- 15</u></b>	<b>4</b>
hours	
Meaning, Accrual system of accounting for retirement benefits, Types of retirement benefits – Defined contribution scheme, Defined benefit scheme and their	

accounting principles and accounting treatment. Employee Stock Option and its accounting treatment.

**Borrowing cost AS- 16** 4  
hours

Meaning and coverage, Qualifying asset, Recognition of borrowing cost, Eligible items for borrowing cost, Specific borrowing, General borrowing, Capitalisation ceiling, Commencement of capitalisation, Conditions for capitalisation, Suspension of capitalisation, Cessation of capitalisation.

**Segment reporting AS- 17** 5  
hours

Meaning, Objective, Need for segment reporting. Types: Business segment, Geographical segment, Segment revenue, Segment expenses, Segment result, Segment assets, Segment liabilities, Primary and secondary segments. Corporate practices.

**Earnings Per Share AS- 20** 4  
hours

Financial instrument, Financial asset, Financial liability, Potential equity share. Basic earnings, Basic EPS, Diluted earnings, Diluted EPS, Weighted average, number of equity shares, Concept of equivalent units: Partly paid shares, Bonus issue, Right issue, Splits or consolidation. Buy back of shares, Disclosure requirements.

**Interim Financial Reporting AS- 25** 4  
hours

Meaning, financial statements, Need, Principles of recognition and measurements, Form and contents of interim financial statements. Disclosure requirements.

**Intangible Assets AS- 26** 5  
hours

Asset- Meaning, Types – Intangible assets- Meaning, Unidentifiable, Acquired identifiable, Internally generated identifiable intangible asset, Characteristics, Cost of intangible assets, Research and development, Accounting treatment of research and development cost, Determination of cost of internally generated brands, Amortization of intangibles – Different methods, Retirement and disposal, Disclosure of corporate practices.

**Books for reference:**

- Jawaharlal, Accounting Theory - *Himalaya publishing House*, Bombay.
- Jain and Narang, Accounting Theory – *Kalyani Publishers*, New Delhi.
- L.S. Porwal, Accounting Theory – *TMH*, New Delhi.
- Robert N Anthony and James, Accounting Principles – *AITIBS*, New Delhi.
- Gupta N.D., Accounting Standards – *Sultan chand and Sons*, New Delhi.

- Vijay Kumar M.P., First lessons on Accounting Standards – *Snow white Publications Pvt. Ltd, Mumbai.*
- Rawat D.S., Accounting Standards – *Taxmann Allied services (p) Ltd., New Delhi.*

*ORGANIZATIONAL BEHAVIOUR*

**Subject Code MCO 102**

**Objectives:**

- To familiarize the students with the concepts of behavioural processes in organization and enable them to understand the multi dimensional aspects of individual behaviour in various situations.
- To equip the students with skills that enables them to understand themselves and others better.
- To develop students skills for influencing and managing groups thus enhancing personal and interpersonal skills

**Unit – I**

**Organizational Behavior: 10**  
hours

Meaning and Definition– nature – goals – elements – Fundamental concepts – approaches to the study of Organizational Behavior. Historical development of Organizational Behavior. Model of Organizational Behavior. Challenges and opportunities for OB – Responding to Globalization-Managing work force diversity-Improving Customer Service-Coping with “Temporariness”-Helping Employees Balance Work-Life Conflicts-Improving Ethical Behavior.

**Unit – II**

**Individual Behavior: 03**  
hours

Factors Influencing Individual Behavior-Environmental Factors-Personal Factors-Organizational Systems and Resources-Psychological

**Unit – III**

**Personality: 07**  
hours

Meaning and Definition – determinants of personality – personality traits-Authoritarianism, Locus of Control, Machiavellianism, Introversion and Extroversion, Achievement Orientation, Self-Esteem, Risk-taking, Self-Monitoring. Theories of Personality-Type Theory-Trait Theory-Psychoanalytic Theory-Social Learning Theory. The shaping of Personality-Freudian Stages-Neo-Freudian Stages-Cognitive Stages.

<b>Unit – IV</b>	
<b><u>Perception:</u></b>	<b>04</b>
hours	
<b>Meaning and Definition-Perceptual Process–factors influencing perception-The link between perception and Individual Decision Making – perceptual biases/errors – honing perceptual skills</b>	
<b>Unit – V</b>	
<b><u>Learning:</u></b>	<b>03</b>
hours	
<b>Meaning – Theories of learning-Classical Conditioning, Operant Conditioning, and Social Learning. Principles of learning</b>	
<b>Unit – VI</b>	
<b><u>Motivation:</u></b>	<b>04</b>
hours	
<b>Meaning – Theories of motivation (Content theories: Maslow’s, Herzberg’s, Alderfer’s and Mc Clelland’s theories) Process theories: Equity theory of Stacy Adam’s and Vrooms Expectancy theory</b>	
<b>Unit – VII</b>	
<b><u>Management of Stress:</u></b>	<b>02</b>
hours	
<b>Meaning of stress – stress levels - sources of stress – consequences of stress – stress management techniques.</b>	
<b>Unit – VIII</b>	
<b><u>Group Dynamics:</u></b>	<b>10</b>
hours	
<b>Meaning and definition of a Group-Classification of Groups-formal groups – informal groups – command group – task group – interest group – friendship group. Stages of group development. Group properties: roles, Norms, Status, Size and Cohesiveness. Group behavior: required and emergent behavior. Group Decision Making – group versus the individual – strengths and weaknesses of group decision making. Groupthink and Group shift. Group decision-making techniques. Group effectiveness.</b>	
<b>Unit – IX</b>	
<b><u>Conflict and Negotiation:</u></b>	<b>07</b>
hours	
<b>Meaning and Definition of Conflict – The conflict process. Functional and Dysfunctional conflict – Levels of Conflict – Intra-individual conflict – Inter-personal conflict – inter-group conflict. Conflict Resolution Strategies. Negotiation – Bargaining Strategies. The Negotiation process. Issues in Negotiation.</b>	

**Unit – X**

**Organizational Culture:**  
hours

**05**

**Definition – Strong versus weak cultures – culture versus formalization. Culture’s functions. Culture as a Liability. Creating and Sustaining Culture. Creating an Ethical Organizational Culture. Creating a Customer-Responsive Culture. Spirituality and Organizational Culture.**

**Unit – XI**

**Organizational Change:**  
hours

**05**

**Meaning of Change – forces for change. Managing planned change. Resistance to change – overcoming resistance to change. Approaches to Managing Organizational Change.**

**Books For Reference:**

1. **Organizational Behavior -Fred Luthans, Irwin Mc Graw Hill Publication, 8<sup>th</sup> Edn 1998**
2. **Organizational Behavior-Keith Davis, Tata Mc Graw Hill, 9<sup>th</sup> Edn. 1995**
3. **Organizational Behavior-Uma Sekaran, Tata Mc Graw Hill, 7<sup>th</sup> Edn. 1998**
4. **Management and Organizational Behavior - Laurie J Mullins**
5. **Organizational Behavior-K. Aswathappa, Himalaya Publishing House**
6. **Organizational Theory and Behaviour – V.S.P. Rao & P.S. Narayan, Konark Publishers Pvt.Ltd. New Delhi**

**COST ACCOUNTING**

**Subject Code MCO 103**

**Objective:**

- **To enable the students to have an in-depth knowledge about cost concepts and elements of cost.**
- **To help them to understand its application in various organizations**

**Unit – I**

**Introduction:**  
hours

**06**

**Meaning, objectives, advantages, costing system, characteristics of ideal costing system, methods of costing, types of costing, elements of cost, classification of cost, cost concepts – cost, cost centre, profit centre, cost accounting Vs financial accounting, cost accounting Vs management accounting**

## **Unit – II**

### **Material Cost:**

18

hours

Meaning, classification, material control, need or objectives of material control; Purchase control – Purchase department, objectives of a separate purchase department, purchase officer's functions of purchase department, purchase procedure, centralized purchasing; Stores control – stores department, its location and layout, classification and codification, Standardization and simplification; Types of stores – Centralized, decentralized, centralized stores with sub stores.

Stores records – Bin card, stores ledger, control over material issues – material requisition, bill of materials, different methods of valuing material issues; Techniques of material control – different stock level setting, EOQ, just in time inventory system, ABC analysis, VED analysis, perpetual inventory system, FNSD analysis; Material losses – different types of losses and their accounting treatment; Corporate practices with respect to: Purchase procedure, different stock level setting and issue procedure of pricing.

## **Unit – III**

### **Labour Cost – Accounting and Control:**

18

hours

Direct and Indirect labour, labour cost – various components, controlling the labour cost, role of personnel department, time keeping department, payroll department, cost accounting department. Labour turnover – causes and effects, cost of labour turnover – preventive cost, replacement cost, labour productivity and its measurement, Measures of labour performance and cost; Idle time, overtime, accounting treatment; Remuneration of incentives – essentials of a good wage system, systems of wage payment – time rate, piece rate, premium and bonus plans. Corporate practices with respect remuneration and incentives in manufacturing sector services sectors. Labour turnover rate in different industries.

## **Unit – IV**

### **Overhead Cost:**

18

hours

Meaning, classification of overhead costs – functional, behaviour, nature, element wise allocation and apportionment of production overheads, basis of apportionment, methods of re-apportionment, absorption of overhead- meaning, overhead, absorption rates, different methods of absorption of manufacturing overhead – direct material, cost method, direct labour cost method, prime cost method, direct labour hour method, machine hour rate, rate per unit of production, sales price method, under-absorption and over absorption of overheads accounting for administration overheads, accounting for selling and distribution overheads, control of selling and distribution overheads. Corporate practices with respect to overhead accounting and recovery

### **Books for Reference:**

1. N. K. Prasad: Cost Accounting.

2. Nigma & Sharma: Cost Accounting.
3. Jain and Narang: Cost Accounting.
4. S. P. Iyengar: Cost Accounting.
5. M. N. Arora: Cost Accounting.
6. Jawahar lal : Cost accounting

## RESEARCH METHODOLOGY

**Subject Code 104**

### **Objectives:**

This paper introduces the nature of Social and Business research, and provides the techniques of research, Problem selection, Research Design, Data Collection, Sampling, Hypothesis, processing and Interpretation of data and preparation of reports. It also introduces the learner to the various methods for testing of hypotheses and software packages used in research.

### **Unit – I**

**Introduction to Research & Research Methods: 10  
hours**

Meaning – Definition -Purpose – Applications of Research to specific areas– Marketing – Finance – HR - Characteristics - Types of Research - Pure, Applied, Historical, Analytical, Descriptive, Experimental, Exploratory, Methods of research - case study, survey research, experimental, Inter Disciplinary Research, Social Research-objectives, assumptions, deductive and inductive methods, significance and difficulties of Social research - Business research- Scope of Business Research – Qualities and Criteria of a good research

### **Unit – II**

**The Research Process: 08  
hours**

Steps in planning a research study – Identification, Selection and Formulation of a Research Problem - Definition of Problem, Evaluation of Problem – research design – Meaning, definition, factors of Research Design, Evaluation of Research Design - formulation of hypotheses – Review of literature - sources of literature - Note Taking.

### **Unit – III**

**Sampling Techniques: 08  
hours**

Sampling theory - Sampling Process, Principles Essentials, Methods, Random and Non random Sampling, Sampling and Non Sampling Errors – advantages and limitations of sampling.

#### **Unit – IV**

##### **Collection of Data:**

**08**

**hours**

**Methods of Data collection - Primary data- secondary data.- Primary Sources of data - Observation, experimentation, Interviewing , panel method, mail survey, simulations. Schedule Meaning, Purpose, type, format and layout, steps of framing a schedule, contents of schedule – Questionnaire – Guidelines, contents, forms of questionnaire, physical appearance, advantages, and limitations- Structured and Unstructured interviews -Guidelines for a good interview, visual aids in an interview, limitations of interview techniques – collecting data using attitudinal scales – Likert scale – Thurstone scale – Guttman scale.**

#### **Unit – V**

##### **Processing, Analysis and Interpretation of Data:**

**10**

**hours**

**Steps in data processing –checking – editing- coding, classification, transcription. Analysis of data, interpretation.- statistical tools – correlation –simple coorelation coefficient – partial and multiple correlation – regression –linear growth rate and compound\ d growth rate – Sample statistics – sampling distribution – distribution of sampling mean for normal population. Exposure to software packages – MS EXCEL, SPSS.**

#### **Unit – VI**

##### **Testing of Hypothesis:**

**12**

**hours**

**Hypotheses – statistical level of significance – critical region – Tests of goodness or fit – t’ test – ‘F’ test, - chi-square test.**

#### **Unit – VII**

##### **Research Report:**

**04**

**hours**

**Introduction, target audience - types of report-contents of report – stule of reporting - planning of report- steps in drafting reports - format of research report - Documentation: Foot notes and Bibliography. Evaluation of report-writing.**

##### **Books for Reference:**

- 1. Research Methodology by O.R. Krishnaswamy**
- 2. Research Methodology by P. Saravnavel**
- 3. Research Methodology by C.K.Kothari**
- 4. Research Methodology by D.K. Bhattacharya**
- 5. Research Methodology by Jayaprakash Reddy**
- 6. Research Methodoloy – A Step by Step Guide for Beginners; Ranjit Kumar, Pearson Education**

## QUANTITATIVE TECHNIQUES

Subject Code MCO 105

Objectives:

- To develop an understanding of the use of quantitative techniques in decision making
- To select the suitable approach for solving the problem at hand
- To analyze & interpret the solutions

Unit – I

**Quantitative Techniques:** **06**  
hours

An introduction ; Meaning of QT; Classification of QT; Statistical techniques; Operations techniques ;Role of QT in business & industry; QT & business management; Limitations of QT.

Unit – II

**Liner Programme:** **12**  
hours

Formulation of LP problem; Characteristics of LP Problem; Solution by graphical method; Simplex method; Dual of a linear Programming; Sensitivity analysis

Unit – III

**The Transportation Problem:** **14**  
hours

The general structure of the problem; solving a transportation problem; to find an optimal solution; Variations in transportation problem; Post optimality analysis; the assignment problem

Unit – IV

**Networking Analysis: PERT & CPM** **14**  
hours

PERT – background & development; Networking; Estimating the activity time; Determination of earliest expected & latest allowable times; Determination of critical path method; Crashing a project; Scheduling of a project; Applications of PERT & CPM

Unit – V

**Decision Making Under Uncertainty:** **08**  
hours

Different decision criteria; Decision tree; Simulation – model building; Areas of application

Unit – VI

**Statistical Quality Control:**

06

hours

Introduction; SQC technique; Process control – control charts Control charts for variables – X chart & R chart; Advantages of SQC

**Books for Reference:**

1. U.K Srivastava, G. V. Shenoy and S.C Sharma – Quantitative Techniques for Managerial Decision
2. C.R.Kothari – Quantitative Techniques
3. Anand Sharma – Quantitative Techniques for Decision Making
4. Anderson, Sweeney and Williams – Quantitative methods for Business

**MANAGERIAL ECONOMICS**

SUBJECT CODE MCO 106

**Objectives:-**

1. Develop the conceptual foundations and analytical methods used in micro economics
2. Familiarize the students with the basics of consumer behavior ,Behaviour of firms and market equilibrium
3. Analyze the market structures of perfect competition ,oligopoly and monopolies
4. To provide a birds eye view of introducing macroeconomic analysis
5. To stimulate and awareness in macroeconomic challenges and policy management in progressive natures.

**Unit-1**

**Definition. Theory of consumer behavior**

**Definition and meaning of managerial economies ,The consumers sovereignty, Cardinal utility analysis, The Law of diminishing marginal utility, The law of equimarginal utility , Ordinal utility analysis. Indifference curves, Meaning of demand, Demand determinants, Demand distinctives , Law of Demand, Exceptions, Changes in demand, Elasticity of Demand, Price, Income, Cross and Advertisement elasticity of Demand , Measurement of elasticity, Demand projection methods , consumer's surplus.**  
(12 hrs)

**Unit-11**

## **Cost-Revenue and Theory of Production**

**Determinants of cost, Cost output relations, short run and long run. Supply and law of supply, Revenue Analysis- TR, MR and AR , Relationships between AR and MR under different market conditions. The production function, Law of diminishing returns, Isoquants and isocost curves, Least cost combination, Laws of returns to scale ,Internal and external economies, economies of scope**

**(12 hrs)**

## **Unit-111**

### **Market Structure.**

**Definition- Perfect competition, Influence of time element in market price determination, Monopoly- Monopoly price discrimination , Control over monopoly practices, monopolistic competition- Price output equilibrium- ,Duopoly- Oligopoly- Non collusive and collusive models.**

**(12 hrs.)**

## **Unit- IV**

### **National Income Accounting and Theories of employment**

**An overview of macroeconomics , Circular flow of income and wealth , National Income accounting, concepts and methods , Problems in national income estimation, Classical theory of employment, Say's law of market, Keynesian theory, effective demand, consumption function, APC and MPC , Investment function MEC and the rate of interest Multiplier, Accelerator** (12 hrs)

## **Unit –V**

### **Macro Economic Instability**

**Inflation, Demand pull and cost push, effects of inflation on production, consumption and distribution, Inflationary gap, Philips curve, Fiscal, monetary and administrative measures to control inflation. Unemployment**

**, different types , Business cycles, Phases ,Adjusting Business plans to various phases. (12 hrs)**

**Recommended Readings.**

- 1. Pindyek and Rubinfeld . Micro economics**
- 2. Lipsey R.G and K.A Chrystal ,Principles of Economics**
- 3. Samnelson PA and W.D Hague – A text book of Economic Theory**
- 4. Dillard . D (1960) The economics of John Meynad Keynes**
- 5. Stanley Fischer and Rudiger Dornbusch Macro economics ,London**

## SEMESTER II

### **BUSINESS ETHICS AND CORPORATE GOVERNANCE (BY RESEARCH)**

**SUBJECT CODE MCO 201**

#### **Objectives:**

- To make the student conscious about ethical values in business
- To make the students internalize ethical values and practices of business activities.

#### **Unit – I**

**Nature of Business Ethics and values: 12  
hours**

Sources of ethics- religion, philosophical systems, cultural experience, legal system – importance of ethics. Factors influencing business ethics- leadership, strategy and performance, environment, corporate culture, individual characteristics.

#### **Unit – II**

**Theories of business ethics: 12  
hours**

Categorical imperative of Immanuel Kant, conventional ethics of Albert Z. Carr, the doctrine of the mean Aristotle, the ends – means ethics of Machiavelli, might-equals –right approach of Marx, utilitarian ethics of Stuart mill

#### **Unit – III**

**Ethical decision making: 6  
hours**

Difficulties in decision making- dilemmas Power and politics in organizations- suggestions for ethical decision making

#### **Unit – IV**

**Managing ethics: 6  
hours**

Codes of ethics, ethics committees, ethics hotlines, ethics training programmes laws enforcing ethical conduct.

#### **Unit – V**

**Ethics in HRM: 12  
hours**

Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, restructurings and layoffs, wages. Empowerment of the weakest and unique – sexual harassment. Ethics in marketing- Process relative ethics (use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising,

piracy, predatory). Ethics in finance and accounting- investment decisions, disclosure norms, insider trading norms- disclosures in financial statements.

**Unit – VI**

**Ethics in global business:**

**12**

**hours**

**Ethical principles governing global business (Model Business principles by US department of Commerce. The Caux Principles, International codes), ethics, relation to adapting host countries culture and norms, issues relating negotiators and gift giving, providing access to less developed countries, avoiding sanctions, protection of intellectual properties. National differences in business ethics, pressures fro ethical convergence, ethical principles governing global business.**

**Reference Books:**

1. Laura P Hartman, Perspectives in Business Ethics, *McGraw- Hill International*
2. George A Steiner and John F. Steiner, Business, *Government and Society, McGraw-Hill International.*
3. Kautilya's Arthashastra by Penguin.
4. S K Chakraborty Ethics in Management: *Vedantic Perspective Oxford Univ. press.*
5. M K Gandhi, My Experiments with Truth, Navjeevan publishing House, Ahmedabad.
6. Subhash Sharma, Management in New Age: Western Windows- Eastern Doors, *New Age International Publishing. New Delhi.*
7. Prof ( Col) P. S. Bajaj, Dr Raj Agarwal- Business Ethics An Indian Perspective *Biztantra-2006*
8. Machiavelli, *The Little Prince.*
9. John. P. Kotter, Power.

**BUSINESS INFORMATION SYSTEMS**

**SUBJECT CODE MCO 202**

**Objectives:**

- To familiarize the students with fundamental framework for information system application organizations.
- To enable the students to identify various information systems solutions in business operations

**Unit - I**

**An Introduction to Information Systems in Organizations:**

**07**

**hours**

**Definition – Components of MIS - Purpose – Objectives – Need – Data Vs information – data administration – data planning- Database administration – organizational dimensions of information – global technological footprint – BPO's**

**& KPO's – information outsourcing – horizontal & vertical integration of information systems.**

**Unit - II**

**Hardware and Software: 05**  
**hours**

**Computers by size – PDA's, notebooks, Desktops, Minicomputers, mainframe computers, super computers – Application software – System Software – Hardware : Common input devices, output devices, CPU's, RAM, storage devices, Telecommunication Devices.**

**Unit - III**

**Organizing Data and Information: 07**  
**hours**

**Data – file concepts – database – file management vs database management - Hierarchical model - Network Model - Relational Database Model – Database Management System Tools – Data warehousing – Data Mining – Managing information resource in an organization – online transaction processing – batch processing – real-time processing.**

**Unit - IV**

**Telecommunications, the Internet, Intranets, and Extranets: 04**  
**hours**

**World wide web – websites, blogs, , P2P, C2C – Search engines - Portals – Internet technologies – Ajax, Online applications – web OS – Web 2.0 – Communication software – lan, wan, man,**

**Unit - V**

**Electronic Commerce and Transaction Processing Systems: 05**  
**hours**

**Growth of global ecommerce – Advantages of B2B / B2C – Ecommerce payment systems – Transaction processing systems**

**Unit - VI**

**Information and Decision Support Systems: 08**  
**hours**

**Decision support systems – Group Decision support systems – Executive Support Systems – DSS tools – DSS software**

**Unit - VII**

**Specialized Information Systems: Artificial Intelligence, Expert Systems, Virtual Reality, and Other Systems:**

**06 hours**

## **Unit - VIII**

### **Systems Development:** **hours**

**09**

Systems development cycle – knowledge workers and their role in the cycle – why systems fail – software engineering – Enterprise resource planning – computer aided design - Materials Requirement Planning – computer software for manufacturing

## **Unit - IX**

### **Security, Privacy, and Ethical Issues in Information Systems and the Internet:** **04** **hours**

Security threats – Viruses – Trojans – Hacking – Cracking – Piracy – third party control – cracks

### **Books for Reference:**

1. **Management Information Systems for the Information Age** by Stephen Haag, [Maeve Cummings](#), [Donald J. McCubrey](#) McGraw-Hill Companies.
2. **Management Information Systems**, C.S.V. Murthy, *Himalaya Publishing house*.
3. **Information Systems Today: Managing in the Digital World (3rd Edition)** by [Leonard Jessup](#) & [Joseph Valacich](#) Prentice Hall.
4. **Management Information Systems – Text & Application** by C.S.V. Murthy, *Himalaya Publishing house*.

## **DIRECT TAXES**

**SUBJECT CODE MCO 203**

### **Objectives:**

- To familiarize the students in computation of Total income and Tax liabilities.
- To know applications of tax provisions in various cases
- To get knowledge of various tax incentives and benefits under direct taxes
- To gain knowledge on procedural aspects for filing tax returns for various assesses and other statutory compliances

## **Unit – I**

### **Introduction:** **hour**

**08**

The Income Tax Act 1961 The Finance Act Benami Transactions Act 1988 Tax Planning; Basic concepts : Agricultural income, Assessee, Assessment year, Average rate of tax, income of person, gross total income, Previous year, Charge of income Tax; Capital and Revenue : Receipts capital or revenue expenditure,

**residence and Incidence of Tax: Residence Determination of the Residential status  
Tax Free Incomes.**

**Unit – II**

**Head of Income: 25**  
**hours**

**Computation of Income from salaries, Income from house property Profits and gains of business or profession, Capital gains, Income from other sources; computation of total income and Tax liability**

**Unit – III**

**Depreciation: 04**  
**hours**

**Conditions for charge of depreciation-Assets-used for business-New method of charging depreciation-Block of assets-Rates of depreciation-Actual cost of assets-written down value of assets-Types of depreciation- computation of depreciation-Misc. provisions about depreciation**

**Unit – IV**

**Clubbing, aggregation and set off: 08**  
**hours**

**Clubbing of Income, Transfers Income of individual to include income of spouse etc. Liability of person in respect of income included in the income of another person, aggregation of income set off losses; Early forward and set of losses, Deductions from gross total income and rebate of Tax.**

**Unit – V**

**Assessment: 04**  
**hours**

**Assessment of individuals, Hindu undivided families, partnership firms and companies- theory only**

**Unit – VI**

**Tax Administration: 08**  
**hours**

**Income tax authorities Procedure for assessment Deduction of tax at source: salaries, interest on securities. Dividends, winnings from lottery or cross word puzzles, winnings from horse races. Insurance commission Penalties imposable and prosecution.**

**Unit – VII**

**Tax audit as per the provisions of section 43 B of Income tax act, 1961: Tax audit report and non-compliance with the legal requirements  
03 hours**

**Books For Reference:**

- 1. Bhagawath Prasad Direct Taxes Law and Practice,**

2. Dinakar Pagre - Direct Taxes.
3. V.K. Singharia Direct Taxes Law & Practice,
4. S. Bhattacharya Indian income Tax Law & Practice.

## FINANCIAL MANAGEMENT

SUBJECT CODE MCO 204

### Objectives:

- To provide an understanding of the financial policies and procedures of managing the finance of a firm.
- To familiarize the student in application of financial theories in the financial decision making.
- To develop basic conceptual knowledge in Financial Decision making.

### Unit – 1

**Nature and Scope of Financial Management: 05 hours**

**Introduction; Definition and Scope of Corporate Finance; Importance of Corporation finance; Finance function; Approaches to finance functions; Financial Management; Objectives of Financial Management – Wealth Maximization, Profit Maximization & Maximizing the Earning Per Share; Financial Decision; Financial Management Process; Functional Area of Financial Management; Functions of Finance Manager; Organization of the Finance Function.**

### Unit – 2

**Time Value of Money and Valuation concepts: 05 hours**

**Introduction; Concept of Time Value of Money; Techniques of Time value of Money; Multiply Compounded periods; Doubling Periods; Effective Rate of Interest; Future Value of an Annuity; Compound Value of an Annuity; Present Value Techniques; Concept of Value; Valuation of Securities; Bond Valuation and Bond Yield; Stock Valuation – Dividend Discount Model, The Price Earning ratio approach; Relationship between Earnings and price.**

### Unit – 3

**Cost of Capital: 06 hours**

**Meaning, Concept and Definition; Significance of Cost of Capital; Cost of Debt and Preference; Cost of Equity; Cost of Retained earnings; Determination of cost of Capital; Weighted Average Cost of Capital; Floatation cost and Weighted average cost of capital.**

### Unit – 4

**Long Term Financing Decision:**

**10 hours**

**Introduction; Sources of Long term Finance; Raising of Long term Finance – Venture Capital, IPO, Right Issue, etc.; Meaning of Capitalisation; Need of Capitalisation; capital and capitalisation; Over, Under and Fair Capitalisation their problems and benefits; Concept of Capital Structure; Importance of Capital Structure; Assumptions of Capital Structure – Net Income Approach, Net Operating approach, Traditional Approach; Essentials of a Sound Capital Structure; Optimum capital structure; Point of Indifference; Capital Structure Policies in Practice; Factoring Determining Capital Structure; Leverages – Meaning, Significance of Leverages; Types of Leverages and Risk Factor.**

**Unit – 5**

**Investment Decision:**

**14 hours**

**Meaning; Need and Significance of Capital Budgeting; Capital Budgeting Process; Project Classification; Methods of Evaluation; Investment Criteria; Traditional Methods and Discounted Cash flows Methods; Factors determining capital budgeting; Limitation of Capital Budgeting; Risk Analysis in Capital Budgeting – Sensitivity Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis.**

**Unit – 6**

**Working Capital Management:**

**14 hours**

**Meaning; Concept; Objectives; Kinds of Working Capital; Operating Cycle; Importance of Working Capital; Dangers of Inadequate and Excessive Working Capital; Management of Working Capital; Factors determining Working capital; Estimation of Working capital Requirement. (Illustrations)**

- a. **Cash Management – Motive of Holding cash; Cash budgeting; Cash collections and disbursement; Options and Strategies for investing and Managing Surplus cash; Cash Management Models. (Illustrations)**
- b. **Inventory Management – Purpose/Benefits of holding inventory; Risk and cost of holding inventories; Objectives of Inventory Management; Tools and Techniques of Inventory Management. (Illustrations)**
- c. **Credit Management – Cost of maintenance of Accounts Receivables; Forecasting the receivables; Terms of Payments; Credit policy; Credit evaluation; Credit granting; Collection policy; Controls of Accounts receivables. (Illustrations)**

**Unit – 7**

**Dividend Policy:**

**06 hours**

**Why firms pay dividends? Valuation of Firms; Types of dividends; Forms of Dividend; Problems of irregular dividend; Determinants of Dividend Policy; Legal and Procedural aspect; The Theory of Irrelevance; Residual Approach; Modigliani**

and Miller Approach; The Theory of Relevance; Walter's Approach and Gordon's Approach.

**Books for Reference:**

1. **Financial Management;** by Prasanna Chandra – *Tata McGraw – Hill Publishing Company Ltd.*
2. **Financial Management** by I.M Pandey – *Vikas Publishing House Pvt. Ltd. New Delhi*
3. **Financial Management** by R.K Sharma & Shashi K. Gupta – *Kalyani Publishers*
4. **Corporate Finance** by Aswath Damodaran – *John Wiley and Sons, Inc.*
5. **Financial Management** by M.Y.Khan & Jain – *Tata McGraw – Hill Publishing Company Ltd.*

**MARKETING MANAGEMENT**

**SUBJECT CODE MCO 205**

**Objectives:**

- **To equip their analytical skills and to practically apply the concepts**
- **To familiarize the students on areas such as development of a product, pricing, competition, relationship marketing and channel decisions.**
- **To make the students understands the buying decisions of the consumes.**

**Unit – I**

**Introduction to Marketing Management: 8 hours**

**Marketing management – meaning, four eras in the history of marketing, importance, concepts, nature and importance of services marketing, characteristics of services marketing – marketing myopia – avoiding marketing myopia.**

**Unit – II**

**Marketing Environment and Marketing Research: 6 hours**

**Gathering Information and scanning the environment, meaning and concept of Macro/Micro environment – Introduction to Marketing Research – Objective, scope, limitations and applications.**

**Unit – III**

**Identifying and selecting market: 8 hours**

**Consumer Buying Behavior, consumer decision making process, business market and buying decision process, Market segmentation: targeting, segmenting consumer markets and business markets, Positioning.**

<b>Unit – IV</b>	
<b>Product Planning and development:</b>	<b>8</b>
<b>hours</b>	
<b>Product concept, Product hierarchy, new product development, Product life cycle, product mix strategies, Branding, Packaging and labeling.</b>	
<b>Unit – V</b>	
<b>Pricing:</b>	<b>5</b>
<b>hours</b>	
<b>Importance of Pricing, objectives, special pricing strategies and situations</b>	
<b>Unit – VI</b>	
<b>Distribution:</b>	<b>8</b>
<b>hours</b>	
<b>Channels of distribution, selection of channel for consumer and business market, factors influencing channel selection, channel design, channel conflicts and channel control</b>	
<b>Unit – VII</b>	
<b>Promotion:</b>	<b>8</b>
<b>hours</b>	
<b>Integrated Marketing Communication (IMC), introduction to personal selling, sales management, advertising, sales promotion, publicity and public relations. Basics of CRM, focus on customer relationship, building relationship, an insight into CRM and ECRM</b>	
<b>Unit – VIII</b>	
<b>Competitors:</b>	<b>4</b>
<b>hours</b>	
<b>Identifying competitors, analyzing competitors, designing competitor intelligence systems, designing competitive strategies</b>	
<b>Unit – IX</b>	
<b>Marketing Strategy planning:</b>	<b>5</b>
<b>hours</b>	
<b>Marketing strategic plan – meaning, selecting a market oriented strategy, creative strategic plan, implementing and controlling market plans.</b>	

**Books for Reference:**

- 1. Marketing Management – Jerome Mc Carthy**
- 2. Fundamentals of Marketing Management, M J Eztel, B J Walker, William J Stanton, TMH, 13<sup>th</sup> Edition, 2005**
- 3. Principles of Marketing, Philip Kotler, Gary Armstrong, Pearson / PHI 12<sup>th</sup> Edition, 2005**

4. **Marketing Management: The Indian context, Ramaswamy and Namakerni – *Mc Millan India Ltd, 2004***
5. **Custoemr Relationship management by Peru Mohamed Vikas Publication**

## HUMAN RESOURCE MANAGEMENT

SUBJECT CODE MCO 206

### Objectives:

- To enhance the students awareness of HR and its importance in every organization.
- To equip them with necessary skills to manage HR effectively.

### Unit – I

#### Introduction:

5

hours

Concept, role and status of Human Resource Management, Personnel Management and HRM, Organisation and Functions of Personnel Management and HRM, HR Structure and Strategy. Human Resource Planning Process. Job Analysis and its process.

### Unit – II

#### Recruitment and Selection:

10

hours

Sources of Recruitment and Recruitment Process. Selection Process and Methods of Selection. Importance of induction and Methods of induction. Promotions and Transfers- Retirement and other Separating Process.

### Unit – III

#### Performance Appraisal:

10

hours

Purpose- Factors affecting Performance Appraisal, Methods and Systems of Performance Appraisal. Coaching and Mentoring. Job Evaluation. Methods of Job Evaluation.

### Unit – IV

#### Training and Development:

10

hours

Meaning and Importance, Assessment of Training Needs. Training Methods: Evaluation of Training programme. Introduction to HRD. Career Development Process and Career Counseling.

### Unit – V

**Industrial Relation:** **10**  
**hours**  
**Importance & scope of IR. Grievance Handling and Industrial Discipline. Industrial Disputes: Meaning of Industrial Conflicts, Causes and Types of IC- Strikes & Lockouts. Settlement of industrial disputes.**

**Unit – VI**  
**Trade Union:** **10**  
**hours**  
**Objectives & Importance of Trade Union; Reasons for employee to join trade union; Problems of TU & Remedies. Collective Bargaining: Meaning, definition & concept of CB; CB Process; Essential conditions for the success of CB.**

**Unit –VII**  
**Compensation Management:** **05**  
**hours**  
**Wages-Salary-Incentives-Fringe benefits.  
Human Resource Accounting.  
Human Resource Management Information System.**

**Books for Reference:**

1. Edwin B Flippo: Personnel Management, *McGraw Hill*.
2. Dr. Ashwataappa: Personnel Management, *Himalaya Publications*.
3. Reward Management- Remuneration Strategy and Practice, Michael Armstrong & Helen Murlis, *Crest Publishing House*
4. Essentials of HRM and Industrial Relation- Text and cases. Subba Rao- *Himalaya Publications*.

**SEMESTER -III**

**PROJECT AND OPERATIONS MANAGEMENT**

**SUBJECT CODE: MCO 301**

**I OBJECTIVES**

The objective of this subject is to expose the student to the scope of project and operations management in achieving overall business objectives. The course aims at giving a general exposure to operations and project management practices

**in manufacturing and service industries and new advancements in project and operations management practices.**

## **SYLLABUS**

### **UNIT 1**

**(6 Hours)**

#### **OVERVIEW**

**Concepts of project management, project identification, project formulation, project analysis project risk, project planning, feasibility study – schematic diagram**

**Generation and screening of project ideas – Generation of ideas, monitoring the environment, corporate appraisal, scouting for project ideas, preliminary screening**

### **UNIT 2**

**(6 Hours)**

#### **ANALYSIS: Market and Demand Analysis**

**Situational analysis- collection of secondary information- market survey demand forecasting- market planning technical analysis manufacturing process/technology- product mix –plant capacity location and site- machineries and equipment**

### **UNIT 3**

**(6 Hours)**

#### **Technical Analysis**

**Material Inputs and Utilities, Manufacturing process for technology, Product Mix, Plant Capacity, Location and Site, Machineries and Equipments, Project Charts and Layouts, Work Schedule and need for considering alternatives**

### **UNIT 4**

**(10 Hours)**

#### **Financial Analysis**

**Cost of project, means of finance estimates of sales and production, cost of production, working capital requirements, financial, profitability projections or estimates of working capital results, break even point, projected cash flow statements, projected Balance Sheets, Multi – Year Projections**

## **UNIT 5**

**(6 Hours)**

### **Project Planning**

**Project planning—functions – project objectives and policies identifying strategic project variable - statement of work- mile stone schedules tools for planning hierarchy of plans, forms of project organisation**

## **UNIT 6**

**(6 Hours)**

### **Project direction, co ordination and control**

**Project direction, communication in a project, project co- ordination, project control, scope/progress schedule control, cost control, performance indicators, performance improvement, and project management environment**

## **UNIT 7**

**(6 Hours)**

### **Project implementation**

**Project control, human aspects of project management, pre requisite for successful project implementation**

**Classification of projects- activities in project implementation—project management organisation—experiences of actual execution of project – highlights if achievements—importance of project management organisation salient features of good project management organisation important conclusions of project management.**

## **UNIT 8**

**(6 Hours)**

### **Network Techniques for project management**

**Development of project network, time estimation, determination of the critical path, scheduling when resources are limited PERT model, CPM model, and network cost Text and reference**

## **UNIT 9**

**(8 Hours)**

### **Overview of Operations Management**

**Basic concepts of operations management operation strategy formation location of an enterprise, factory design and layout**

**Inventory Functions and Types of Inventories – Inventory Planning, Inventory Cost, EOQ, Modification of EOQ, JIT concepts (deterministic and probabilistic models)**

**Material handling principles and practices product design, process design - project charts and layouts- schedule of project implementation –need for considering alternatives- financial estimates and projects**

### **Books for Reference**

- 1. Projects planning analysis selection implementation and review - Prasanna Chandra**
- 2. Project Management - Vasant Desai**
- 3. Project Management and Control - Narendra Singh**
- 4. Project Management - S. Choudhary**
- 5. Production and Operations management - Sarin and Buffa**
- 6. Operations Management - Joseph Monks**
- 7. Operations Management - Lee/ Schiender Jave**
- 8. Production Management - Raymond R Mayer**

### **Strategic Management & Policy Making**

**Subject Code MCO 302**

Course Objective:

60hrs.

**To introduce core concepts of strategic management - Strategy formulation, implementation and control. The course will provide an integrated approach and allow students to bring together all their learned functional skills (i.e., accounting, finance, marketing, etc.) and use them to study organizational problems within the context of real-world business case studies.**

**Unit: 1. Overview of Strategic Management – Nature & Scope- Defining Strategy - Concept of Strategic Management – Characteristics of Strategic Management- Approaches to Strategic Decision-making - Elements in Strategic Management Process.**

**6 hrs**

**Unit: 2. Strategy Formulation –Corporate level Strategy - Corporate vision, mission and objectives - Types of strategies - Guidelines for crafting successful business strategies- Strategy formulation Process & Tools.**

**6 hrs**

**Unit: 3. Environment of Strategic Management - Environmental Analysis –External Environment – Social , Technological, Economic & Political Environment–.-Internal Environment – Resource Based Strategy – Approaches to Internal Analysis - SWOT Analysis – GAP Analysis - Industry Analysis - Porter's Five Forces Model of competition - Competitive Advantage – Resources, Capabilities & Competencies – Core Competency.**

**10 hrs**

**Unit: 4. Strategic Business Units (SBU)- Operational Strategy – Financial Strategy – Marketing Strategy – Human Resource Strategy.**

**6 hrs**

**Unit: 5. Strategy Implementation - Issues in implementation - Project implementation - Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioural issues - Leadership style - Corporate Culture - Values - Power - Social Responsibilities - Ethics - Building a capable organization. - Functional issues.**

**10 hrs**

**Unit: 6. Strategy Evaluation & Control - Importance - Symptoms of malfunctioning of strategy – Establishing Strategic Controls - Operations Control and Strategic Control - Role of organizational systems in evaluation. .**

**8 hrs**

**Unit: 7. Organisational Development and Change: Implementing Strategic Change – Need for change - Strategic alternatives - Diversifications - Mergers and Acquisitions - Turnaround, Divestment and Liquidation strategies.**

**8 hrs**

**Unit: 8. Emerging issues in strategic management - Social audit - Corporate transparency – Management of NGOs. 6 hrs**

**Books Recommended**

1. **Arthur A. Thompson Jr. and A.J.Strickland; Strategic Management, 12th Ed. - Concepts and Cases - R.M.Shrivastava ; Management Policy and Strategic Management (Concepts, Skills and Practices) -**
2. **Charles W.L. Hill & Gareth R. Jones; Strategic Management Theory – An Integrated approach; Houghton Mifflin Company. .**
3. **Alex Miller; Strategic Management ; Irwin McGraw –Hill.**
4. **S.C. Bhattacharya; Strategic Management – Concepts & Cases; Wheeler Publishing.**
5. **John A Pearce II, Richard B. Robinson Jr; Strategic Management – Formulation, Implementation & Control; Tata McGraw-Hill Publishing Company, New Delhi, 9<sup>th</sup> Edition.**
6. **VSP Rao, V. Hari Krishna; Strategic Management – Text and Cases; Excel Books.**

**National Planning & Development**

**Introduction to Planning**

**Subject Code: MCO 303**

**Objectives:-**

1. **To provide students with an overview of the major economic ideas in development thinking in India**
2. **To provide students with discussion on the evolution of India's economy during the era of its democratic planning**
3. **To make students interesting the contributions of the major sectors in India's development experience.**

**Unit -1**

**India as a developing economy.**

**Characteristics:- Obstacles to development. Planning as a means to development. Distinctive features of planning in India. Role of planning commission, Democratic planning and the role of the state, Brief analysis of the first 10 plans. The current plan in detail. (12 hrs)**

#### **Unit-11**

##### **Natural and human resources in development**

**The role of natural resources in Indian development. Availability and exploitation of natural resources. Population problem, poverty, unemployment. Rural ,urban migration, The role of entrepreneurship in India (12 hrs)**

#### **Unit-111**

##### **Agricultural Sector**

**Importance, Green revolution, Strategy for agricultural development , WTO and Indian Agriculture, Emerging perspective and policy issues, Agricultural credit, food, Self sufficiency, Agricultural Marketing , land reforms. (12 hrs)**

#### **Unit-IV**

##### **Industry and Infrastructure**

**Industrial Policy, Small scale Industries contribution to economic development, Public sector industries and their role in development,. Disinvestment Growth experience of the industrial sector in 1990s to 2009. New initiatives for infrastructure development energy and power, Telecommunication, Transport system, Railways, ports, civil aviation (12 hrs)**

#### **Unit-V**

##### **The Service Sector**

**The role of the service sector, in India's development, the IT Sector, Tourism and Hospitality, The Health Sector, Financial Services, Problems and Prospects**

**(12 hrs.)**

#### **Course Text :-**

- 1. Uma Kapila - Indian Economy Since Independence.**

2. Mishra and Puri – Indian economy
3. Rudder Dutt and K.P.M Sundaram – Indian Economy
4. Brahmananda P.R and V.R Panchamukhi (fd). The development process of the Indian Economy
5. Planning commission, Govt. of India – Five years plan documents

## **MANAGEMENT ACCOUNTING & FINANCIAL ANALYSIS**

**Subject Code MCO 304A**

### **OBJECTIVES:**

- ✓ To develop in students a knowledge and Understanding of the Management Accounting Concepts and Techniques associated with the Internal Management of a Business within a Changing Environment.
- ✓ To enable students to identify appropriate Management Accounting Techniques for Decision Making, Planning and Control; and apply these Techniques in the generation of Management Accounting Reports.
- ✓ To develop in students a critical appreciation of the various Management Accounting Techniques adopted for Planning, Decision Making and Control.

### **UNIT – I (12 HOURS)**

**Foundations of financial statement preparation & the institutional influences on the development of financial statements preparation**

- Basic terminology
- The income statement
- The balance sheet
- Statement of changes
- Generally accepted accounting principles & financial statements
- The financial accounting standards board
- Techniques of analyzing financial statements
- Interpretation of financial statements via the analysis of corporate reports.

### **UNIT – II (10 HOURS)**

**Funds flow statement**

- Concept of funds, working capital
- Objectives of funds flow statement
- Uses & significance
- Calculation of funds from operations

- Transactions affecting funds.
- Preparation of funds flow statement (advanced problems)

### **UNIT – III (10 HOURS)**

#### **Ratio analysis**

- Introduction,
- classification of ratios
- Ratios in the areas of performance, growth, profitability, financial adaptability, liquidity, activity and gearing of business, segmental analysis; inter firm comparison

### **UNIT – IV (8 HOURS)**

#### **Management reporting**

- Reporting to management
- Types of reports
- Principles of reports
- disclosures, productivity and profitability reporting,
- Performance measurement/development reports.

### **UNIT – V**

#### **RESPONSIBILITY ACCOUNTING (6 HOURS)**

- Definition
- Principles
- Process
- Responsibility reporting
- Centers of control
- Benefits
- Implementation of responsibility accounting
- Measuring managerial performance

### **UNIT – VI (5 HOURS)**

#### **Developments in management accounting**

- Introduction
- Total quality management
- Optimized production technology
- Just in time concept

#### **REFERENCE BOOKS :**

1. **Practice in Management Accountancy by Monilal Das - Rabindra Library Publication.**
2. **Management Accounting by Dr.S.P.Gupta - Sahitya Bhavan Publications**
3. **Management Accounting by M.Y.Khan and P.K.Jain – Tata McGraw Hill**
4. **Management Accounting by Shashi K.Gupta and R.K.Sharma Kalyani Publishers.**

### **Advanced Cost Accounting**

**Subject Code: MCO 305A**

**Objectives :** To provide the students with an in-depth knowledge of advanced approach of cost accounting to enable them to apply costing techniques to assist management for taking appropriate decisions

#### **Unit 1- Process costing**

**Basic features of process costing – Costing procedure under process costing- work in progress valuation- Accounting with opening and closing work in progress, under FIFO method and weighted average methods of accounting. Inter process costing profit - accounting for joint products and by products.**

**10**

**hours**

#### **Unit 2: Service costing**

**Classification of costs, selection of units, and ascertainment of cost for Hospitals, Hotels, Transportation undertakings, (Problems) and IT services.**

**10 hours**

#### **Unit 3: Integrated Accounting**

**Integrated accounting vis-à-vis cost accounting and financial accounting Principles of integrated accounts- Essential features of integral accounting- practical problems**

**6**

**hours**

#### **Unit 4: Cost analysis for Managerial Decision making**

**Marginal costing and absorption costing - Concepts in decision making Relevant cost and irrelevant costs Differential cost Difference between Differential cost analysis and Marginal costing Practical application of differential costing. – determination of most profitable level- Accept or reject decisions make or buy decisions Sell or process decisions , level of activity planning , purchasing or leasing.**

hours

**Unit 5: Budgetary control**

**Budget and Budgetary control, objective of budgetary control-**

**Essential requirements of Budgetary control- Organization of Budgetary control- Types of Budget; Functional budget - Master budget- Fixed budget and Flexible budget, Budgetary control and Reporting- Performance budgeting – Zero based Budgeting, Advantage and limitations of budgetary control- 10 hours**

**Unit 6: Standard costing and variance Analysis**

**Standard Cost and Standard Costing – Standard costing and budgetary control- Std costing and Estimated cost – Standard costing and Marginal costing – Preliminaries to the establishment of standard costs-Analysis of Variances: Direct Material variances, Direct Labour variances , Overhead variances- Sales variances advantages and limitations of standard costing. 12 hours**

**Reference Books**

- 1. Cost Accounting Methods and Practice – B. K. Bhar**
- 2. Cost Accounting – Jain and Narang**
- 3. Cost Accounting – Jawahar Lal and Seema Srivastav**
- 4. Cost Accounting – Maheshwari**
- 5. Cost Accounting – Problems and Solutions – Khanna, Pandey Ahuza.**
- 6 Fundamentals of Cost accounting – T. R Sikka**
- 7. Cost Accounting- Ashish Bhattacharya**

\*\*\*\*\*

**Advanced Taxation**

**Subject Code: 306A**

**Objectives:**

**To familiarize of various tax incentives and benefits under income tax act**

**To gain knowledge on assessment of persons**

**To gain knowledge on aspects of returns, assessment, penalties**

**To acquaint with FBT and advance tax obligations**

**To familiarize with the wealth tax provisions**

### **Unit I**

**6 Hours**

**Exempted income of Specific assesses:**

**Exemptions for Undertakings in Free trade zones, Units in Special Economic Zones, 100% EOU, Industries exporting certain articles/things, Undertakings in North eastern regions. (sec 10A, 10AA, 10B, 10BA,10BB, 10C). Charitable Trusts: Conditions, Registration, income exempted, Non applicability(Sec 11, 12, 12AA & 13), Income of political parties(Sec 13) (Simple problems)**

### **Unit II**

**15 Hours**

**Assessment of Individuals, HUF, Partnership firms, AOP/BOI.**

**Individuals: Computation of total income and tax liability with incomes chargeable to special rates of tax, Capital Gains from GDR. Special provisions applicable to Non Resident Indians. Computation of total income and tax liability. Tax planning for salaries on accommodation, allowances or perquisites, retirement benefits. Simple case studies on all heads of income**

**Tax liability on death, Rights, duties and liabilities of representative assessee and executors**

**HUF : Schools of Hindu Law, Partition of HUF, Assessment after partition**

**Partnership Firm: Conditions for firm to be assessed as FIRM, Book profits u/s 40(b), Set off and carry forward of losses, Computation of total Income and tax, Change in Constitution, Dissolution, Succession, liability of partners**

**AOP/BOI: Method of computing total income and tax payable (sec 67A)**

### **Unit III**

**9 Hours**

**Assessment of Companies**

**Definitions, Carry forward and set off of losses, Minimum Alternate tax, Credit of MAT, Corporate dividend tax, Tax on income distributed to unit holders of UTI or mutual funds. Computation of total income and tax and interest liability. Liability of liquidator, liability of directors of private company.**

**Unit IV**

**4 Hours**

**Return of Income and assessment:**

**PAN, Obligation to file, Types of returns, Self assessment, Regular Assessment, Best judgment assessment, Income escaping assessment, Time limits(sec 139 to 154).**

**Unit IV**

**6 Hours**

**Advance Tax, FBT & Interest**

**Liability of advance tax, installments, consequence of more or less payment, assessee deemed to be in default.**

**Fringe Benefit Tax: Definitions, Scope of chargeability, Fringe benefits, Computation of FBT, Advance payment of Tax, Returns, Assessments.**

**Interest for default in furnishing return of income, payment of Advance tax and FBT.**

**Unit V**

**Assessment of Search Cases**

**2 Hours**

**Search and seizure, Applicability of scheme, block period, undisclosed income, Procedure for assessment, Rate of tax, interest and penalty, time limit, appeal.**

**Unit VI**

**Double Taxation relief, Appeals, revision and reference:**

**2 Hours**

**Agreement with foreign countries, countries with which no agreement exists**

**First appeal, Appellate Tribunal, Appeals to Appellate tribunal, High court, Supreme court. Revision by Commissioner.**

**Unit VII**

**Penalties and prosecutions**

**2 Hours**

**Concept of Mens-rea, Penalties, power to reduce penalties, procedure, compounding of offence, prosecutions.**

**Unit VIII**

**3 Hours**

**Miscellaneous Provisions:- Basics only**

**Income from international transactions, Arms length price and transfer pricing.**

**Refunds**

**Advance Rulings**

**Purchase of immovable properties by Central Government**

**Mode of acceptance and repayment of loans**

**Void Transfers**

**Unit IX**

**10 Hours**

**Wealth Tax**

**Definitions, Valuation date, Scope of chargeability, Deemed assets, Valuation of assets, Returns, assessment, time limits, Reference to valuation, penalties and prosecution. Problems on computation of net wealth and tax liability.**

## **Banking Management**

**Subject Code MCO 304B**

**Objectives:**

- **To Provide an exposure to banking business in India and offshore**
- **To equip the students with the skill of managing bank funds (Risk, Returns and employment of bank funds)**
- **To enable the students to understand the latest developments and Modern Banking Practices.**

**Unit – I**

**Introduction to Legal and Regulatory Framework:**

**06 hours**

**Banking Regulation Act, 1949 – Definition of Bank – Functions of banking companies – Restrictions of business of Banking Companies – Capital structure of Banking Companies in India – Powers of RBI – Winding-up of a banking company – The Negotiable Instrument Act, 1881 – Definitions of Negotiable Instrument –**

**Types of Negotiable Instruments – Penalties in case of dishonor of certain cheques for insufficiency of funds in account (Section 138 to 147)**

**Unit – 2**

**Financial Management in Banks:**

**16 hours**

**Introduction to financial Management in Banks – Definition of Assets and Liabilities – Management of owned funds, Borrowed Funds – cost of funds – Management of Loan Portfolio (short term & Long term) – Risk Management – Estimating of risks – Measuring – Risks – NPA – Regulatory Aspects of NPA.**

**Unit – 3**

**Information Technology in Banks:**

**12 hours**

**Computer based information System in Banks – Electronic Banking – Phone Banking – Mobile Banking – Internet Banking – Debit Cards – Credit cards – ATM – Fund Transfer – Electronic Clearing System – Customer Relationship Management – Electronic Fund Management – Implementing computerization – Computer Security.**

**Unit – 4**

**Security and Control System in Banks:**

**12 hours**

**Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 – Regulation of Securitization – Reconstruction of Financial assets and Financial institutions – Enforcement of Security Interest – Offences and Penalties —Disaster Management in Banks**

**Unit – 5**

**International Banking/ Multinational Banks:**

**10 hours**

**Institutions in International Banking – Characteristic of International Banks – Rationale and Scope – Capital Adequacy, Loan Loss Provisioning and Regulatory – Legal and Accounting issues in International Banking – Forex Currency Accounts – Offshore Banking centers – Offshore centers in India – EURO Dollar Market – Mechanism – Syndicated Credit Procedures – External Commercial Borrowings – Mergers and Acquisitions – Cases of Recent Merger, Acquisitions and Bank Failures**

## Unit – 6

### Marketing of Banking Products and Services:

04 hours

Types of Banking Products and Services – Price and Promotion of different Products and Services – Strategy in retaining Bank Customers.

### Books / Journals for References:

1. Banking Law and Practice in India; by *Tannan's*
2. Banking Law & Practices by *P.N. Varshney*
3. Management of Banking by *Justin Paul and Padmalatha Suresh*
4. International Finance by *Levi*
5. Global Financial Markets by *Ian H. Gibby*, AITBS Publishers
6. Foreign Exchange and Risk Management by *Jeevanandharn C*
7. RBI Bulletins
8. Annual Reports on Trend and Progress of Banking in India, (RBI Sources)
9. All relevant Journals Published by Indian Institute of Banking and Finance
10. Indian Economy: Essays on Money and Finance by *Dr. C Rangarajan*
11. The Icfai Journals of Bank Management and Banking Law

## Insurance Management

Subject Code MCO 305B

### Objective:

To help the students to understand the basics of risk and insurance

To enlighten them about the legal requirements, principles and procedures involved in insurance

To give them brief insight about the important types of insurance

## Unit – 1

### Introduction to Risk

10 Hrs

Fundamentals of Risk – The History of modern risk management – Meaning of risk management – tools – risk management as a business function – difference between risk management and general management – difference between risk management and insurance management , Risk management's contribution to the organisation, The risk managers' job – The Process of risk management.

## **Unit -2**

**Principles of Insurance**  
**hrs**

**10**

**Meaning of Insurance – Purpose and need for insurance – How does insurance work – The Business of insurance (Pooling of risk and resources) – Insurance as a social security tool – Role of Insurance in Economic development. Contract of Insurance – Special and general elements necessary for a contract- difference between life and general insurance – contractual duty – contribution under policy conditions - Insurance Documents, Premium and bonuses – meaning of premium – premium calculation and Actuarial valuation. Legislative and Regulatory Matters - Insurance Act, 1938, the Insurance (Amendment) Act 2002, General Insurance Business (Nationalization) Amendment Act, 2002 & IRDA Regulations 2002. Theory and Practice of Rating - Basis of rate making – Tariffs – Market Agreements – Role of T A C.**

**Unit - 3**  
**Types of Insurance**

**10 hrs**

**Fire Insurance - The Standard Fire & Special Perils Policy – terrorism cover – tariff system – special policies. Marine Insurance - Marine Policies – duration of cover – claims. Motor Insurance - Motor Vehicle Act, 1988 – Personal Accident Cover for Owner – Driver, theft claims. Personal Accident Insurance - Types of Disablement, Claims, Extended coverage. Health Insurance - Mediclaim Policy (Individual), Domiciliary Hospitalisation Benefit, Bhavishya Arogya Policy. Liability Insurance - Compulsory public liability Policy, Products liability Policy, Employer Liability Policy. Engineering Insurance - Contractors All Risks (C.A.R.)Policy, Marine-Cum-Erection (MCE) Policy, Machinery loss of Profits (MLOP) Policy , Advance Loss of Profits (Alop) Policy, Electronic Equipment Policy**

**Unit - 4**

**Miscellaneous insurance**

**6 hrs**

**Burglary Insurance, Baggage Insurance, Fidelity insurance, Television Insurance , Householders Insurance, Shopkeepers Insurance, Banker’s Insurance Policies, Jeweller’s Block Policies, Sport Insurance, Special contingency Policy. Rural insurances - Rural policies, The Role of government, Cattle insurance, Poultry Insurance, Inland Fish Insurance Schemes, Agricultural Pump Set Policy and Hut Insurance**

## **Unit -5**

### **Marketing & Placement of Insurance**

**8 hrs**

**Market Sectors – Marketing process – Marketing Strategies – Financial security of Insurer – Selection criteria – Channels of distribution – Service standards of Insurers – Placement & Hold cover procedure – Coinsurance & Reinsurance Procedure – Duties of broker in placing business – Information to be disclosed to clients, insurers & reinsurers – Functions of a broker’s placing slips – Standard brokers placing slip. Customer service - Efficient & Effective – Continuing service programme – Customer service manuals. (As per IRDA Benchmarks) – Comparison of products – Developing Client – Product portfolios – Relationship of each product to overall programme.**

## **Unit - 6**

### **Insurance Claims Service**

**8 hrs**

**Claim documentation - Procedure for claim settlement (Life & Non-life) – Responsibility of Broker to Insurer – Claims procedure – Direct business claims procedure – Coinsurance and Reinsurance – Role of Broker, insurer, Surveyor and loss assessors in claim management – process of negotiation and settlement – Rights & Obligations of Clients – Servicing Claims.**

## **Unit - 7**

### **Fundamentals of Agency & Contemporary issues**

**8 hrs**

**Definition of an Agent – Insurance Agent under Insurance Act 1938, Procedure for becoming an agent – IRDA (licensing of Insurance Agent) Regulations 2000 – Prerequisite for obtaining license, functions of an agent – proposals and other forms. Marketing Issues and opportunities in the Insurance sector, Liberalisation of insurance business in India, Insurance Business outside India.**

## **MANAGEMENT OF FINANCIAL SERVICES (MFS)**

**Subject Code: 306B**

**Course Objective: To provide an in –depth understanding of various financial services operating in Indian Financial System.**

**Unit -1: Financial Services – An introduction: Role of financial services in Indian economic system ,classification of financial services , Brief introduction to role of Banking, Insurance and Financial Market services in the economic system ,Regulatory frame work for financial services in India-role of RBI & SEBI .**  
6 hrs

**Unit -2: Merchant Banking: Meaning and definition, Permitted functions of a merchant banker, Role of Merchant Banker in Managing public issue of securities, Concept of Due Diligence, Post issue Responsibility of a merchant banker, Role of merchant banker in substantial acquisition and take over of companies, SEBI Merchant Bankers Regulations.**

**Case study: Comparative study of the growth and performance of major merchant banking companies in India. 10 hrs**

**Unit -3: Credit Rating: Concept & overview of credit rating , Factors considered for rating of Manufacturing companies ,Financial Service Companies, CAMEL model , Uses of credit Rating, Rating process, Rating Symbols , Recent Developments in credit Rating – IPO rating, Corporate governance rating, Real estate rating,**

**Case study: Analysis the role of rating agencies in corporate failures and frauds in India.**

10 hrs

**Unit -4: Mutual Funds: Concept and Definition, Constitution and management of mutual funds –Sponsor, trustee ,Asset management companies, custodian, Schemes of Mutual Funds, Cost of Mutual fund schemes, Concept of units and Net Asset Value ,Advantages and limitations of Mutual Fund schemes, Recent developments in mutual fund industry-exchange traded funds, gold exchange traded funds, Real estate mutual funds,**

**Case Study: The history and current position of various Mutual Funds in India**

10 hrs

**Unit -5: Venture Capital Meaning and Concept, Domestic and International scenario, Specialty features of venture capital, Categorization of venture funds, Forms of venture capital financing, Stages of venture financing, Registration and Eligibility of venture capital funds, Investment conditions and restrictions, Winding up of venture capital fund, SEBI guidelines on venture capital, Venture capital industry in India. 8 hrs**

**Unit –6: Leasing and Hire Purchase : Concept of Leasing ,Types of Lease, Merits and demerits of Lease, Current position of leasing industry India, Factors contributing to the decline of leasing industry in India, Concept of hire purchase, Leasing Vs Hire purchase, Current scenario of Hire purchase industry in India.  
6hrs**

**Unit –7: Factoring and Forfaiting: Concept, Types of factoring, functions of factoring, Advantages and disadvantages, Forfaiting- concept and operation, Indian scenario.**

**Case study: Critical appraisal of the performance of factoring companies in India  
6hrs**

**Unit –8:India Based Financial Services: Collective investment schemes-Meaning and concept, SEBI guidelines applicable to collective investment schemes, Chit funds ,Mutual Benefit societies (u/s 620 A of the Companies Act 1956.)  
4 hrs**

**Recommended Reading:**

- 1. M.Y Khan :Financial Services : Tata McGraw-Hill publishing company**
- 2. Institute of Company Secretaries of India: Securities Laws and Compliances**
- 3. SEBI & RBI : Act, Rules & Regulations**
- 4. Nalini Prava Tripathy:Financial Services : Prentice- Hall India.**

## **Internship Report and Viva**

### **Subject Code MCO 307**

#### **• GUIDELINES FOR ASSESMENT & EVALUATION**

- Each student should undertake an internship study of the organization for a period of two months during May & June & carry out a detailed analysis.
- This study will help the student to have a clear knowledge of what an organization is & the major factors that lead to structuring of the organization & how good an organization structure will enable in achieving the objectives effectively & efficiently. The study will also reinforce the theoretical knowledge acquired in terms of applications.
- Faculty mentor will be nominated for each student by the department.
- The study should cover the following topics :
  - Profile of the organization.
  - Mission, objectives & strategies of the organization.
  - Organization design & structure
  - Policies & procedures followed.
  - SWOT analysis of the organization.
  - Key result areas of the organization.
  - System of accounting followed.
  - Significant factors for success.
  - Performance appraisal system.
  - Financial highlights.
  - Future plans for growth of the organization..
- Students should interact with the faculty guide every week & report the progress made.
- The report has to be submitted latest by July 15<sup>th</sup>, 2009.
- Students will be assessed & evaluated on the basis of the following criteria :
  - Report will be evaluated for 50 marks.
  - Presentations/viva for 50 marks.

## SEMESTER – IV

### Teaching Methods & Practices

Subject Code MCO 401

#### Objective

The objective of this course is to develop effective teaching skills in students. It includes understanding the theoretical basis of teaching and actual teaching practice sessions.

#### **PART I – TEACHING METHODS – 50 Marks**

**[25 hours]**

**Unit: 1. Objectives of Teaching** – Difference between Aims & Objectives- Classification of Instructional Objectives based on Bloom's Taxonomy – Specific Objectives.  
3 hrs

**Unit: 2. Teaching Aids** – Types of Teaching Aids – Importance of Teaching Aids in Teaching - Principles and Procedures of using teaching Aids – Edgar Dale's Cone of Experience.  
3 hrs.

**Unit: 3. Philosophical Basis of Education** – Relationship between education and Philosophy – Idealism, Naturalism, and Pragmatism – General Principles of Teaching – Maxims of Teaching – Skills of Teaching – Micro Teaching.  
5 hrs.

**Unit: 4. Educational Psychology - Meaning and scope of Educational Psychology.** Importance of educational psychology for teachers - Concept of Intelligence – Learning – Nature - Factors Affecting Learning – Modes of Learning – Bruner's model - Enactive skills, Iconic skills and Symbolic skills - Visual, Auditory, Kinesthetic and Tactile (VAKT) Learning - Gagne's Hierarchy of Learning.  
5 hrs

**Unit: 5. Classroom Methods of Teaching** – Class Room Management – Difference between Learner- Centered and Teacher – Centered Environment – Lecture Method – Discussion Method – Demonstration Method – Problem Method – Assignment Method – Inductive and Deductive Methods.  
4 hrs

**Unit: 6. Educational Evaluation** - Concept of Evaluation – Types of Evaluation - Tools of Evaluation - Characteristics of a good tool – Reliability, Validity, Practicability – Construction of Test Items – Objective Type – Short Answers and Essay Type – Construction of a Question Paper. **5hrs**

PART II – TEACHING PRACTICE- 100 Marks

[30 hours]

1. **Thirty hours of teaching assignments for B.Com / BBM shall be undertaken by each student during the months of January – February.**
2. **Each student shall be under the supervision of a faculty mentor /guide.**
3. **The 30 hrs may be distributed among 3 or 4 subjects, which shall be a combination of theory and problem based papers.**
4. **A Structured Plan stating the Topic, Objectives, Methodology, Evaluation shall be prepared in advance by the student for each class session and submitted to the faculty mentor/guide.**
5. **Faculty guides shall maintain an assessment register for each student and record assessment for each session on the given parameters.**
6. **Assessment Criteria:**

**Marks**

a. Introduction - statement of objectives, presentation etc.	10
b. Development of topic - Content, Explanations, Questioning etc.	40
c. Use of Teaching Aids – relevance, content.	10
d. Class Room Management – Q & A, Inter action, question techniques.	20
e. Conclusion & Evaluation – Re-capitulation – Quality of Assignments	20
	20
<b>Total</b>	<b>100</b>

**References:**

1. Bhatia, H. R. (1977), Textbook of Educational Psychology, The McMillan Company of India Ltd., New Delhi.
2. Aggarwal, J. C. (1995), Essential Educational Psychology, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Chauhan, S. S. (1988), Advanced Educational Psychology, Vikas Publication, New Delhi.
4. Bloom Benjamin S. and David R. Krathwohl. Taxonomy of Educational Objectives.
5. Bruner, J. S. (1966). Toward a theory of instruction. Cambridge MA: The Belnap Press of Harvard University Press.
6. Bhatia, Kamala and B.D.Bhatia: Theory And Principles of Education, Delhi: Doaba House, 1986.
7. Brubacker, John S.: Modern Philosophies of Education, New York: Mc Graw Hill Book, Company, 1962.

## **Project & Viva(Based on the Specialization)**

**Subject code 402**

### **ADVANCED FINANCIAL ACCOUNTING**

Subject Code MCO 403A

**Objective:** To impart working knowledge in the accounting areas with respect to various developments in the corporate sectors.

#### **Unit 1 : Valuation Of Goodwill And Shares**

8Hrs

Meaning of goodwill, factors influencing the goodwill, different methods of valuation of goodwill. Adjustment to profit on the basis of revaluation of assets, additional depreciation, excess depreciation, tax adjustments etc.

Valuation of shares : need for valuation, different methods of valuation of shares.

#### **Unit 2: Accounting Aspects of Mergers And Acquisitions**

14Hrs

Meaning of amalgamation and reconstruction. Types of amalgamation – AS 14.

Amalgamation in the nature of Merger, Amalgamation in the nature of Purchase.  
Methods of accounting for amalgamation;

- the pooling of interest method and
- the purchase method

accounting treatment in the books of Transferor and transferee companies Treatment of various adjustments such as inter company owing, unrealized profit on stock, inter company holdings -purchasing company in the shares of the selling company, selling company in the shares of purchasing company, by both companies in the shares of each other.

#### **Unit 3: Holding Company Account AS 21**

16Hrs

Holding and subsidiary companies – definition and legal requirements for the preparation of accounts – rules for the preparation of consolidated balance sheet – investment in the subsidiary company, minority interest, cost control, capital profit and revenue profit. Accounting treatment for various adjustment such as inter company

unrealized profit, revaluation of assets and liabilities, preference shares in subsidiary company, dividend declared by subsidiary company.

Holding company with more than one subsidiary, cross holding and chain holding.  
Preparation of consolidated profit and loss accounts

#### **Unit 4 : Accounting For Branch**

8Hrs

Independent branches, accounting treatment in the book of branch and head office.  
Final account in the books of branch and in the book H.O after incorporating the branch trial balance.

Foreign Branches – Rules for converting branch trial balance in the HO's books

#### **Unit 5: Current Developments in Accounting**

10Hrs

Accounting for price level changes.

Human resource accounting.

Environmental accounting.

Social responsibility accounting.

Brand valuation.

Value added statement.

Economy value added statement.

Corporate practices with respect to above areas.

#### **Books For Reference**

**R. L Gupta and Radhaswamy – Advanced Accountancy**

**Jain and Narang – Advanced Accountancy**

**Mukergee and Hanif – Modern Accountancy Vol – 2**

**S. N. Maheswari – Advanced Accountancy**

**Hrishikesh Chakravarthy - Advanced Accountancy**

## **International Accounting**

**Subject Code MCO 404A**

### **Syllabus:**

**Module I** **5 Hrs.**

Introduction – Causes of International Differences – Some major differences in Financial Reporting.

**Module II** **6 hrs**

International Classification of Financial Reporting – International Harmonization of Accounting – The Requirements of International Accounting Standards

**Module III** **9 hrs**

Financial Reporting in USA

**Module IV** **16 hrs**

International Financial Reporting Standard (IFRS)

**Module V** **10 hrs**

Issues in International Accounting – Consolidation – Foreign Currency Translation – Segmental Reporting – Foreign Exchange risk management

**Module VI** **10 hrs**

Multinational Transfer Pricing – Objectives of transfer pricing – Selecting a Transfer price – Internal Revenue Code and Transfer Pricing

**Module VII** **4 hrs**

Ethical issues in international Accounting – Incidence and implications of window dressing (cases).

**Recommended Books**

1. International Accounting by Timothy S. Douppnik ; Hector Perera  
  
ISBN 13: 9780072507751  
  
ISBN 10: 0072507756  
  
Publisher: Irwin Professional Pub  
  
Published date: 2005
  
2. International Accounting : A User Perspective by Shahrokh M. Saudagaran  
  
ISBN 13: 9780324186208  
  
ISBN 10: 0324186207  
  
Publisher: South-Western Pub  
  
Published date: 2003  
  
Edition: 2nd edition
  
3. International Accounting by Frost ; Frederick D. S. Choi ; Meek  
  
ISBN 13: 9781428807396  
  
ISBN 10: 142880739X  
  
Publisher: Academic Internet Pub Inc  
  
Published date: 2006
  
4. International Financial Reporting Standards (IFRS) by Taxmann Publication New  
Delhi.

### **OTHER TAXES**

**Subject Code: 405A**

**Objective:**

**To have working knowledge of Indirect taxes**

**Note: In framing the syllabus the following has been considered:**

- a. CST is not included owing to proposed implement of Goods & Service Tax (GST) during 2010.
- b. More weightage is given to excise and service tax owing to the proposed implementation of GST.
- c. The study of KVAT is slightly expanded keeping in view of the proposed implementation of GST.
- d. Syllabus is divided into Four parts as Part I - Central Excise (19 Hours & 35 Marks), Part II – Servicetax & Cenvat Credit (19 Hours and 35 Marks), Part III- Customs (10 hours & 15 Marks, Part IV – Vat & Profession Tax ( 12 hours & 15 Marks)

## **PART : 1 – Central Exise**

**Unit I** **2 Hours**

### **Introduction**

**Basic overview of Indirect Taxes; Definitions – Adjudicating Authority; Central excise officer; excisable goods; Factory; Assessee. Conditions for levy of excise; Charging Section – Sec 3; Central Excise Tariff Act; Schedules of Central Excise Tariff Act.**

**Unit II** **3 Hours**

### **Manufacture**

**Detailed study on manufactures including cases. Deemed Manufacture; The following case laws on manufacture: Delhi Cloth and General Mills Ltd, Gujrat Steel Tubes, Kiran Spinning Mills, Aman Marble industries, Gramophone Recording Company, J.G.Glass industries, Brakes India Ltd. Forms of levies; Types of Duties – Cenvat Duty, Special excise duty; Additional duties; Education cess.**

**Unit III** **6**  
**Hours**

### **Valuation**

**Section 4 – Transaction value, requirements for transaction value, packing charges, discount, Taxes, Purchased goods sold with manufactured goods. Central Excise Valuation Rules 2000 including job works. Section 4A – Valuation with reference to retail price. Problems on computation of transaction value and excise duty. Exemption from Excise duty.**

**Unit IV**

**3 Hours**

**Small Scale Industries & Exports**

**Eligibility; Quantum; option; Cenvat Credit; Value; Brand Name; Clearances. Export procedures; Eligibility; Conditions; Export to Nepal and Bhutan**

**Unit V**

**5 Hours**

**Miscellaneous:**

**Person requiring registration; Payment of Duty; Interest; filing of returns; Assessments – Self assessment, Re-assessment (demands of excise), Provisional Assessment; Provisional Attachment; Consumer welfare fund; Punishment; Penalties; Power to arrest; Summons; Special Audit; Basics of appeals, settlement commission and advance ruling**

**Part: 2 - Service Tax and Cenvat Credit**

**Unit VII**

**3 Hours**

**Introduction**

**Constitution, Charging section – Sec 66. Reverse charge - Sec 66A; Liability for payment. Valuation – Sec 67 Service Tax (Determination of Value) Rules, 2006; Rate of Service Tax.**

**Unit VIII**

**5 Hours**

**Services Liable for Service Tax**

**Taxable service & definition pertaining to Banking and Financial Services, Consulting Engineers, Franchise Service, Commercial Training & Education, Management consultant, Chartered Accountant, Interior Decorator, Manpower recruitment or supply agency, Renting of Immovable property, Business Auxiliary Service, Business Support Service, security agency. Services on which abatement available.**

**Unit IX**

**3 Hours**

**Miscellaneous**

**Exemptions; Small Service Providers; Payment of Service tax – Sec 68; Furnishing of returns – Sec 70; Penalty u/s 76, 78 & 80; Small service providers; Exempted Services.**

**Unit VII**

**8 Hours**

**Cenvat Credit**

**Concept of Cenvat Credit. Cenvat Credit Rules, 2004. Definitions - Capital Goods, Exempted Goods, Exempted Services, Input, Input Service. Duties eligible for claiming credit, Conditions for claiming credit. Refund of Cenvat Credit. Credit in case of dutiable and exempted goods, taxable and exempted service. Records to be maintained. Problems on computation of net excise duty or service tax.**

**Part: 3 - Customs**

**Unit : VIII**

**2 Hours**

**Introduction**

**Levy, Definitions, Types of Duties, Export Duty Classification**

**Unit IX**

**3**

**Hours**

**Valuation**

**Analysis of Section 14, Rate of exchange, Tariff value, Customs Valuation Rules 2007,**

**Unit X**

**5 Hours**

**Import, Exports and miscellaneous:**

**Rate of Duties, Import and Export procedure, Bill of Entry, Assessments, Examination, Provisional assessment, Re-import. Baggage. Baggage Exempt, Personal effects, Tourist. Goods damaged, lost, destroyed or abandoned. Exemption. Interest & Demands. Duty Draw back. Basics of warehousing. SEZ. Powers and penalties.**

**Part: 4 – Vat & Profession Tax**

**Unit XI**

**Karnataka Value Added Tax**

**10 Hours**

**White Paper on Vat; Introduction to KVAT Act, 2003; Definitions – Agriculture, Agriculture produce, Business, Capital Goods, Dealer, Goods, Sale, Turnover, Total turnover, Taxable turnover; Charging section – Sec 3; Liability to tax and tax rates – Sec 4; Exemption – Sec 5; Output tax, Input tax, net tax – Sec 10; Input credit restrictions – Sec 11; Deduction of Input tax on capital goods – Sec 12; Registration –**

**Sec 22 to Sec 28 (Basics only); Returns – Sec 35; Simple problems on computation of taxable turnover and net tax liability.**

## **Unit XII**

**Profession Tax.**

**2 Hours**

**Chargeability, Persons liable, Registration, Slabs of Profession tax, Payment, Returns.**

**Books for Reference:**

**Indirect Taxes law and practice by V.S.Datey – Taxmann publication**

**Student's Workbook on Indirect Taxes by VS.Datey – Taxman publications.**

**Indirect Taxes by K.Vaiatheeswaran - Snowwhite publication**

**Central Excise Act 1944, Customs Act 1962, Finance Act 1994, KVAT Act 2003.**

**Commentary on KVAT – KLJ Publications**

## **INTERNATIONAL FINANCE AND INSTITUTIONS**

**Subject Code MCO 403B**

**LEARNING OBJECTIVES:**

- a. Extensive understanding of various concepts of International finance and International financial institutions**
  - b. Insight into functioning of various International financial institutions**
  - c. Understanding various types of exposures**
  - d. Insight into functioning of forex markets and forex rate determination, theories.**
- 
- 1. International Financial Management: scope of international finance, global links, objectives of MNCs, Distinguishing features of International finance, International business activities, trends of FDI in India, International business methods, Motivations for international business, field of international business. (04 hours)**
  - 2. International Monetary system: The gold standard, Price specie flow Mechanism, Decline of the gold standard, the inter war years, The**

Bretton wood system, Smithsonian agreement, the flexible exchange rate regime, alternative exchange rate systems, Evaluation of floating rates, classification of currency arrangements, the European monetary system. (06 hours)

3. International financial institutions/development banks: The World Bank, Economic reform programmes. IMF, financial policies of IMF, its supported programmes, Asian development bank. (04 hours)
4. Balance of payments: BOP accounting, debits and credits, BOP statement, disequilibrium of BOP, types of disequilibrium, ways to overcome disequilibrium, Capital account convertibility, current account convertibility, causes of convertibility, problems of BOP statement (08 hours)
5. Foreign exchange market: Information and communication systems, functions of the foreign exchange market, the foreign exchange rates, arbitrage, foreign exchange markets, spot markets, cross rates of exchange, Bid-Ask spreads, forward market, Interest arbitrage, covered interest arbitrage and interest parity theory. (08 hours)
6. Theories of foreign exchange rate movement and international parity conditions, Purchasing power parity, absolute purchasing power parity, relative purchasing power parity, graphic analysis of the international Fisher, comparison ppp, IFE, and IRP theories. (06 hours)
7. Management of foreign exchange risk: Exchange risk, types of exposure, tools and techniques of foreign exchange risk management. (06 hours)
8. Management of translation exposure: Translation methods, functional versus reporting currency, comparison of four translation methods. (06 hours)
9. Management of transaction exposure: Measurement of transaction exposure, transaction exposure based on currency variability, managing transaction exposure, Hedging, Risk management products, currency correlation and variability as hedging tools, currency volatility over time. (08 hours)
10. Management of economic exposure: Transaction exposure versus economic exposure, measuring economic exposure, managing economic exposure, marketing management of exchange risk, production management of exchange risk, corporate philosophy for exposure management. (04 hours)

#### **BOOKS FOR REFERENCE:**

1. International Financial Management: Madhu Vij, Excel books
2. International Financial Management: V.K.Bhalla, Anmol Publications
3. International Financial Management: P.G.Apte, Tata Mcgraw
4. International Financial Management : Madura, Vikas Publications

## **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Subject Code MCO 404B**

### **LEARNING OBJECTIVES:**

- **Extensive understanding of various concepts pertaining to security analysis and evaluating, managing portfolios.**
- **Insight into various innovative instruments and their management**
- **Insight into global market investments and their evaluation**
- **Understanding of debt valuation and equity valuation**
- **Determining the intrinsic value of share using fundamental analysis and technical analysis**

#### **1. Introduction to Securities (08 hours)**

**Investment meaning, definitions, Investment v/s speculation, Investment process, investment categories- Real assets, financial assets, Debt instruments, G-Secs, Equity-Private equity, Equity investments via institutions, direct equity investments, Stock splits, preferred stock, Adjustable rate preferred stock, Institutional equities, options and futures, characteristics of investments, objectives of investments, types of investors, Hedging, Innovative financial instruments.**

#### **2. Selecting Investments in a global market (04 hours)**

**Global investments, relative size of US financial markets, rates of return on US and foreign securities, global bond market returns, global equity market returns, individual country equity risk and return risk of combined country investments, global investment choices.**

#### **3. Debt instruments and their valuations: (06 hours)**

**Players in the debt market, valuation of debt instruments, running yield, simple yield to maturity, redemption yield, holding period yield, yields to call/put, yields on index linked bonds, yield curves, risk management, in bonds, bonds duration, convexity and dispersion.**

#### **4. Equity instruments and their valuation: (12 hours)**

**Share valuation, earnings valuation, revenues valuation, cash flow valuation, asset valuation, yield valuation, member valuation, and valuation of private company.**

#### **5. Fundamental analysis: (08 hours)**

**EIC analysis, Economic analysis, tools for economic analysis, Industry analysis, standard industrial classification, tools for industry analysis, quantitative industry analysis, company analysis, tools for company analysis.**

**6. Technical analysis: (08 hours)**

**7.**

**Charting tools, charts, line charts, line and volume charts, reversal patterns, continuation patterns, bar chart, candle stick chart, point and figure chart, Dow theory, Elliot wave theory, tools of technical analysis, market structure, market indicators.**

**7. Portfolio Selection: (06 hours)**

**Efficient market theory, Random Walk theory, Portfolio risk/return, Traditional portfolio selection, CAPM, Arbitrage pricing theory (APT)**

**8. Forecasting portfolio performance: (04 hours)**

**Artificial neural net works, Ferzzy theory, Behavioural models.**

**9. Portfolio management: (04 hours)**

**Growth investing, value investing, performance Index, Portfolio revision.**

**References:**

**Security Analysis And Port Folio Management: Donald.E.Fisher**

**Investment Analysis And Profoli Management: Frank.K.Reilly**

**Security Analysis And Portfolio Management: Prasanna Chandra**

**Investment Analysis And Portfolio Management: M.Ranganatham, R.Madhumathi**

## **CAPITAL MARKET**

**Subject Code MCO 405B**

**Objective:** To impart a sound understanding of the capital market and to enable the students to understand the regulatory bodies, operational mechanism and prime players in the capital market of India.

**Total Hrs: 60**

**UNIT – I**

**4 Hours**

**Overview of Indian Financial System & Capital Market**

Structure of Indian Financial System - Objectives and Functions of Financial System, Financial System and Economic development. Financial markets – classification financial assets and Instruments – classification and financial innovation.

## **UNIT – II**

**5 Hours**

**Security Markets - Legal Environment:** SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII's.

## **UNIT – III**

**10 Hours**

**Primary Markets:** Primary market - its role and functions; Methods of selling securities in primary market; New financial instruments; New Issues: SEBI guidelines for public issues - pricing of issue – Green shoes option – Book Building, Reverse Book building, promoters contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc; Underwriting of issues; Allotment of shares; Procedures for new issues; e-trading.

## **UNIT – IV**

**12 Hours**

**Secondary Market:** Organization of stock exchanges, Role, importance, Functions of a Stock Exchange, listing of securities in stock exchanges, Stock Brokers, eligibility criteria trading in Stock Exchanges - Margin Trading, Regulations Relating to Stock Exchanges, Stock Index, Bombay Stock Exchange, National Stock exchange, Calcutta Stock Exchange, Over the Counter Exchange of India, leading stock exchanges of the world.

## **UNIT – V**

**12 Hours**

**Secondary Market operations:** Trading mechanism – intraday and delivery based transactions, badla trading screen based system; Insider trading; Take-over; Internet based trading. Settlement procedures – trading requirement - Demat and Trading account - Trading documents – contract note – delivery notes – account statement.

**Depository: Role and need;** The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant.

## **UNIT – VI**

### **Money Market Operations**

**10 Hours**

Definition - Money market V/s Capital Markets – composition of Money market - Sub-Markets – Bill market in India – New Money Market Instruments - Classification of

Money Market Instruments – Money Market Rates – Commercial Paper – Certificate of Deposits – Participation Certificates – How Treasury can be a Profit Centre – New Instruments – Money Market Mutual Funds.

## **UNIT – VII**

### **Fixed Income Securities Markets: Overview**

**5 hrs**

Features - types – Debt market in India - Institutional Arrangements - Market Participants and Instruments - Investors Perspectives: Risk and Rewards - Treasury Securities Auction - Government Bond Markets - Auction Mechanisms - Uniform vs Discriminatory Auction - Auction and Repo Markets - Markets Implications of Auctions

## **UNIT – VIII**

**2 Hours**

### **Latest developments in Indian and Global capital market**

International Markets: FIIs, Euro issues, ECB, ADR's, GDR's and FDI; Guidelines for raising funds from the international markets through various instruments;

### **REFERENCES:**

1. Dalton, John M.: How the Stock Market Works, Prentice Hall, New Delhi.
2. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R: Merchant Banking; Wiley Eastern Ltd.; New Delhi.
4. Machi Raju, H.R: Working of Stock Exchanges in India; Wiley Eastern Ltd. New Delhi.
5. Chanratre, KR, et al: Capital Issue, SEBI & Listing; Bharat Publishing House, New Delhi.
6. Avadhani, Security Analysis and Portfolio Management. VII edition
7. H R Machiraju, Indian Financial System, Second Edition, Vikas Publishing House Pvt Ltd
8. Avadhani, V.A: Investment and Securities Market in India, Himalaya Publishing House; Bombay.

**Master of Commerce (M Com)**  
**Method of Evaluation**

Students are evaluated for each paper on the basis of *written examination* and *continuous internal assessment*.

Each paper carries maximum of 100 marks and is evaluated as follows:

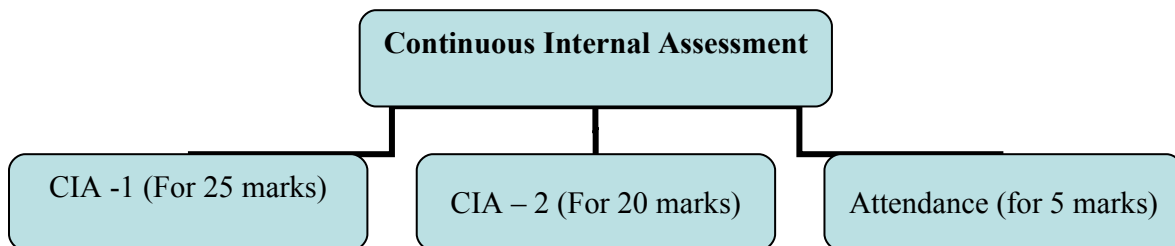
End Semester Exam (ESE)	:	50%
Mid Semester Exam	:	25%
Continuous Internal Assessments (CIA)	:	25%
<hr/>		
<b>Total</b>	<b>:</b>	<b>100%</b>
<hr/>		

Written Examination

**Mid Semester Exam – 50 marks (2 hours)**

**End Semester Exam – 100 marks (3 hours)**

- Mid Semesters Exam marks will be taken for Internal Assessment (CIA - 1)
- End Semester Exam marks will be reduced to 50 for deciding the promotion criteria along with CIA. marks.



- **CIA – 1 : MSE marks will be reduced to 25 for this purpose**
- **CIA – 2 : Continuous Internal Assessment**

## **Continuous Internal Assessment – 2**

**CIA – 2 will have three components**

- **Written (reports) – Individual**
- **Presentation and VIVA**

### **Parameters of evaluation:**

- **Written – content, relevance of information**
- **Presentation & VIVA – Knowledge & understanding of the concept**
- **Written & presentation/ VIVA will carry 50% marks each respectively**

### **Attendance**

**The marks distribution for attendance is as follows:**

<b>95 – 100% -</b>	<b>5 marks</b>
<b>90 – 94% -</b>	<b>4 marks</b>
<b>85 – 89% -</b>	<b>3 marks</b>
<b>80 – 84% -</b>	<b>2 marks</b>
<b>76 – 79% -</b>	<b>1 mark</b>

## **Paper by Research –Learning Methodology - Assessment and Evaluation**

1. The faculty will briefly explain the various topics to be covered with respect to the content, scope, area to be covered under each topic and the courses of information etc during the first 8 to 10 hrs of the respective semester.
2. The class is divided into groups of 3 to 4 students and each group is assigned specific topic to carry out the research. The research work will be carried out under the supervision of the faculty in the library during the allotted time. Groups are allotted specific time to meet the guide with in the allotted time schedule for guidance.

3. The faculty guide will keep a record of discussions he had with the groups and will be entered in the work diary. This will continue for about 2 to 25 hours.
4. On the basis of the research and continuous discussion with the guide, the group will prepare the course material for the respective topics assigned for them. This will be revised by the guide in discussion with the group. Once the course materials for all groups are reviewed and finalized, it will be combined to make up the course material of the research paper.
5. For the next 20 hrs presentation of the papers by the students will go on. Every student will make the presentation. About the topic he/she has done with the group. The class will actually interact with the presentation and will be supplemented by faculties observation and suggestions. Students presentation will be assessed for CIAZ
6. The groups will have questions only from the topics assigned to them for Mid-semester examination.
7. Research papers carry 150 marks each. 50 marks allotted to the research work: - For research material 30 Marks, Attending the library 10 marks and for the interaction with the guide 10 marks. 100 marks will be for End semester examination and CIA

### **QUESTION PAPER PATTERN**

#### **Section A**

Short answer questions – 7 questions (out of 10) – 5 marks each  
**(35 marks)**

#### **Section B**

Analytical / Essay type questions – 3 questions (out of 5) – 15 marks each  
**(45 marks)**

#### **Section C**

Case Analysis – 1 question x 20 marks

