



SILICON CITY COLLEGE, AUTONOMOUS
Re-Accredited by NAAC with 'A' Grade
Affiliated to Bengaluru North University

SUBJECT: MASTER OF COMMERCE

With Effect from 2023-24 Onwards

2023-2024

**REGULATIONS PERTAINING TO MASTER OF COMMERCE (M.Com) COURSE
UNDER CBC SYSTEM FROM 2023-24 ONWARDS**

1. OBJECTIVE:

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

2. Eligibility for Admission:

A candidate who has passed the B.Com/B.B.M/ BBS and BBA Degree examination of this University or of any other University recognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate in all the Commerce subjects of Business Education in all the years (Examinations of the B.Com/BBM course) shall be eligible for admission to the course. In the case of SC/ST students and blind students the minimum percentage of marks required shall be less by 5%

3. Duration of the Course:

The course of study for M.Com, degree shall extend over a period of two years divided into 4 (four) semesters. Each Semester will be of 16 weeks or more duration with a minimum of 90 actual working days.

4. Scheme of Instruction:

1. In each semester there will be seven papers (including practicals)
2. There will be 27 contact hours per week. This includes practicals.
3. Candidates are required to maintain record for computer practicals, which will have to be certified by the Chairman / Co-ordinator of the course, failing which students will not be permitted to take the end semester examination in that subject.

5. Attendance:

Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course shall be required to repeat that semester.

6. Medium of Instruction:

The medium of instruction shall be English.

7. Registering for the Examination:

A candidate shall register for all the papers of a semester when he/she appears for the examination of that semester for the first time.

8. Scheme of Examination:

8.1 There shall be an End Semester examination at the end of each semester.

8.2 The details of the scheme of examination are as given below:

Sl. No.	Course	Duration	No. of papers per semester	Maximum Marks of Per Semester	No. of Credits
1	M.Com	I & II	6+1	700	52 (26+26)

8.1 Each semester will normally have six (Hardcore) and one (soft core) paper and each shall be for 100 marks.

8.2 (i) The composition of theory and internal assessment marks for each paper will be 70 and 30 respectively. However, in Computer related papers it will be 70+30 (theory + practical).

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practical's it will be 1^{1/2} (one and half) hours.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted with both internal and external examiners. If the external examiner absents, then the examination will be conducted by two internal examiners.

8.3 Every theory paper shall ordinarily consist of two/three sections, developed to testing of conceptual skills, understanding skills, comprehension - skills, articulation and application skills.

8.4 (i) In case of theory papers, the various components of internal assessment will be as follows:

- a) Assignment – 5 Marks
- b) Co-Curricular Activity – 5 marks
- c) Internal Test – 20 Marks

(ii) The CoE office shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.

(iii) At least one week prior to the last working day, I.A. marks secured by the candidates shall be displayed on the notice board.

(iv) The statement of internal assessment shall be sent to the CoE office by principal one week prior to the commencement of that particular semester examination.

8.5 Question Paper Pattern for End Semester Examination (ESE)

Section – A:

Answer any Seven Questions out of Ten. Each Question Carries Two Marks (7x2=14)

Section – B:

Answer any Four Questions out of Six. Each Question Carries Five Marks (4x5=20)

Section – C:

Answer any Three Questions out of Five. Each Question Carries Twelve Marks (3x12=36)

8.6 Dissertation:

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the II & III semesters, prepare a report based on his/her work under the guidance of a faculty member and submit at the end of each semester. This will be evaluated for 70 marks. Project Dissertation guidance for a faculty member will involve a workload of 5 hours per week in a semester. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 30 marks by BOE.

M.Com (MASTER OF COMMERCE) - COURSE MATRIX**I SEMESTER M.Com (MASTER OF COMMERCE)**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
1.1	Business Economics	4	3	30	70	100	4
1.2	Business Marketing	4	3	30	70	100	4
1.3	Advanced Accountancy & Auditing	4	3	30	70	100	4
1.4	Information Systems and Computers	4	3	30	70	100	4
1.5	Advanced Financial Management	4	3	30	70	100	4
1.6	Human Resource Management	4	3	30	70	100	4
1.7	SOFT CORE Communication Skills	3	3	30	70	100	2
I SEMESTER TOTAL OF CREDITS							26

II SEMESTER M.Com (MASTER OF COMMERCE)

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
2.1	Banking & Financial Institutions	4	3	30	70	100	4
2.2	Legal Aspects of Business	4	3	30	70	100	4
2.3	Advanced E – Commerce & Mobile Commerce	4	3	30	70	100	4
2.4	Business Ethics & Corporate Governance	4	3	30	70	100	4
2.5	Operations Research & Quantitative Techniques	4	3	30	70	100	4
2.6	Business Environment & International Business	4	3	30	70	100	4
2.7	Advertising & Public Relations	3	3	30	70	100	3
II SEMESTER TOTAL OF CREDITS							27

1.1 BUSINESS ECONOMICS

Objectives:

- To facilitate the students to understand the concept of Communication.
- To Know the basic techniques of the modern forms of communication

OUTCOME:

- Students understand the concept of communication and familiarise with modern form of communication.

UNIT-I

Introduction to Economics – Wealth, Welfare and Scarcity Views on Economics - Positive and Normative Economics - Definition – Scope and Importance of Business Economics - Concepts: Production Possibility frontiers – Opportunity Cost – Accounting Profit and Economic Profit.

UNIT-II

Demand and Supply Functions: - Meaning of Demand – Determinants and Distinctions of demand – Law of Demand – Elasticity of Demand – Demand Forecasting – Supply concept and Equilibrium - Consumer Behaviour : Law of Diminishing Marginal utility – Equimarginal Utility – Indifference Curve – Definition, Properties and equilibrium.

UNIT-III

Production: Law of Variable Proportion – Laws of Returns to Scale – Producer's equilibrium – Economies of Scale - Cost Classification – Break Even Analysis

UNIT-IV

Introduction to macro-economics, and its interface with business and industry Resources and goals of an economic systems, free market and mixed economy. National income and product concept, computation of national income and related aggregates, problems in computation of national income.

UNIT-V

Money, monetary system, role of credit, financial inter-mediaries, level and structure of interest rates - interest and macroeconomic equilibrium, central bank, monetary management and policy. Fiscal policy – Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies.

RECOMMENDED TEXTS

1. S.Shankaran, Business Economics - Margham Publications - Ch -17
2. P.L. Mehta, Managerial Economics – Analysis, Problems & Cases - Sultan Chand & Sons - New Delhi – 02.
3. C.M.Chaudhary, Business Economics - RBSA Publishers - Jaipur - 03.
4. T. Aryamala – Business Economics- Vijay Nicole Imprints Private Ltd.,
5. Gupta G. S. - *Macroeconomic theory*- Tata Mc-Graw Hill publications
6. Dornbush R & Fisher S – *Macroeconomics* – Tata Mc-Graw Hill publications

1.2 BUSINESS MARKETING

Objectives

1. To facilitate indepth understanding of similar and differences between Business to business Marketing and Consumer Marketing.
2. To equip students, with application tools towards formulating and implementing Business marketing strategies.

Module – 1:

Nature of Business Marketing

What is Industrial/Business Marketing; Differences between Business and Consumer Marketing; Nature of Demand in Industrial Markets.

Organisational Buying and Buying Behaviour

Organisational Buying Decision Process; Buying Situations; Buy grid Frame Work; Buying Centre Roles; Key Members of Buying Centre.

Models of organizational Buying Behaviour; The Webster and Wind Model; The Sheth Model.

Module – 2:

Buyer – Seller Relationship

Buyer and Seles representative Interaction; Relationship Marketing; Sales Presentation; Negotiation; Reciprocity; Dealing with Customers' Customer; Customer Service; Management of Major and National Accounts.

Relationship marketing, Managing Buyer Seller relationship, Customer Relationship Management. Defining E-Commerce, Key Elements Supporting E-Commerce, Internal Strategy implementation. Supply Chain Management

Concept of Supply Chain Management, Strategic Role of Logistics, Business to Business Logistical Management.

Module – 3:

Marketing Research and Marketing Intelligence

Nature and Scope of Industrial Marketing Research; Marketing Research Process; Industrial Marketing, Intelligence System.

Strategic Planning, Implementing and Controlling in Industrial Marketing

Role of Marketing in Strategic Planning; Strategic Planning at Corporate Level; Strategic Planning Process at Business Unit Level; Developing Industrial Marketing Plan; Implementing and Controlling Marketing Plans; Industrial Market Segmentation, Target Marketing, and Positioning.

Module – 4:

Product, Pricing Strategies and New Product Development

Meaning of Industrial Product; Changes in Product Strategy; Strategies for Existing Products; Productlife Cycle and Strategies, Pricing Strategies

Impact of Technology; High Tech Marketing; New product Classification, Development Process and Strategy.

Distribution Channels and Marketing Logistics

Alternative structures of Industrial Channels; Types of Business Intermediaries; Channel Design; Managing Channel Members.

Business Logistics System; Tasks of physical Distribution; Total Distribution Cost and Customer Service.

Module – 5:

Business Communication

Developing Business Communication Programme; Functions performed by Industrial Advertising; Media used for Industrial Advertising.

Promotion – Trade shows, Seminars, Demonstrating; Role of Indirect Marketing – On-line marketing, Telemarketing, Direct Mail; Publicity and Public Relations.

Business – To – Business Selling: Team Selling Approach; Solution – Oriented effort; Entrepreneurial Philosophy.

Selling Structure: Direct sales force; sales coverage through Manufacturer's representative and Distributors. Sustaining customer relationship.

Books for Reference:

1. Michael Dhutt Thomas W Spen, A Strategic View of Industrial and Organisational Markets, homson Publications.
2. Robert R. Reeder, Edward G. Brierty and Betty H. Reeder, Industrial Marketing – Analysis, Planning and Control, Prentice Hall, India, 1998.
3. Richard Hill, Alexander Rosph and James S. Cross, Industrial Marketing, AITBS, 2001
4. James C. Anderson, James A. Narus, Business Market Management, Pearson Education, 1999.
5. Krishna K Havaladar, Industrial Marketing, Tata Magraw Hill.

1.3 Advanced Accounting and Auditing

Objective:- This course provides the students an understanding of the application of accounting techniques of management.

Unit	Course Contents (as per UGC Model Curriculum)
1	Accounting for Decision Making The concept of differential cost; Cost profit volume analysis- BEP analysis and its applications (Except key factor)
2	Accounting of Banking Companies Statutory books, special features on Bank Book Keeping. Preparation and presentation of Financial Statements (PL Accounts and Bank Balance sheet) of Banking Companies, Advances- its classification and provisions made against advances, Rebate on Bills Discounted, Income recognition.
3	Human Resource Accounting: Introduction and Definition of HRA Human Resource as an Assets Methods of valuing Human Resource , Historical Cost Method, Replacement Cost Method, Opportunity Cost Method, Advantages of HRA , Limitations of HRA
4	Auditing: Meaning and Objectives of Auditing-Internal Audit- Preparation of Audit Programs: Preparation of Audit Programs for educational institutions, Trust, Co-Operative Societies.
5	Recent Trends in Auditing: Nature and Significance of Cost Audit , Tax Audit, Management Audit, EDP Audit.

Suggested Readings:

1. Arora M.N : Cost Accounting- Principles and Practice; Vikas , New Delhi
2. Jain S.P and Narang K.L; Cost Accounting; Kalyani, New Delhi.
3. Anthony Robert, Reece, Et al: Principles of Management Accounting; Richard D. Irwin Inc. Illinois.
4. Horngren, Charles, Foster and Datar: Cost Accounting –A Managerial Emphasis: Prentice Hall of India, New Delhi
5. Khan M.Y and Jain P.K Management Accounting: Tata McGraw Hill
6. Kalpan R.S and Atkinson A.A: Advanced Management Accounting : Prentice Hall India, New Delhi.
7. Dr.S.N. Maheshwari : Problem & Solution in Management Accounting & Financial Management: Sultan Chand.
8. Dr. Goyal & Manmohan : Management Accountancy: Taxman Publication.
9. Ravi M Kishore : Management Accountancy: Taxman publication.

10. L.N.Chopde & D.H Chaudhary : Introduction to Management Accounting Sheth Publisheres Pvt Ltd., Bombay.
11. Gupta Kamal: Contemporary Auditing: Tata McGraw – Hill, New Delhi
12. Tandon B.N Principles and Practice of Auditing- S Chand & Co, New Delhi
- 13 PagareDinkar: Principles and Practice of Auditing: Sultan – Chand & Co New Delhi
14. Sharma T. R Auditing Principles and Problems: Sahitya Bhawan, Agra
- 15 RG Saxena: Priniociles & Practicing of Auditing: Himalaya Publications
- 16 Kamal Gupta Fundamental of Auditing : Tata Mc Graw Hill New Delhi.
- 17 S.V.Ghatalia : Practical Auditing : Allied Publisher.

1.4 INFORMATION SYSTEMS AND COMPUTERS

Objectives

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

MODULE - 1

Information Systems and their role in businesses, types of information systems – Operation support system, management support system, TPS, PCS, EIS, MIS, OAS, DSS, GDSS, expert systems, artificial intelligence, Information systems at levels of management, HRIS, Accounting Information system, Marketing information systems, manufacturing and production information system, Developing information systems — systems analysis and design, SDLC – types, introduction to ERP, introduction to cloud computing.

MODULE - 2

IT-GRC (Governance, Risk and Compliance), Information system audit standards – ISO 27001 – Information security and management standard (ISMS), Capability Maturity Model (CMM), Control Objectives for Information and related Technology (COBIT) – IT Governance model, Health Insurance Portability and Accountability Act (HIPAA), Statement on Auditing Standards (SAS) for service organization.

MODULE - 3

Overview of specific section of IT ACT 2008 different sections, electronic contracting, digital signature, cyber offence, certifying authorities, Concepts of Cyber forensics/Cyber Fraud investigation, Overview of Information Security Standards - ISAE 3402/SA 402, ITIL

MODULE - 4

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files, executing queries and relational algebra

MODULE - 5

Spread sheet software - range, formulas, types of functions, types of charts, what-if analysis-Goal Seek, Analysis, data validation, subtotal, Applying Absolute (Fixed), statistical functions – min, max, count, countif, countA, stdev, mean, mode, median, variance, correlation, percentile, quartile, rank, financial functions – PV, NPV, NPER, PMT, RATE, IRR, SLN, SYD, IPMT, DB, logical functions – if, else, and, or, not, multiple if statements, Vlookup, Hlookup, sorting data - types, conditional formatting, page layout - settings, filtering data, data analysis - descriptive statistics, pivot tables

Books for Reference:

1. O' Brien James — A Management Information Systems, Tata Mc Graw Hill, New Delhi.
2. Laudon and Laudon —. Management Information Systems, Prentice flail of India, New Delhi.
3. Gordan B Davis — Management Information Systems, Mc Graw Hill .
4. Information Systems Control & Audit, By Weber, Pearson Education, India
5. Information Technology Control and Audit, Third Edition, Sandra Senft, Frederick Gallegos, CRC Press
6. Information System Audit and Assurance, By D. P. Dube, Ved Prakash Gulati, Maraw Hill Education
7. For modules 4 and 5 the teacher will decide the software of his/her choice and a appropriate books

* A viva-voce and Practical exam for 30 marks will be conducted for above subject.

1.5. ADVANCED FINANCIAL MANAGEMENT

Objective:

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

MODULE – 1:

Introduction – Finance Functions – Financing decisions – Capital structure theories – net income approach, Net operating income approach – The Traditional approach – Modigliani – Miller hypothesis – capital structure planning and policy – elements of capital structure EBIT – EPS approach, Valuation approach, cash flow approach.

MODULE – 2:

Investment Decisions – Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV – IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – Investment decision under inflation – Investment Analysis under inflation.

Complex investment decisions – projects unit, different project lives, investment timing and duration –

Replacement of an existing asset – Investment decisions under capital rationing.

MODULE – 3:

Risk Analysis in Capital Budgeting – Nature of Risk/statistical techniques for Risk analysis – Risk analysis in practice – sensitivity analysis – Scenario analysis simulation analysis - Decision trees for sequential investment decisions – utility theory and capital budgeting.

MODULE – 4:

Corporate Restructuring – Mergers and Acquisitions, Corporate Restructuring – Valuation under M&A: DCF approach Financing a merger – significance of PE Ratio and EPS analysis – Accounting for M&As – Leveraged buyouts.

MODULE – 5:

Derivatives for managing financial risk, Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives. A Survey of software packages for Financial Decisions making.

Books for Reference:

1. Weston & Brigham, *Essentials of Managerial Finance*, The Dryden Press.
2. James Vanhorne, *Fundamentals of Financial Management*, Prentice Hall Inc.
3. John Hampton, *Financial Decision Making – concepts, problems & cases*, Prentice Hall of India.
4. Schall & Haley, *Financial Management*, McGraw Hill, New York.
5. Brealey & Myres, *Principles of Corporate Finance*, McGraw Hill, New York.
6. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.
7. Khan & Jain, *Financial Management*, Tata McGraw Hill.
8. I.M. Pandey, *Financial Management*, Viaks Publishing House.
9. S.C. Kuchal, *Financial Management*, Chaitanya Publishers, Allahabad.
10. Chakraborty & others, *Financial Management and Control*, Mcmillan India Ltd.

1.6. HUMAN RESOURCE MANAGEMENT

Objectives:

1. To expose the students to the principles and practices of Human Resources Management.
2. To make students internalize good HR practices.

Module – 1:

Nature and scope of Human Resource Management (HRM) objectives of HRM, HRM functions, organization of HRM department, qualities of HR Manager, personnel policies and principles, new challenges of HRM, HRM model.

Module – 2:

Human Resource planning, factors affecting planning, planning objective, planning process, evaluation of planning. Job analysis and design- need for and process of job analysis and design. Employee hiring: recruitment, importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and development- nature, importance. Training, inputs, training process, recent trends intraining, training practices in India. Job evaluation, nature, objectives, process of evaluation, Performance and appraisal: nature, importance, process of evaluation, challenges. employee compensation, wage concepts and principles, factors affecting compensation plans, incentives- group and individual plans, wage and salary policies in India.

Module – 3:

Employee safety and health – reasons for accidents and ways of avoiding accidents, need for safety, safety policy:

Health – physical, mental, noise control, work stress, AIDS, alcoholism and drug abuse, violence at work place, workplace harassment.

Participative management, scope and ways of participation, labour welfare – approaches and types. Industrial relation – causes for disputes and ways of resolving disputes. Trade union– relevance of unions.

Module-4:

Human resource audit, audit of corporate strategy, audit of human resource function, audit of managerial compliance, audit of employee satisfaction. Ethical issues in HRM –HR ethical issues, managing ethics.

Books for Reference:

1. William .B. Werther & Keith Davis: *Human Resource & Personnel Management*, McGrawHill.
2. Terry L. Leap & Michael D. Crino: *Personnel / Human Resource Management*, MaxwellMacmillan,
3. H.John Bernardin and Joyce E.A. Russel: *Human Resource Management an Experimental Approach*, McGraw Hill.
4. David. A. Decezo and Stephen P. Robbins: *Personnel / human Resource Management*, PHI.
5. Michael Armstrong: *A handbook of Personnel Management*, NP, Kogan page.
6. Gary Dessler: *Personnel Management*, Prentice Hall India.
7. Edwin D. Flippo: *Personnel Management*, McGraw Hill Book Co.
8. Aswathappa K: *Human Resource and Personnnel Management*, Tata McGraw Hill.
9. Wyne F. Cascio and Clias N. Awad: *Human Resource Management*.

1.7.COMMUNICATION SKILLS

Objectives

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

MODULE – 1: COMMUNICATION IN BUSINESS

Importance of Communication, Forms of Communication, Communication Network of the Organisation; Process of Communication: Different stages, Difference between oral and written communication.

MODULE – 2: ORAL COMMUNICATION SKILLS

Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentations, body language, non-verbal, facial expression, voice modulation, eye contact, audience research, questions from the audience, Communication and emotional intelligence, Creativity in oral communication, Communication through telephonic, Video and Skype, Group Discussion.

MODULE – 3: WRITTEN COMMUNICATION SKILLS

Writing an effective Report: Stages of writing, Style and Tone; Five Ws and one H of Report writing, Divisions, Numbering and use of visual aids, Creativity in written Communication, Use of Picture, diagram in written communication, Writing Commercial letters, E-mail Messages, Maintaining a Diary, Job application and Resume writing.

MODULE – 4: LISTENING SKILLS

Importance and need, Types, Active and Empathic listening, Listening and Judgment, Developing skills, listening and understanding, Anatomy of Poor Listening, Features of good listener.

MODULE – 5: INTERPERSONAL COMMUNICATION SKILLS

Advantages and disadvantages of utilizing the team work; Characteristic features of successful teams; stages of the development of a team; team roles; challenges in team working, forms of non-team behavior.

Conditions of negotiating; strategies of negotiating (Win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics.

Types and sources of conflicts; the influence of various cultures on the solving of conflicts.

Book References:

- 1.
2. Monipally MM, Business Communication Strategies, McGraw Hill
3. Bovee, Till and Schatzman, Business Communication today, Pearson
4. Scot Ober, Contemporary Business Communication, Biztantra
5. Parag Diwan, Business Communication, Excell books
6. Murphy, Effective Business Communication, McGraw-hill

2.1 BANKING AND FINANCIAL INSTITUTIONS

No. of Credits: 4

Hours per week: 4

Course Objectives:

1. The course is structured to provide student the knowledge about the structure of Banking and the financial institutions operating in the Indian Financial environment.
2. The Objective of the course is to familiarize the students with the operations in the Banks, The course also aims to bring awareness of the regulatory mechanism of financial institutions adopted by the Reserve Bank of India.
3. The Course focuses on the Indian Institutional framework and operations.

Course Outcomes:

CO 1 – To recognize the different components, primary and support activities in a Bank

CO 2 To explain the various ways an account can be opened and operated in a Bank

CO 3 To recognize the predominant payment system of Cheques and legalities of the payment

CO 4 To recognize the operations of the Reserve Bank of India and the be aware of the affect of Reserve Bank of India on the Economy.

CO 5 To recognize the architecture of Non-Banking Institutions and their role and position in Indian Financial environment

MODULE-I BANKER & CUSTOMER

(12 Hrs)

Meaning & Definition of bank, banker and customer, banker & customer-relationship between banker and customer-obligations of a banker- honour cheques, maintain secrecy banker's rights- right of lien, set off right appropriation Garnishee Order-Clayton's Case.

MODULE II- CUSTOMERS' ACCOUNTS

(12 Hrs)

Procedure for opening and closing accounts- KYC norms -importance procedure to deal with non-operative accounts-special types of Banker's customers (minor, married women, illiterates, lunatics, agents, partnership firms, Jt Stock Companies, clubs, societies trustees and charitable institutions)

MODULE III– CHEQUES AND DEMAND DRAFTS

(10 Hrs)

Requisites-Dating of cheques- crossing of cheques- endorsement –Paying banker- duties and obligations in honouring the cheques – Demand Draft – Issue of Demand drafts- Payment of demand draft – conditions. Collecting Banker duties and obligations -Customer's passbook- effect of errors.

MODULE IV – RESERVE BANK OF INDIA

(10 Hrs)

Introduction- constitution of RBI- organization and management – functions of RBI- Prohibitory Functions of RBI- Credit Creation and Control – Objectives- Credit Control Measures- Quantitative Credit control- Selective and direct credit control- Monetary Policy and amendments

MODULE V – NON-BANKING FINANCIAL INSTITUTIONS

(12 Hrs)

Introduction- Role of Financial Institutions in economic development- overview of Financial Institutions- Meaning and definition of NBFIs Classification of NBFIs, Functions of NBFIs Developmental Banks – SIDBI, NABARD, EXIM bank – Organisation, Objectives and Functions

Suggested Readings:

1. P.N.Varshney Banking Law & Practice (Sultan Chand Publishers)
2. A.R.Aryashri, V.V.Ramanamurthy Banking & Financial Systems
3. Mithani, Gordon Banking & Financial Systems
4. M L Tanna Banking Law & Practice in India Publisher: Lexis Nexis India; Twenty Fifth edition (1 January 2014)
5. JAIIB Legal and Regulatory aspects of Banking published by Macmillan education
6. JAIIB Principles & Practices of Banking published by Macmillan education
7. Benton E. Gup and James W. Kolari, Commercial Banking: The Management of Risk by John Wiley & Sons Inc

Note: Latest edition of the readings may be used.

2.2 LEGAL ASPECTS OF BUSINESS

Objective To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

Unit I

The Indian Contract Act, 1872 Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

Unit II

Partnership- essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership. Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

Unit III

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

Unit IV

Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

Unit V

The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime.

Recommended Text books

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas Publish House PVT Ltd.,
2. Legal aspects of Business, Ravinder kumar, Cengage learning. Business law, Sathish B, Matur Tata Mcgraw Hill.
3. Business law, D. Chandra Bose, PHI learning PVT Ltd., Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill.
4. Legal aspects of Business by kubendran.

Suggested Readings.

1. Law of Business contracts in India by Sairam Bhat, Sage, www.sagepublications.com
2. Company law, Ashok K Bagrial Vikas publishing House.
3. Business Law, chandra Bose, PHI learning India PVT Ltd.

2.3 ADVANCED E-COMMERCE AND MOBILE COMMERCE

OBJECTIVE:

This course will provide an analytical and technical framework to understand the emerging world of e-commerce and mobile commerce. E-commerce and mobile commerce poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models.

MODULE 1

Threats in e-commerce, Encryption overview, Elements of an encryption system, Secret key encryption, Public-key encryption, Digital signatures, Digital Certificates, Types of Cryptographies, Secure Sockets Layer (SSL), Smart Cards and its applications. Electronic Data Interchange-Evolution, uses, Benefits, Working of EDI, EDI Standards, EDI Components, EDI Services, ANSI X12 and EDIFACT

MODULE 2

Overview of Electronic Payment Systems, Cybercash, Smart Cards, Electronic Banking - types, Electronic Fund Transfers - Digital Token-based Electronic Payment Systems, E-cash, e-Cheque, Payment Systems on internet- Risk of Electronic Payment Systems. Secure Electronic Transactions (SET) Protocol

MODULE 3

M-Commerce - Introduction – Infrastructure Of M-Commerce – Types Of Mobile Commerce Services – Technologies Of Wireless Business – Benefits And Limitations, Support, Mobile Marketing & Advertisement, Non – Internet Applications/services in M-Commerce – Wireless/Wired Commerce Comparisons

MODULE 4

A Framework For The Study Of Mobile Commerce – NTT Docomo's I – Mode – Wireless Devices For Mobile Commerce – Towards A Classification Framework For Mobile Location Based Services – Wireless Personal And Local Area Networks – The Impact Of Technology Advances On Strategy Formulation In Mobile Communications Networks, 2G, 3G and 4G technology

MODULE 5

The Ecology Of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portals – Factors Influencing The Adoption Of Mobile Gaming Services – Mobile Data Technologies And Small Business Adoption And Diffusion – M-Commerce In The Automotive Industry – Location – Based Services: Criteria For Adoption And Solution Deployment – The Role Of Mobile Advertising In Building A Brand – M-Commerce Business Models

REFERENCE BOOKS:

1. Dave Chaffey, —E-Business and E-Commerce Management, Third Edition, 2009, Pearson Education
2. Brian E. Mennecke, Troy J. Strader, —Mobile Commerce: Technology, Theory and Applications, Idea Group Inc., IIR press, 2003.
3. P. J. Louis, — M – Commerce Crash Course, McGraw – Hill Companies February 2001.

4. Paul May, —Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business| Cambridge University Press March 2001.
5. Michael P. Papazoglou, Peter M.A. Ribbers, _e – business organizational and Technical foundation _,Wiley India 2009
6. Dr.Pandey , Saurabh Shukla E-commerce and Mobile commerce Technologies , Sultanchand ,2011
7. M-Commerce: Technologies, Services, and Business Models By Norman Sadeh, Wiley Publications.
8. Mobile Commerce: Technology, Theory, and Applications - Idea Group Incorporation, UK
9. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless, By Paul May,Cambridge University Press

2.4. BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives:

1. To make the student conscious about ethical values in real life and in business.
2. To make students internalize ethical values and practices.

Module – 1:

Ethics in Business: Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business.

Module – 2

Ethical Theories and Corporate social responsibility: Cognitivism and non-cognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.

Module – 3

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices-ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers-tax evasion- corporate crimes.

Module – 4

Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices
Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.

Module – 5

Concept of corporate governance – importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India. Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013

Books for Reference:

1. S.K. Chakraborty: *Foundations of Managerial Work Contributions from Indian Thought*, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theophane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
5. Beauchamp Tom L: *Ethical Theory and Business*, Prentice Hall.
6. Behram Kack N: *Essays on Ethics in Business and the Professions*, Prentice Hall.
7. Blanchard, Kenneth : *The Power of Ethical Management*, EM of Co.
8. Borchert, Donald M: *Exploring Ethics*, Macmillan Pub. Co.
9. Bowie, Norman E: *Business Ethics*, Prentice Hall.
10. Brady, F. Neil : *Ethical Managing*, Macmillan Pub. Co.

2.5. OPERATIONS RESEARCH & QUANTITATIVE TECHNIQUES

Objectives:

1. To impart knowledge in concepts and tools of OR and QT
2. To make students apply these in managerial decision making.

Module – 1

Linear programming, problem formulation, graphical method and simplex method of solution, description of software packages for solving LLP, product mix problems, other managerial applications. Transportation Models, Assignment models.

Module – 2

Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital – budgeting.

Module – 3

Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Software packages (Description only)

Module – 4

Inventory models, EOQ model, sensitivity analysis, model with one, price break inventory control systems in practice.

Module – 5

Decision making under uncertainty, different decision criteria, decision trees. Simulation, model building, the process, problems with special reference inventory and financial managements. Critical evaluation of software.

Books for Reference

1. Srivastava V. K. et al – *Quantitative Techniques for Managerial Decision Making*, WileyEastern Ltd
2. Richard, I. Levin and Charles A. Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd
3. Budnik, Frank S Dennis Mcleavey, Richard Mojena – *Principles of Operation Research* - AITBS New Delhi.
4. Sharma J K – *Operation Research- theory and applications*-Mc Millan, New Delhi
5. Kalavathy S. – *Operation Research* – Vikas Pub Co
6. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall.
7. Naray J K, *Operation Research, theory and applications* – Mc Millan, New Dehi.
8. Taha Hamdy, *Operations Research*, Prentice Hall of India
9. Tulasian: *Quantitative Techniques*: Pearson Ed.
10. Vohr. N.D. *Quantitative Techniques in Management*, TMH.
11. Stevenson W.D, *Introduction to Management Science*, TMH

2.6. . Business Environment & International Business

Workload: 4 hours per week.

Total credits: 4

Examination: 3 hours 70 marks

Objectives:

1. Understand the influence the of various environment factors and the main drivers of globalization on international business operation
2. Describe the historical development of modern global monetary system
3. Be familiar with the political systems of different countries; and the economic and political arguments for regional economic integration

Course outcomes: On completion of this course students will be

1. Able to face the challenges of international market.
2. Able to identify the factors influencing international business
3. Able to frame strategies to tackle the international business.

Unit I

International Business: An overview – Types of International Business; The External Environment Economic and Political Environment. The Human Cultural Environment; Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

Unit II

Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade Investment – Government Influence on Trade Investment; Determination of trading Pattern Independence. Interdependence and Dependence.

Unit III

World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalization of Service Firms; Operation Management in International Firms.

Unit IV

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-current Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets.

Unit V

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

Suggested Readings:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, V K and S.Shivaramu. International Business Environment and Business, New Delhi, Anmol, 1995. 3. Bhalla, VK. International Economy: Liberalization Process. New Delhi, Anmal, 1993.
4. Daniel. John d and Radebangh. Lee H International Business. 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practices. New York, Addison – Wesley, 1985.

2.7. ADVERTISING AND PUBLIC RELATIONS

COURSE OBJECTIVE

1. To familiarize students to the Fundamental concepts in Public Relations and Advertising, Their Importance, Functions and Applications.
2. Educate them about the Historical developments across the World and India in the field of PR and Advertising.
3. To enhance the Understanding of students with regards to the Apex Institutions of Public Relations and Advertising.
4. To Develop the Critical and Analytical thinking for PR and Advertising.
5. To Sensitize the students towards the Ethical and Social Obligations of the Profession.

LEARNING OUTCOME

1. Conceptual clarity of Advertising and Public Relations.
2. Understand and handle the key processes involved in Public Relations in different industries.
3. Evaluate the tools of Public Relations depending upon different types of Media.
4. Able to assess different Advertisements on the basis of the Appeals and their Appropriateness as per the Ethics.
5. Analyse the Negative Impact of Advertising on Children and the Portrayal of Women and How it can be changed.

UNIT- I :

Advertising: Working Definition and Classification: On the basis of Media, On the basis of Industry.

- Advertising in Marketing and Business: Importance, Role and Function.- Evolution of Advertising in India and the world: Growth and Development: Advertising Through the Years. Advertising Media: Print media, Electronic Media, Outdoor media, Digital Media, Characteristics of Different Media. Advertising Agencies: Function, Structure and Types; Full- Service agency, Creative Boutique, Media Boutique, Composite

Agency

UNIT - II

Advertising Appeals: Emotional and Rational, Utilization and Impact on Consumers - Advertising and Society: Impact of Ads on Children, Portrayal of Women in Ads, Social Impact, Psychological Impact - Understanding the Creative Process- Copywriting: Copywriting for Different Media, Kinds of Copy, Elements of Copy and Layout: Stages of Layout. - Apex Bodies of Advertising: AAI, ASCI, TAM, NARB, NARC, BARC; Structure, Functions and Roles. Advertising Ethics: Importance of Self-Regulation in Advertising, Legal Aspects of Advertising; Prohibited Ads: Puffery, Shock Ads, Weasel Claims, Subliminal Advertising, Surrogate Advertising.

UNIT – III

Public Relations: Concept, Meaning, Definitions, Role of PR - Public Relations: Nature, Function and Scope - Understanding Public Relations, Advertising, Propaganda and Publicity: Concept, Dimensions and Distinctions - Lobbying: Lobbying as a part of PR, Functions of Lobbyists, Lobbying Scenario in India - Media and Public Relations: Different Media used for PR; Print, Electronic, Digital, Functions of Different Media

UNIT – IV

History and Growth of PR: Evolution of PR in Indian and Global Context, Edward Bernays, Ivy Lee's role in Establishing PR - Professionalism in PR: Professionalism before the British rule and after the British rule, Growth of Public Sector. Professional Bodies: PRSI, IPRA, PRSA; Structure, Function and Role - Recent Trends in PR:

Digital PR, social media, Internet tools for PR, Digital PR Campaigns - Ethics of PR: IPRA, PRSI Code of Conduct.

UNIT – V

Principles of Public Relations: Application of Principles in the Industry - Process of Public Relations: RPCE (Research, Planning, Communication, Evaluation) Model, PEST Analysis, SWOT Analysis - Tools of Public Relations: Press Releases, Press Conference, Media Tours, Newsletters, House Journals, Exhibitions, Events, Online Tools. Publics of Public Relations: Internal Publics; Employees, Investors, Suppliers and External Publics; Customers, Media, Government Importance of Communicating with the Publics. Public Relations in Public and Private Sector: Difference between Public and Private Sector, Growth and Need for PR in Public and Private Sector, Challenges, Opportunities and Threats.

SUGGESTED READINGS:

- Altstiel, Tom & Grow, Jean . Advertising Creative Strategy, Copy & Design, 3rd edition. India: Sage
- Bovee & Arens. Contemporary Advertising. USA: Irwin.

- Chunawala & Sethia. Foundations of Advertising ,8th edition . India: Himalaya Publishing house.
- Dennison, Dell (2006). The Advertising Handbook. India: Jaico
- Kaul,J.M (1992).Public Relations in India. Kolkata: India: Naya Prakash.
- Lesly,Philip.(2002).Handbook of Public Relations and Communication.Delhi.,India: Jaico Publishing House.
- Nayyar,Deepak.(2006).Public Relations Communication. Jaipur, India: ABD Publishers
- Pathak,Ajit.(2008).Public Relations Management. New Delhi, India: Ocean Books Pvt.Ltd.
- Reddi,C V Narasimha.(2009). Effective Public Relations and Media Strategy. New Delhi, India:PHI Learning Pvt.Ltd.

E-RESOURCES:

- <http://www.prismjournal.org/index.php?id=homepage>
- <https://www.afaqs.com/>
- <http://www.davp.nic.in/>
- <https://www.brandwatch.com/>
- <https://www.smartinsights.com/>

**III SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – I ACCOUNTING & TAXATION**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	ESE	Total	
3.1	Common Paper Business Research Methods	4	3	30	70	100	4
3.2	Corporate Financial Reporting	4	3	30	70	100	4
3.3	Accounting for Managerial Decision	4	3	30	70	100	4
3.4	Strategic Cost Management – I	4	3	30	70	100	4
3.5	Strategic Cost Management – I	4	3	30	70	100	4
3.6	Open Elective – Write It Right	3	3	30	70	100	4
Teaching Assignment (15 hours of teaching)							2
III SEMESTER TOTAL OF CREDITS							26

**III SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – II FINANCE AND BANKING**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	ESE	Total	
3.1	Common Paper Business Research Methods	4	3	30	70	100	4
3.2	Financial Markets	4	3	30	70	100	4
3.3	Financial Services	4	3	30	70	100	4
3.4	Security Analysis	4	3	30	70	100	4
3.5	Portfolio Management	4	3	30	70	100	4
3.6	Open Elective	4	3	30	70	100	4
III SEMESTER TOTAL OF CREDITS							24

**IV SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – I ACCOUNTING & TAXATION**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	ESE	Total	
4.1	Derivatives Management	4	3	30	70	100	4
4.2	Corporate Reporting Practices Ind AS	4	3	30	70	100	4
4.3	Strategic Cost Management II	4	3	30	70	100	4
4.4	Goods & Services Tax	4	3	30	70	100	4
4.5	Dissertation	8		50	150	200	8
IV Semester Total credits							24

**IV SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – II FINANCE AND BANKING**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	ESE	Total	
4.1	Common Paper Commodity Markets	4	3	30	70	100	4
4.2	Forex Management	4	3	30	70	100	4
4.3	International Financial Institutions & Markets	4	3	30	70	100	4
4.4	Banking Operations & Management	4	3	30	70	100	4
4.5	Dissertation	8		50	150	200	8
IV SEMESTER TOTAL OF CREDITS							24

OPEN ELECTIVE

- a. Income Tax
- b. Finance and Banking

ELECTIVE PAPERS:

- I. ACCOUNTING & TAXATION
- II. FINANCE & BANKING
- III.III. SYSTEM MANAGEMENT

3.1. BUSINESS RESEARCH METHODS

Objectives:

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

Module – 1:

Research: Meaning, Purpose, Scientific method, types of research; scope of business research. Review of literature: need, purpose, notes taking.

Module – 2:

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.

Research Design: Meaning, nature, process of preparation, components of research design.

Module – 3:

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metry, checklist; pre-testing of tools, pilot study.

Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module – 4:

Analysis of data; Simple statistical techniques and their uses. Testing of Hypothesis, Research Applications – market survey.

Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.

Books for References:

2. Moses, C.A. *Survey Methods in Social Investigation*.
3. Goode & Hatt, *Methods in Social Investigation*.
4. William Emory, *Business Research Methods*.
5. Vernon Colver & H.L. Balsleg, *Business Research Methods*.
6. Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
7. Kothari. C.R, *Methodology of Research*, Vikas Publishing House.
8. K.R. Sharma, *Research Methodology*, National Publishers, Jaipur.
9. Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
10. Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill

3.2 CORPORATE FINANCIAL REPORTING

Objective:

1. To gain expert knowledge to analyze financial statements and to familiarize with recent developments in the area of financial reporting.
2. To gain ability to solve financial reporting and valuation problems.

Module 1: Accounting Standards: Accounting Standards, Interpretations and guidance notes on various aspects issued by the ICAI and their applications. Overview of International Accounting Standards (IAS);

Module 2: International Financial Reporting Standards (IFRS): Interpretations by International Financial Reporting Committee (IFRIC), Significance vis-à-vis Indian Accounting Standards. US GAAP, Application of IFRS and US GAAP.

Module 3: Corporate Financial Reporting: Issues and problems with special reference to published financial statements; Sustainability Reporting: Concept of Triple Bottom Line Reporting, Global Reporting Initiative (GRI), and International Federation of Accountants (IFAC)

Module 4: Accounting and Reporting of Financial Instruments: Meaning, recognition, de-recognition and offset, compound financial instruments, measurement of financial instruments, Hedge accounting, Disclosures; Financial Reporting by Non-banking finance companies, Merchant Bankers, stock and commodity market intermediaries.

Module 5: Developments in Financial Reporting: Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value added, Human Resource Reporting, and Inflation Accounting.

References:

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

3.3 ACCOUNTING FOR MANAGERIAL DECISIONS

Objectives:

To enable students to apply cost accounting theory in management decisionmaking process.

Module – 1: managerial Decision making

Decision making process, Database for decision-making, Cost-based Decision-making.

Module – 2: Cost behavior and profit analysis:

Marginal Costing and Short term Decisions and pricing, Application of short term decision models: key factors, diversification of products, profit planning, Product mix decision, contribution analysis, make or buy decisions, discontinuation of product, diversification of product line, accept or reject special order, break-even analysis, cost-volume profit analysis.

Module – 3: Responsibility accounting and divisional performance measurement:

Responsibility accounting: meaning and definition, process in implementation, responsibility reporting, centres for control, benefits of responsibility accounting, difficulties in the implementation of responsibility accounting, methods for measuring divisional performance, divisional performance reporting.

Module – 4: budgetary control and variance analysis

Steps in Preparation of master budget, zero based budgeting (ZBB): meaning, requisites for implementation, features, ZBB vs Traditional budgeting, benefits, criticism. Planning, programming budgeting system (PPBS): meaning, definition, PPBS vs conventional budgeting, stages in PPBS, advantages. Performance budgeting: meaning, reasons of performance budget, requisites, and steps in implementation. Monitoring results and control variances: planning and operational variances, interpretation of variances. (Theory only).

Module – 5: Uniform Costing and inter firm comparison

Meaning, objectives, requisites for the installation of Uniform costing, uniform costing manual, advantages and disadvantages. Inter-firm comparison: meaning, requisites, Procedure involved under inter-firm comparison, advantages and disadvantages.

Books for Reference:

1. Vashist and Saxena, *Advanced Cost and Management Accounting*, SultanChand and sons.
2. Jain and Narang, *Advanced Cost Accounting*, Kalyani.
3. Arun Prasad Roy Chowdhury, etal; *Cost and Management Accountancy*, NewCentral Book Agency.
4. Horngren, *Cost Accounting; A Managerial Emphasis*, PHI.
5. Prasad. N.K, *Principles and Practice of Cost Accounting*, Book Syndicate.
6. ICWA Publications on application of costing principles in different industries.
7. Jawaharlal, *Cost Accounting*, TMH
8. Khan and Jain, *Theory and Problem of Management and Cost Accounting*, TMH.
9. Nigam and Sharma, *Cost Analysis and Control Management Approach*, HPH.
10. ICWA, Calcutta, *Advanced Cost and Management Accountancy Methods, Techniques and Applications*.
11. Mukherjee. S and Roy Chowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.

3.4 STRATEGIC COST MANAGEMENT – I

Objective: To expose the students to the internal environment of business and to enable them to formulate strategies relating to cost.

Module – 1: Costing Strategy:

Influence of different cost elements on business enterprise, Importance of analyzing cost elements, cost control and cost reduction: meaning, process, methods and techniques of cost control and cost reduction, cost management: areas of cost management, difference between cost management and cost accounting, role of cost accounting in strategic planning and management control.

Module – 2: Strategic Cost and Performance Evaluation:

Integration of strategic cost management with performance evaluation, Strategic cost management issues in different elements of cost; material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, business process re-engineering, benchmarking.

Module – 3: Activity Based Costing System:

Introduction to traditional methods of overhead absorption, problems of overhead absorption system under Traditional System, introduction to ABC, Kaplan and Coopers approach to ABC, cost drivers and cost activities, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System, problems on comparison between traditional system and ABC system.

Module – 4: Life Cycle Costing:

Meaning of LCC, factors affecting Life cycle costing, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing: Meaning, categories of project life cycle costs, optimization of project life cycle costs.

Module – 5: Just in Time and Kaizen Costing

JIT – features, methodology in implementation of JIT, Benefits of JIT. Kaizen Costing: concept, procedure for implementation, evaluation, benefits of Kaizen costing. Lean Cost Management: Meaning, definition, factors, applications, procedure to implementation, comparison with traditional management system, Modern production management techniques, benefits and drawbacks of Lean Cost Management.

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald, Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

3.4 DIRECT TAX PLANNING

Objective:

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

Module – 1:

Basic frame work of direct taxation, principles of direct taxation appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module – 2:

Sailent features of company taxation, scheme of taxing business income of companies, business deductions/allowances, disallowances and depreciation.

Module – 3:

Computation of taxable income of companies set off and carry forward of losses, deductions under section 80G/801A-801B-801C

Module – 4:

Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, joint ventures and foreign collaborations, tax consideration in make or buy, own or lease, retain or replace, Transfer pricing.

Module – 5:

Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.

Module – 6:

Wealth tax for companies, charging section, exempted wealth computation of netwealth, wealth tax planning.

Books for References:

1. Vinod K. Singhanian, *Direct Tax Law and Practice*, Taxman.
2. Agrarwal P.K, *Tax Planning for Companies*, Hind Law Publishers, New DELHI.
3. Dr. H.C. Mehrotra and Dr. S.P. Goyal, *Income Tax Law and Practices*, Sahitya Bhavan, Agra.
4. Sukumar Bhattachary, *Tax Planning in India*.
5. Sharat Bargava: *Direct Taxes*.
6. B.B. Lal & N. Vashist – *Direct Taxes*, - Pearson – New Delhi.
7. Girish Ahuja and Dr. Ravigupta – *Direct Taxes Law and practices*-Bharaths.
8. Dr. Manohar – *Direct Taxes*, - Snow white.

4.1 DERIVATIVE MANAGEMENT

Objective

1. To expose students to the world of commodity markets
2. To expose students to the financial instruments used in commodity markets.

MODULE I : Introduction to Derivatives

Unit 1: Definition – Types – Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – Requirements for a successful derivatives markets -Introduction – Futures terminology – Key features of futures contracts – Futures vs. Forwards – Pay off for futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies – Hedging – Speculation – Arbitrage – Spread trading.

Unit 2: Options: Introduction – Options terminology – Types – Options pay off – Equity options contracts in India – Index options – Stock options – Options trading strategies – Hedging – Speculation – Arbitrage – Straddle – Strangles – Strips and straps – Spread trading. Trading Clearing and Settlement of Options and Futures

Unit – 3 : Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

Unit – 4: Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments

Unit – 5 : Commodity Markets and Exchanges:

Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets - Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform – Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.

Books for Reference:

1. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
2. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
3. Annals of an Abiding Liberal, Galbraith.
4. Economic Geography, Truman A. Harsshron and John W. Alexander.
5. World Resouces and Trade, Khanna and Gupta.
6. World Resources, Zimmerman.
7. Economic Geography – A Resouces Approach – Gun and Chatterji.
8. CD of IIPM Commodity Futures National Seminars.
9. Economic Geography – Prentice Hall of India.
10. Economic Times & Business Line (Daily)
11. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.

4.2 CORPORATE REPORTING PRACTICES AND IND AS

Objective:

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

Module 1: Evolution and Convergence of International Financial Reporting Standards (IFRS) in India: GAAP in India and Hierarchy of GAAP in India, International Financial Reporting Standards, First time adoption (IFRS 1) –Convergence with IFRS – Stage -wise Approach, Advantages of converting to IFRS, Significant Criticisms of IFRS, Key Business issues that will need to be addressed for successful implementation of IFRS, challenges and opportunities faced by India in the implementation of IFRS - An overview of IND ASs: list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA) - Comparison of IFRS with Ind AS.

Module 2: Accounting and Reporting for Business Combinations (As per Ind AS): Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, purchase consideration and settlement; Accounting in books of vendor/transferor company, Accounting for investment in subsidiary, Accounting for holding companies (including chain holdings, multiple holdings), Corporate Financial Restructuring (including intercompany holdings), Reconstruction schemes, De-merger.

Module 3: Group Financial Statements/ Consolidated Financial Statements: Consolidation of foreign-Holding company, Subsidiary Company and Associate Company including multiple subsidiaries, Concept of a group, Purposes of consolidated financial statements, consolidation procedures- Minority interest, Goodwill, Treatment pre- acquisition profit and concept of Fair value at the time of acquisition,

Module 4: Consolidated Income Statements: balance Sheet and cash Flow Statements for Group companies, Impact of group financial statements at the point of acquisition, Treatment of investment in associates in consolidated financial statements, compare and contrast acquisition and equity methods of accounting, Treatment of investment in Joint ventures in consolidated financial statements

Module 5: Accounting for Industry based standards: Agriculture – Insurance contracts-Exploration for and Evaluation of Mineral Resources-Regulatory Deferral Accounts.

References:

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

4.3 STRATEGIC COST MANAGEMENT – II

Objective: To expose the students to the external environment of business and to enable them to formulate strategies relating to cost and pricing.

Module –1: Pricing Strategies in Decision Making

Pricing strategies: Pricing policy, process, Role and methods: cost plus pricing, Marginal cost pricing, pricing for target rate of return, added value method of pricing, differential cost pricing going rate pricing, opportunity cost pricing, standard cost pricing, customary pricing, pricing strategy for Export oriented products, methods of export pricing, pricing strategies for new products, management accountant role in product pricing.

Module –2: Transfer Pricing

Transfer Pricing – meaning, necessity, Objectives, applications, Methods (Cost Based, Market Price Based and Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Guiding Principles in the fixation of transfer prices, Transfer Price in different situations. International transfer pricing: meaning, factors affecting international transfer pricing.

Module 3: Learning Curve Theory:

Introduction, meaning and definition of learning curve, phases in learning curve, applications of learning curve, factors affecting learning curve, comparison between learning curve and experience curve.

Module – 4: Cost of Quality and TQM

Definition, classification of quality costs, cost of Conformance, Prevention costs, appraisal costs, cost of Non-conformance, optimization of quality cost, TQM Core concepts of TQM, Benefits of TQM. TQM –basics, stages, principles, control, corrective actions, PRAISE- steps, problems, implementation Cost of quality report Continuous process improvement.

Module – 5: Balanced Scorecard and Benchmarking

BSC: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, perspectives of B.SC and implementation of Balanced score Card, case studies on BSC. Benchmarking – Concepts, Benchmarking process, Impact on Indian Industry, Types of Benchmarking

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald, Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

4.4 GOODS AND SERVICE TAXES

Objective:

COURSE OBJECTIVES 1. To give an overview of the concept of GST. 2. To acquaint the students with provisions of input tax credit and payment of GST. 3. To impart knowledge about procedure compliances under GST. 4. To familiarise students with impact of GST on specific sectors and compensation to the states.

COURSE OUTCOMES After the completion of this course student will be able to: 1. understand the background for introduction of GST in India; 2. know about eligibility and conditions for availing input tax credit; 3. learn about registration requirements, maintenance of books of accounts and assessment under GST; and 4. understand impact of GST and compensation to states on account of any loss that occurs due to introduction of GST in the states; 5. acquire knowledge about recent changes taking place in GST Law.

Module - 1 :

UNIT-I Introduction to GST- Concept; Genesis of GST in India; Legislative framework of GST; Advantages of GST; Composition scheme; Reverse charge mechanism; Exemption from GST; Supply: meaning, scope, composite and mixed supply, time and value of supply; Import and export of goods and services under GST; Impact of GST on E-commerce market place sellers; E-way bill.

UNIT-II Input Tax Credit & Payment of GST: Eligibility and conditions for taking input tax credit; Apportionment of credit and blocked credits; Credit in special circumstances; Distribution of credit by input service distributor; Recovery of Credit; Reversal of credit; ITC Utilization; Tax Invoice; Credit Notes; Debit Notes Electronic Cash Ledger; Electronic Credit Ledger; Electronic liability ledger; Manner of payment of tax-Tax Deduction at Source; Collection of Tax at Source; Refunds.

UNIT-III Determination of taxable value of goods and services.

Items included and deductions against taxable value. Practical problems related to computation of taxable value of goods and services supplied. Tax rates applicable on supply of goods and services. Practical problems relating to calculation of GST payable on goods and services supplied.

Module - 4: Composition levy- eligibility, provisions, rules, rates and practical problems. Provisions and rules regarding input tax credit. Practical problems relating to calculation of ITC. Performance and preparation of tax invoice. Payment of GST, Return and assessment provision and process. Job work and reverse charge-provisions and rules. Maintenance of accounts and records. Refund of tax.

Module - 5: Provision of integrated GST regarding interstate supply. Calculation of Taxable supply and tax payable under IGST and adjustment. GST council and administration. Introduction and brief background of customs duty, Important definitions - Goods, Dutiable goods, Person In-charge, Indian customs water, types of customs duty, Valuation for custom duty. items to be included and excluded in customs value, computation of Assessable value and Custom duty

Books for Reference:

1. GST Bare Act
2. Datey, V.S, GST Ready Reckoner, Taxmann, New Delhi.
3. GST Act with Rules and Forms- Taxmann, New Delhi.
4. Gupta, V and Gupta, N.K, GST- Law, Practice and Procedures, Bharat Publications, New Delhi.
5. Mehrotra, H.C and Agarwal, V.P, Goods and Service Tax, SahityaBhawan Publications, Agra