

# Master of Commerce

PROGRAMME GUIDE

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## **INTRODUCTION**

The programme has been designed primarily to suit the needs of the students who wish to pursue post graduation in Commerce. In the post globalization period, there is a huge requirement of manpower having M.Com degree to cater to the needs of financial sector to help the organisation to apply and proper implication of accounting policies and accounting procedures so to maintain the uniformity and reliability in financial results of the organisations. The aim of the M.Com is to equip graduates with knowledge and regarding the fundamental disciplines of business and commerce; to provide graduates with the theoretical frameworks and analytical tools necessary to successfully manage the accounting system of modern enterprises; to ensure that graduates are equipped to act professionally and ethically in their chosen field; and to ensure that graduates are able to add significant value to their organisation.

## **ACADEMIC OBJECTIVES**

M.Com program is designed for students who aspire to be accounting experts while having the business knowledge at the same time; to be the business leaders and managers of the future. The program aims to impart the necessary knowledge, skills and self confidence to assist in effective and successful management, within constantly changing and highly competitive national and international business environments.

**PROGRAMME CODE:** 3422

### **DURATION OF THE PROGRAMME:**

**Minimum Duration** 2 Years

**Maximum Duration** 5 years

### **MEDIUM OF INSTRUCTION/ EXAMINATION:**

Medium of instruction and Examination shall be **English**.

**Scheme**

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>Cr.</b>	<b>CA</b>	<b>ETE(Th.)</b>	<b>ETE(Pr.)</b>
<b>TERM 1</b>					
DCOM401	ORGANISATION BEHAVIOUR	4	20	80	0
DCOM402	BUSINESS ENVIRONMENT	4	20	80	0
DCOM403	MANAGEMENT ACCOUNTING	4	20	80	0
DCOM404	CORPORATE LEGAL FRAMEWORK	4	20	80	0
DECO405	MANAGERIAL ECONOMICS	4	20	80	0
<b>TERM 2</b>					
DCOM405	MARKETING MANAGEMENT	4	20	80	0
DCOM406	FINANCIAL MANAGEMENT	4	20	80	0
DCOM407	HUMAN RESOURCE MANAGEMENT	4	20	80	0
DCOM408	RESEARCH METHODOLOGY	4	20	80	0
DCOM409	CONTEMPORARY ACCOUNTING	4	20	80	0
<b>TERM 3</b>					
DCOM501	INTERNATIONAL BUSINESS	4	20	80	0
DCOM502	INDIRECT TAX LAWS	4	20	80	0
DCOM503	INDIAN FINANCIAL SYSTEM	4	20	80	0
DCOM504	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	20	80	0
DCOM505	WORKING CAPITAL MANAGEMENT	4	20	80	0
<b>TERM 4</b>					
DCOM506	STRATEGIC MANAGEMENT	4	20	80	0
DCOM507	STOCK MARKET OPERATIONS	4	20	80	0
DCOM508	CORPORATE TAX PLANNING	4	20	80	0
DCOM509	ADVANCED AUDITING	4	20	80	0
DCOM510	FINANCIAL DERIVATIVES	4	20	80	0
<b>TOTAL CREDITS</b>			<b>80</b>		

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>1</b>	Course Title:	<b>ORGANIZATION BEHAVIOR</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

Sr. No.	Topics
1.	Foundations of Organizational Behaviour: - The nature and determinants of organizational behavior , Roles & Functions of Managers & need for knowledge of OB, contributing disciplines to the field
2.	Individual Behaviour: Biographical characteristics, Ability, Learning: Theories of Learning (Classical Conditioning, Operant Conditioning, Social Learning) Values, attitudes & Job satisfaction
3.	Personality: Determinants, Personality Testing: Myers Briggs Type Indicator, Big Five Model. Emotions, Emotional Intelligence. Perception & Individual Decision Making
4.	Work Motivation : Early Theories (Mc. Gregor's Theory X & Y , Abraham Maslow's Need Hierarchy Theory , Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory , Alderfer's ERG Theory , Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory) & Applications of Motivation Theories
5.	Group Behaviour : Types of Groups, Stages of Group Development, Group Decision Making, Group Properties Understanding Teamwork: Types of Teams, Creating Effective teams, Turning individuals in team players.
6.	Current issues in organizational communication: Gender and Cross Cultural issues, Politically correct communications
7.	Leadership: Basic Approaches (Trait Theories, Behavioral Theories & Contingency Theories), Transactional vs. Transformational leaders, Charismatic leaders.
8.	Conflict: Transition in conflict thought, the conflict process, conflict and negotiation: bargaining strategies, transactional analysis as a tool for conflict management Negotiation process, issues in negotiation. Power and Politics.
9.	Organizational Change & Stress Management: Forces for Change, types of change, resistance to change, Lewin's 3 step model for managing planned change, Contemporary change issues
10.	Stress management: Sources of stress, individual differences, stress management techniques

**READINGS: SELF LEARNING MATERIAL**

**ADDITIONAL READINGS:**

1. Robbins Stephen P. & Seema Sanghi, Judge Timothy A. Organization Behavior, Pearson Education (2009).
2. Luthans F, Organization Behavior, McGraw Hill.
3. Mc Shane & Von Glinow, Organization Behavior, Mc Graw Hill.
4. Pareek Udai, Understanding Organizational Behavior, Oxford

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>2</b>	Course Title:	<b>BUSINESS ENVIRONMENT</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	<b>Indian Business Environment:</b> Theoretical Framework of Business Environment, Recent developments in political, economical and financial environment.
<b>2.</b>	Techniques of environment scanning and monitoring, SWOT analysis of Indian Economy.
<b>3.</b>	<b>Industrial Policy and Regulatory Structure:</b> Industrial Policies; Industrial Licensing; Stock Exchanges in India; Liberalisation, Privatisation and Globalisation.
<b>4.</b>	<b>Economic Environment of business:</b> Economic Trends; National Income; Industrialisation and Economic Development; Inflation, Problems of Growth.
<b>5.</b>	<b>Political Environment:</b> India's Monetary and Fiscal Policy; Foreign Trade Policy and BoP; Direct and Indirect Taxes.
<b>6.</b>	<b>Socio - Cultural Environment:</b> Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance and Corporate Social Responsibility
<b>7.</b>	<b>Legal Environment:</b> MRTP Act, FERA, FEMA, IPR, RTI.
<b>8.</b>	<b>Foreign Trade:</b> Foreign Investment, MNCs; EXIM Policy; SEZ.
<b>9.</b>	<b>International Business Environment:</b> International Organisations: IMF, World Bank, ADB, WTO.
<b>10.</b>	<b>Contemporary issues in Business Environment.</b>

**READINGS:** SELF LEARNING MATERIAL.

**ADDITIONAL READINGS:**

1. Saleem Shaikh, Business Environment, Pearson Education, New Delhi, 2009.
2. Paul Justin, Business Environment: Text & Cases, Tata McGraw-Hill, New Delhi, 2008.
3. Cherunilam. F, Business Environment, Himalaya Publication House, Mumbai, 2008.
4. Bedi S, Business Environment, Excel Books, New Delhi, 2004
5. Pandey G.N, Environmental Management, Vikas Publishing, New Delhi, 2007.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>3</b>	Course Title:	<b>MANAGEMENT ACCOUNTING</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

Sr. No.	Topics
<b>1.</b>	<b>Introduction to Accounting:</b> Management accounting as a area of accounting; Branches of Accounting & its inter relationships, and Role of Management Accountant
<b>2.</b>	<b>Understanding Corporate Financial statements:</b> types, form, content, uses and limitations
<b>3.</b>	<b>Financial Statement Analysis:</b> Common-size statements, Comparative statements, Trend analysis.
<b>4.</b>	<b>Ratio Analysis:</b> Liquidity, Solvency, Profitability, Turnover Ratios; Calculation and relevance for analysis
<b>5.</b>	Fund Flow Statement & Cash Flow Statement
<b>6.</b>	<b>Budgeting:</b> meaning, features, types and preparation of Budgets & Budgetary Control System: features, objectives and Zero-base Budgeting
<b>7.</b>	Standard Costing and Variance Analysis
<b>8.</b>	Responsibility Accounting and Transfer Pricing
<b>9.</b>	<b>Introduction to methods of costing:</b> Absorption costing, Marginal costing & CVP Analysis, Use of cost data in decision making: Decisions involving alternative choices, pricing Decisions
<b>10.</b>	Management Reporting and MIS

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. *Management Accounting, Principles and Practices*, Shashi Gupta and R.K.Sharma, Kalyani Publishers, 11<sup>th</sup> Edition.
2. Paresh Shah, *Management Accounting*, Oxford University Press, 2009.
3. MY. Khan and P.K. Jain, *Management Accounting*, 5th Edition, Tata McGraw Hill Publishing Company, New Delhi.
4. Pandey, I.M, *Management Accounting*, Vikas Publishing House.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>4</b>	Course Title:	<b>CORPORATE LEGAL FRAMEWORK</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	<b>Laws of Contract:</b> meaning, nature of Contract, elements of valid contract, proposal, consideration, Laws of contract: Agreement declared as void, performance of contract, Discharge of contract, remedies for Breach of Contract.
<b>2.</b>	Consumer protection Act, 1986, FEMA Act, 1999, Information technology Act, 2000, The competition Act 2002
<b>3.</b>	<b>Negotiable Instrument Act, 1881:</b> meaning, types of negotiable instruments, rules and regulations associated with the Act.
<b>4.</b>	<b>Indian Companies Act, 1956:</b> Meaning, kinds of Companies.
<b>5.</b>	<b>Formation of Company :</b> Documents related with incorporation: Memorandum of Association, Articles of Association, and Prospectus.
<b>6.</b>	<b>Share Capital :</b> Company Management and Administration, types of Meetings, Liquidation of Company.
<b>7.</b>	<b>Industrial Law:</b> Factories Act, 1948, workmen's compensation Act, 1923.
<b>8.</b>	Employee provident fund Act, 1952, payment of gratuity Act, 1972, minimum wages Act, 1948, trade unions Act, 1926.
<b>9.</b>	<b>The Securities and exchange board of India:</b> Establishment of SEBI, Powers and Functions of SEBI.

**READINGS:** SELF LEARNING MATERIAL.

**ADDITIONAL READINGS:**

1. Kapoor, N.D., "Elements of Mercantile law", Sultan chand & sons, new delhi.
2. Singh Avtar, "Company Law", Eastern book co.



Course Code:	<b>D</b>	<b>E</b>	<b>C</b>	<b>O</b>	<b>4</b>	<b>0</b>	<b>5</b>	Course Title:	<b>MANAGERIAL ECONOMICS</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

#### COURSE CONTENTS:

Sr. No.	Topics
1.	<b>Introduction to Managerial Economics: Scope of Economics, Economic Principles relevant to Managerial Decisions, Relationship of Managerial Economics with Decision Sciences.</b>
2.	<b>Market Demand and Supply:</b> Determinants of Demand, Basis for Demand; Direct and Derived demand; Law of Demand, Law of Supply, Market Equilibrium. Consumer Behavior.
3.	<b>Utility analysis:</b> Cardinal and Ordinal utility, Equi-marginal utility. Indifference curve and its properties. Consumer Equilibrium with Cardinal and Ordinal approach, Consumer surplus, Price, Income and Cross Elasticity of Demand.
4.	<b>Production Theory:</b> Production Functions with one variable and two variable inputs, Producers' Equilibrium, Expansion Path, Total, Marginal and Average Revenue curve; Law of Diminishing Returns to Factor; Returns to Scale.
5.	<b>Cost Analysis:</b> Types of Costs; Short Run and Long Run Cost Curves; Economics of Scope and Economies of Scale. Revenue Analysis: Types of Revenue Curves and their applications.
6.	<b>Market Structure:</b> Perfect Competition; Assumptions, Price and Output determination in Perfect Competition in Short and Long run.
7.	<b>Imperfect Competition:</b> Monopoly–Features; Price and Output decisions; Price Discrimination.
8.	<b>Monopolistic Competition:</b> Features; Price and Output decisions; Short and Long run Equilibrium.
9.	<b>Oligopoly:</b> Features; Cartels and Collusions (introductory); Kinked Demand curve.
10.	<b>National income:</b> Concepts, Methods of measuring National Income, Problems in measuring National Income, Circular Flow of Income in 2 Sector and 4 Sector model

#### READINGS: SELF LEARNING MATERIAL

#### ADDITIONAL READINGS:

1. Geetika, Piyali Ghosh, Choudhury Purba Roy, *Managerial economics*, Tata Mcgraw Hill, New Delhi, Latest Edition.
2. Ahuja H.L. , *Advanced Economic analysis*, S.Chand & Co. Ltd, New Delhi, Latest Edition.
3. Shapiro Edward, *Macro Economics*, Galgotia Publications, Latest Edition.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>5</b>	Course Title:	<b>MARKETING MANAGEMENT</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Marketing Concepts, Marketing Mix, Marketing Environment
<b>2.</b>	Strategic Planning Process, Market segmentation and Targeting and positioning
<b>3.</b>	Marketing Research, Marketing Information system
<b>4.</b>	Consumer Buying Behaviour, Consumer buying decision process
<b>5.</b>	Managing product, Product Differentiation and Positioning, New Product Development, Product Life cycle, Managing Brands and Brand equity
<b>6.</b>	Meaning and Significance of price, Factors influencing pricing, General Pricing Approaches, Pricing Strategies
<b>7.</b>	Physical Distribution and Marketing Logistics, Marketing Channels, Creating and Managing Dealer Network, Retailing and Wholesaling.
<b>8.</b>	Integrated Marketing Communication, Sales Promotions, Advertising and Public Relations, Sales Management, Personal Selling, Direct Marketing
<b>9.</b>	Marketing Evaluation and Control, Marketing of services
<b>10.</b>	Recent concepts in Marketing, Global Marketing Strategies for Indian Firms.

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Ramaswamy & Namakumari, Marketing Management, 4<sup>th</sup> edition, McMillan Publication.
2. Kotler, Keller, Koshy & Jha, Marketing Management, 13<sup>th</sup> edition, Pearson Education Asia.
3. Mc Daniel, Lamb, Hair, Introduction to Marketing, Indian Edition, Cengage learning.
4. Kleith Blois, Textbook of Marketing, Indian Edition, Oxford University Press.
5. Pride, Ferrell, Marketing Concept and Strategies, 12<sup>th</sup> Edition, Biztantra.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>6</b>	Course Title:	<b>FINANCIAL MANAGEMENT</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Financial management: meaning, scope and objectives
<b>2.</b>	Financial decision making and planning: objectives types and steps in financial planning; Investment, financing and dividend decisions
<b>3.</b>	Time value of money: compounding and discounting techniques.
<b>4.</b>	Capital Budgeting: methods, capital rationing, risk and uncertainty in capital budgeting decisions
<b>5.</b>	Sources of finance: short-term and long-term, leasing as a source of finance
<b>6.</b>	Capital structure decisions: theories of capital structure, optimum capital structure
<b>7.</b>	Cost of capital: Significance and computation of cost of capital equity, preference, debt and retained earnings, weighted average cost of capital
<b>8.</b>	Leverage: operating, financial and combined.
<b>9.</b>	Working capital: concept, significance and determinants, sources of working capital, cash and receivable management, Inventory Management.
<b>10.</b>	Dividend Policy: theories and forms of dividend, controversy over supremacy between dividend and retention.

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Pandey I. M. *Financial Management*, Vikas Publishing House: New Delhi. 2006
2. Rastogi,R.P and Kuchhal, S.C. *Financial Management*, Chaitanya Publishing House: New Delhi. 2005
3. Khan, M.Y and Jain, R.K. *Financial Management*, Tata McGraw Hill Publications: New Delhi. 2006
4. Martin. John and William, J. Petty.*Basic Financial Management*. Prentice Hall Publishing House: New Delhi. 2006

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>7</b>	Course Title:	<b>HUMAN RESOURCE MANAGEMENT</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Introduction to Human Resource Management, Evolution of HRM, Objectives and Functions, HRM Policies, HR as a source of competitive advantage, Strategic HRM, e- HRM.
<b>2.</b>	Human Resource Planning – HRP Process, Human Resource Information System (HRIS), Job analysis, job design & redesign, job carving, de – jobbing.
<b>3.</b>	Recruitment & Selection: sources of recruitment, e – recruitment, alternatives to recruitment, Process of selection, Modern selection tools, Types of interviews, Induction / on boarding, Placement.
<b>4.</b>	Training and Development - Concept and Need, T & D Process, Training need Identification, Methods of Training, Designing T&D Programme, Outsourcing training. Executive development programme. Evaluation of training & developmental programmes
<b>5.</b>	Performance management system: Its components, Essentials of effective Performance management system, Methods and techniques of Performance Appraisal, Potential appraisal.
<b>6.</b>	Compensation Management : components of Employee remuneration, Devising a remuneration plan, Job evaluation, Paying a diverse workforce: cafeteria types pay plans, Performance based pay : Individual & Team incentives. Modern methods of gain sharing
<b>7.</b>	Human resource Development: Concept, scope, need & objectives.HRD framework: Techniques, outcomes. Career planning and development, Quality of Work Life , Employee empowerment participation in management, Employee retention: Factors leading to turnover , employee retention strategies
<b>8.</b>	Industrial Relations: Dunlop’s Model, Evolution Trade unions , causes of industrial dispute , Dispute Resolution mechanism, grievance handling, collective bargaining Employee Health and Safety Management: the statutory & voluntary measures, Social security measures.
<b>9.</b>	Global HRM: Global staffing strategies, Managing a diverse workforce, Pre-departure training, expatriate repatriation, role of HRM in Mergers & acquisitions across the globe.

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Mondy Wayne; Human Resource Management; Pearson Education.
2. Aswathappa K, Human Resource and Personnel Management, Tata Mc Graw Hill.
3. Agarwala Tanuja; Strategic Human Resource Management; Oxford Higher Education.
4. Dessler Gary, Varkkey Biju; Human Resource Management, Person Education ,2008

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>4</b>	<b>0</b>	<b>8</b>	Course Title:	<b>RESEARCH METHODOLOGY</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

Sr. No.	Topics
1.	<b>An Introduction to Research:</b> Meaning, Process, Defining, Research Problem: Selection, Understanding, Necessity of defined problem, Research Design , need and types of Research Design
2.	<b>Sampling Design:</b> Steps of Sampling design, Characteristics of good Sampling Design, Different types of Sampling Design.
3.	<b>Measurement and Scaling Technique:</b> Tools of Sound Measurement, Techniques Of Developing Measurement Tools, Scaling meaning and Important Scaling Techniques
4.	<b>Data Collection:</b> Primary ( Interview, Observation and Questionnaire and Collection of Secondary Data
5.	<b>Data Analysis:</b> Measure for Central Tendency, Dispersion , Correlation And Regression Analysis , Time series and index number
6.	<b>Hypothesis Testing:</b> Hypothesis Definition and Formulation, t test , z test , ANOVA
7.	<b>Multivariate Analysis:</b> Classification, Important Methods of Factor analysis, factor analysis , rotation in Factor Analysis, overview of cluster analysis, discriminant analysis, multi dimensional scaling , conjoint analysis
8.	<b>Report Writing:</b> Technique and Precaution of Interpretation, Significance of Report Writing, Layout and Types of Report

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Kothari C.R, *Research Methodology Methods And Techniques*, new age international Publishing co , 2<sup>ND</sup> edition 2009.
2. Levin R.I. and Rubin D.S., *Statistics For Management*, Prentice-Hall Publishing Co., New Delhi, 7th edition,2004.
3. Zikmund W.G.,*Business Research Methods*, South Western Cengage Learning New Delhi, 7th edition, 2004.

Course Code:	D	C	O	M	4	0	9	Course Title:	<b>CONTEMPORARY ACCOUNTING</b>
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WEIGHTAGE	
CA	ETE (Th.)
20	80

**COURSE CONTENTS:**

Sr. No.	Topics
1.	<b>Accounting Standards:</b> meaning, nature and rationale.
2.	Price-level accounting; meaning and scope, major drawbacks of historical cost system, utility and applications.
3.	<b>Environmental Accounting:</b> methodology, objectives and observations.
4.	<b>Economic Value Added (EVA):</b> concept, approaches to computation, applications and shortcomings.
5.	Social reporting: meaning, nature, need and models of social disclosure.
6.	<b>Human Resource Accounting:</b> meaning, nature and scope and approaches.
7.	<b>Corporate Reporting:</b> concept of disclosure in relation to publish accounts, issues and recent trends in corporate reporting, IFRS and its relevance.
8.	<b>The financial reporting framework:</b> the contribution and limitations of financial statements in meeting the needs of users' and capital markets; the applications, strengths and weaknesses of an accounting framework; critical evaluation of principles and practices; Forensic Accounting

**READINGS:** SELF LEARNING MATERIAL.

**ADDITIONAL READINGS:**

1. Porwal, L.S "Accounting Theory" Tata McGraw" Hill Publications: 2008
2. Lele, R.K & Lal, *Jawahar Contemporary accounting Issues*, Himalya Publishers, New Delhi:2007
3. Sarker, J.B, *Accounting & Finance-Contemporary Issues*, Deep & Deep Publications Pvt Ltd, New Delhi: 2007.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>1</b>	Course Title:	<b>INTERNATIONAL BUSINESS</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	<b>International Business:</b> Evolution, nature, influences and goals of international business, problems of international business.
<b>2.</b>	Theories of international trade.
<b>3.</b>	<b>International Business Environment:</b> introduction, social and cultural environment, technological environment, economic environment and political environment.
<b>4.</b>	Modes of entering international business.
<b>5.</b>	<b>Foreign Direct Investment:</b> meaning, international investment theories, factors influencing FDI, costs and benefits associated, trends in FDI, FDI in India.
<b>6.</b>	<b>Globalisation:</b> Emerging global economy, drivers of globalisation, globalisation of markets, policy issues, globalisation and India.
<b>7.</b>	<b>World Trade Organisation:</b> GATT, establishment of WTO, the Uruguay rounds package, WTO and anti-dumping measures, India and WTO.
<b>8.</b>	<b>Multinational Corporations:</b> Definition, factors that contributed for the growth of MNCs, advantages and disadvantages, control over MNCs, organisation structure, MNCs in india.
<b>9.</b>	<b>Conflicts and Negotiations in International Business:</b> introduction, factors causing conflicts, conflict between host and transnational company.
<b>10.</b>	International trade policies, trade blocks, international finance and foreign exchange.
<b>11.</b>	E-business vis-à-vis international business.

**READINGS:** SELF LEARNING MATERIAL.

**ADDITIONAL READINGS:**

1. Rao, Subba P., "International Business-Text and cases", Himalaya publishing house.
2. Hill W L, Charles and Arun Kumar Jain, International Business- Competing in the Global Market place, Tata McGraw Hill Publishing Company Limited, 6ed, 2009
3. Carbaugh Robert J., International Economics, Thomson South Western, 1<sup>st</sup> Ed., 2004

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>2</b>	Course Title:	<b>INDIRECT TAX LAWS</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	<b>Indirect Taxes:</b> basic features, Difference between Direct and Indirect taxes. Indian Taxation Structure.
<b>2.</b>	<b>Central Excise Duty:</b> Meaning, definitions, Kinds of excise duty, excise ability and manufacture, Classification of excisable goods and Valuation of excisable goods.
<b>3.</b>	Assessment Procedure, Various authorities under Excise Law and their powers, Clearances of excisable goods.
<b>4.</b>	Service tax: features, computation, collection and recovery of service tax and assessment procedure.
<b>5.</b>	<b>Customs Duty:</b> definitions, types of duties, levy of custom duties, collection and exemption from customs duties
<b>6.</b>	Valuation of custom goods, Clearance procedure of imported and exported goods.
<b>7.</b>	Warehousing and Duty Drawback.
<b>8.</b>	<b>Central Sales Tax:</b> Features, Definitions and Principles of Central Sales (Relating to inter-state sales, intra-state sales and sales in the course of import and export including penultimate sales).
<b>9.</b>	Registration of dealers and Procedure of assessment.
<b>10.</b>	<b>Value Added Tax:</b> features, computation and benefits of VAT.

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Sareen V.K. and Sharma A., *Indirect Tax Laws*, Kalyani Publishers: Ludhiana. Latest Edition.
2. Balachandam V., *Indirect Taxation*, Sultan Chand & Sons: New Delhi. Latest Edition.
3. Datey, V.S., *Indirect Taxes Law & Practice*, Taxmann Publication: New Delhi. Latest Edition.
4. Pagara, Dinkar, *Indirect Taxation*, Sultan Chand & Sons Co. Ltd.: New Delhi. Latest Edition.
5. Vaitheeswaran K., *Students Handbook on Indirect Taxes*, Snowwhite Publications: New Delhi. Latest Edition.



Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>3</b>	Course Title:	<b>INDIAN FINANCIAL SYSTEM</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	<b>Indian Financial System:</b> Introduction, components, key elements, functions, nature and role of financial system and financial instruments.
<b>2.</b>	<b>Financial Market Reforms:</b> context, need and objectives; major reforms after 1991.
<b>3.</b>	<b>Financial Markets:</b> money market in India; nature, instruments, types, players, location, functioning and participation.
<b>4.</b>	<b>Indian Capital Market:</b> Introduction, structure, functions and role.
<b>5.</b>	<b>Primary Market:</b> Introduction, Book building, online IPOs, Green- shoe option.
<b>6.</b>	<b>Secondary Market:</b> Introduction, stock exchanges, Listing of securities, trading and settlement and role of NSCCL.
<b>7.</b>	<b>Depositories and Custodians:</b> Depository system, DMAT, NSDL, CDSL, custodians, The stock holding corporation of India ltd.
<b>8.</b>	<b>Financial Institutions:</b> Banking and Non Banking Financial Institution, Development Financial Institution (including RRB's)
<b>9.</b>	<b>Introduction to Financial Services:</b> Factoring, Mutual Funds, Venture capital, Insurance services, Commercial banking services, Merchant banking, Leasing credit rating and Consumer Finance.
<b>10.</b>	<b>Financial Regulations:</b> Regulation of Financial Markets and Institutions, Regulatory Frame work; Securities Exchange Board of India and Reserve Bank of India

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Pathak, V. Bharti *"The Indian Financial System-Markets, Institutions and Services"* Pearson Education: New Delhi: 2009.
2. Varshney, P.N. *Indian Financial System*, Sultan Chand & Sons Co. Ltd: New Delhi. 2009.
3. Bhole, L.M. *Financial Markets and Institutions*, Tata McGraw Hill Publications: New Delhi 2009.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>4</b>	Course Title:	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Introduction to Security Analysis: Introduction, approaches to investment decisions and portfolio management process
<b>2.</b>	Fundamental Analysis(Economic Analysis, Industry Analysis and Company Analysis)
<b>3.</b>	Equity valuation models (balance sheet valuation, dividend discount model, free cash flow models, earnings), Bond Valuation
<b>4.</b>	Technical Analysis (Charting techniques & technical indicators), Efficient Market Theory.
<b>5.</b>	Models (Markowitz risk-return optimization Single Index Model, Two factor and multi factor models)
<b>6.</b>	Introduction to Portfolio Management, Portfolio Analysis, Capital Asset Pricing Theory(CML & SML), Arbitrage Pricing Theory.
<b>7.</b>	Portfolio Performance Evaluation: Sharpe, Treynor and Jensens index.
<b>8.</b>	Portfolio Revision: Formula plans; constant rupee plan, constant ratio plan and variable ratio plan

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Pandian P., Security Analysis and Portfolio Manegement, Vikas Publishing, New Delhi 2009.
2. Chandra,Prasanna, Security Analysis and Portfolio Management, Tata Mc Graw Hills, New Delhi, 2008
3. Avadhani, VA, Investment Management, Himalaya Publishing House, New Delhi, Latest Edition. Singh, Preeti: Investment Management, Himalaya Publishing House, New Delhi. Latest Edition

COURSE CODE:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>5</b>	Course Title:	<b>WORKING CAPITAL MANAGEMENT</b>
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WEIGHTAGE	
CA	ETE (Th.)
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

Sr. No.	Topics
1.	Concept & importance of Working capital management, types of working capital, factors affecting working capital requirements.
2.	Meaning & significance of operating cycle and cash cycle, estimation of working capital requirements, liquidity vs. profitability.
3.	Financing of working capital needs: Commercial banks, Commercial papers, Factoring, Trade credit, Accrued expenses, Deferred income as source for working capital.
4.	Approaches to determine an appropriate financing mix, working capital and banking policy (Recommendations of Dahejja Tandon, Chore & Marathe & Kannan committees.) MPBF norms, Managing credit risk, Disbursement and follow up of working capital finance by bank.
5.	Cash Management: Aspects of cash management, Motives for holding cash and marketable securities.
6.	Factors determining the optimum cash balance, Models-Baumol, Miller Orr, Stone, Beranek
7.	Cash Planning, Cash budget simulation and cash balance uncertainties, hedging vs. interest rate, future & options. Treasury management, Reasons for Cash flow problems.
8.	Receivable management- Introduction, Objectives of trade credit, credit policies. Dimensions of receivable management, collections from receivables, role of factoring in receivables management.
9.	Inventory Management- Introduction, tools & techniques of inventory management. Inventory control models, valuation of inventories, Inventory management and cash flow time line.
10.	Integration of working capital and capital investment process. Working capital management practices in India.

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. V.K. Bhalla, Working Capital Management, Anmol Publications, New Delhi, 2007.
2. Khan & Jain, Financial Management, Tata Mc-Graw Hill, New Delhi, 2007.
3. Panday, IM, Financial Management, Vikas Publication, New Delhi, 2007.
4. Chandra P, Financial Management: Theory & Practices, Tata Mc-Graw Hill, New Delhi, 2007.
5. J D Aggarwal, Working Capital Management, IIF.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>6</b>	Course Title:	<b>STRATEGIC MANAGEMENT</b>
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WEIGHTAGE	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

Sr. No.	Topics
1.	Nature of Strategic Management, Dimensions, benefits and risks. The strategic management process.
2.	Strategy formulation. Business vision and mission, Importance, Characteristics and components. Evaluating mission statements.
3.	The External Assessment, Porters five force analysis. Industry and competitive analysis. The Global Environment, competitive strategies for firms in global markets.
4.	The Internal Assessment: SWOT Analysis, strategy and culture. Value Chain Analysis. Resource based view of the firm. Benchmarking.
5.	Strategies in Action: The balanced scorecard, types of strategies, Integrative, Intensive, Diversification strategies, defensive strategies, Porters Generic Strategies.
6.	Strategy analysis and choice: Business level strategies. Cost leadership, Differentiation, Speed and market focus. Multi business strategy: BCG matrix, GE Nine Cell matrix. Limitations of portfolio approaches. The Parenting framework.
7.	Strategy Implementation: Short term objectives, functional tactics. Empowering Operating personnel, Allocation of resources, managing resource conflict.
8.	Structure and strategy: Improving effectiveness of traditional organisational structures. Creating Agile Virtual Organisations, Modular organisation. Towards boundary less structures.
9.	Leadership and culture: Strategic intent, Shaping organisational culture. Role of leader in organisational culture.
10.	Strategy evaluation: Strategy evaluation process.

**READINGS: SELF LEARNING MATERIAL**

**ADDITIONAL READINGS:**

1. Strategic Management: formulation, Implementation and control. Pearce, Robinson & Mittal, TATA Mc. Graw Hill Special Indian Edition, 10<sup>th</sup> Edition.
2. Strategic management: Concepts and cases. Fred David. Prentice Hall India 12<sup>th</sup> Edition.
3. Strategic Management: an integrated Approach, Hill & Jones. Publisher Biztantara or Cengage, Sixth Edition.

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>7</b>	Course Title:	<b>STOCK MARKET OPERATIONS</b>
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**COURSE CONTENTS:**

<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Basics of investment: nature, feature and types of investors.
<b>2.</b>	Security Market: An overview, market terminology and investment procedure in primary and secondary market.
<b>3.</b>	Portfolio Theory: Risk-Return Analysis, systematic and unsystematic risk and risk measurement
<b>4.</b>	Trading System in stock exchange: Introduction, NEAT & BOLT, Screen based trading System (SBTS), Market phases, order management, trade management, Market Window operations and Auction.
<b>5.</b>	Trading Strategies: long v/s short and brief introduction to hedging, daily settlement and market Margins.
<b>6.</b>	Practical Industry Analysis: Stock selection (Fundamental and technical Analysis)
<b>7.</b>	Overview: Derivatives, Mutual Funds, ULIPs, commodity and currency market

**READINGS: SELF LEARNING MATERIAL**

**ADDITIONAL READINGS:**

1. Kevin, S.N "Security Analysis and Portfolio management" PHI Publications: New Delhi: 2009
2. Varshney, P. N "Indian Financial System" Sultan chand and Sons: Delhi 2008
3. NSE Capital Market Dealer Module, NSEIL Publications: National Stock Exchange: 2009

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>8</b>	Course Title:	<b>CORPORATE TAX PLANNING</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Basic framework of tax laws in India, Residential status of a Company and incidence of tax, Corporate Tax Planning: meaning, Tax Evasion and Tax Avoidance. Tax Planning & Tax Management
<b>2.</b>	Planning regarding Set off & Carry Forward of Losses and Computation of taxable income of companies, Minimum Alternate Tax, Tax on distributed profits of domestic companies, Tax on dividends and income received from venture capital companies.
<b>3.</b>	Special provisions in respect of newly established undertakings in Free Trade Zones: General and specific conditions, consequence of amalgamation, demerger and sec 10A. Special provisions in respect of newly established undertakings in SEZ's.: conditions, consequence of amalgamation, demerger and sec 10AA. Special provisions in respect of newly established undertakings in 100% EOU's: specific conditions, consequence of amalgamation, demerger, sec 10 B
<b>4.</b>	Deductions available to undertakings developing infrastructure facility, SEZ, Industrial Park, power generation, Telecommunication, reconstruction of power unit. Deductions in respect of profits and gains of undertakings engaged in development of SEZ. Deductions in respect of certain undertakings in certain special category of states, North-Eastern States. Application of these special conditions
<b>5.</b>	Decision regarding form of organization. Tax Planning regarding form of organization with reference to sole proprietorship, Partnership & Company
<b>6.</b>	Financial Management Decisions: Capital Structure Decisions, regarding Dividend Policy: meaning of dividend and its distribution, DDT and regarding issue of Bonus Shares.
<b>7.</b>	Managerial Decision: Buy or Lease, Make or Buy and Export or Local Sales, Tax Planning regarding employees remuneration, FBT Planning and Remuneration Planning
<b>8.</b>	Tax Planning in case of liquidation, Advance payment of Tax and Double Taxation Relief
<b>9.</b>	Restructuring business, Amalgamation: conditions, transfer of capital asset, Setoff and carry forward of losses and consequences, Demerger: Conditions, transfer of capital asset, capital gains, Set off and carry forward of losses, expenditure on demerger and consequences
<b>10.</b>	Conversion of sole proprietorship into company and firm into company, Slump Sale and Transfer of assets between holding and subsidiary company

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Singhanian, V. K.& Singhanian, Kapil. *Direct Taxes law & Practice*, Taxmann Publications: New Delhi. Latest Edition
2. Lakhotia, R.N. *Income Tax Planning Handbook*, Vision Books, New Delhi. Latest Edition
3. Aggarwal, K. *Direct Tax Planning and Management*, Atlantic Publications, New Delhi. Latest Edition
4. Srinivas E. A. *Handbook of Corporate Tax Planning*, Tata McGraw Hill. New Delhi. Latest Edition
5. Ahuja, G. K. & Gupta, Ravi. *Systematic Approach to Income Tax*, Bharat Law House. Allahabad Latest Edition

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>0</b>	<b>9</b>	Course Title:	<b>ADVANCED AUDITING</b>
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<b>WEIGHTAGE</b>	
<b>CA</b>	<b>ETE (Th.)</b>
<b>20</b>	<b>80</b>

**COURSE CONTENTS:**

<b>Sr. No.</b>	<b>Topics</b>
<b>1.</b>	Auditing: introduction, auditing standards and IFRS, their relevance, Introduction to US- GAAP
<b>2.</b>	Internal Control, Evaluation of internal control procedures and establishing coordination between internal audit and external audit.
<b>3.</b>	Audit Sampling, Analytical procedures
<b>4.</b>	Auditing in computerized environment, improving audit effectiveness
<b>5.</b>	Audit of limited companies
<b>6.</b>	Government audit, government and independent financial audit: comparison, Introduction to Special Audit and Efficiency Audit
<b>7.</b>	Special features of audit of public sector undertakings , audit of banks, audit of non banking financial companies, insurance companies, co-operative societies ,Tax audit
<b>8.</b>	Special Audit, Efficiency Audit, Cost audit and its relevance
<b>9.</b>	Professional Ethics and Regulations
<b>10.</b>	Current issues in auditing

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. Gupta Kamal, Contemporary Auditing, Tata McGraw Hills. New Delhi. Latest Edition.
2. Pagare Dinkar, Basics of Auditing, Sultan Chand & Sons, New Delhi
3. Bigg W. Walte, Practical auditing, Allied Publishers

Course Code:	<b>D</b>	<b>C</b>	<b>O</b>	<b>M</b>	<b>5</b>	<b>1</b>	<b>0</b>	Course Title:	<b>FINANCIAL DERIVATIVES</b>
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WEIGHTAGE	
CA	ETE (Th.)
20	80

**COURSE CONTENTS:**

Sr. No.	Topics
1.	<b>Introduction to derivatives:</b> Definition, Products, Participants and functions ,types of members to be included, types of derivatives, Exchange-traded vs. OTC derivatives markets, Derivatives market at NSE (including turnover)
2.	<b>Introduction to futures:</b> Forward contracts, Limitations of forward markets, Introduction to futures, Distinction between futures and forwards contracts, Futures terminology.
3.	<b>Introduction to options:</b> Option terminology, Distinction between Futures and options, Index derivatives. Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options;
4.	<b>Application of Futures &amp; Options:</b> Payoff for derivatives contracts (futures and options), difference between trading securities and trading futures on individual securities, Use of Futures (Only simple strategies of hedging, speculation and arbitrage): Index futures, Stock futures; Use of Options (Only simple strategies of hedging, speculation and arbitrage) : Index options, Stock options
5.	<b>Trading:</b> Futures and options trading system, Entities in the trading system, Basis of trading, Corporate hierarchy, Order types and conditions, The trader workstation ,The market watch window, Inquiry window, Placing orders on the trading system, Market spread/ combination order entry, Basket trading
6.	<b>Clearing and settlement Marks:</b> Clearing entities, Clearing members, Clearing banks, Clearing mechanism, Settlement mechanism, Settlement of futures contracts, Settlement of options contracts, Special facility for settlement of institutional deals, Risk Management Systems (Volatility, types of margins & SPAN), Adjustments for corporate actions
7.	<b>Regulatory framework :</b> Regulation for derivatives trading: L.C Gupta committee Report &J.R Varma committee report, Securities Contracts(Regulation) Act, Securities and Exchange Board of India Act, 1992

**READINGS: SELF LEARNING MATERIAL.**

**ADDITIONAL READINGS:**

1. *“Derivatives Market”* NCFM Module. National Stock Exchange India Limited Publications: Bombay:2007
2. Jaynath Rama Varma *“ Derivatives and Risk Management”* Tata McGraw Hill Publications: New Delhi:2008
3. Gupta S.L *“Financial Derivatives”* Prentice Hall. New Delhi:2007.