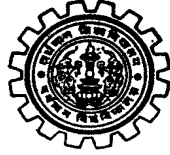


THE UNIVERSITY OF BURDWAN
Directorate of Distance Education



SYLLABUS

M.Com.

For the Academic Session 2011-2013

Structure of the Syllabus

(For the Academic Session 2011-2013)

For M. Com. Part I Examination

600 Marks

Paper 1 :	Business Environment	50 Marks
Paper 2 :	Organization Behaviour and Human Resource Management	50 Marks
Paper 3 :	Managerial Economics	50 Marks
Paper 4 :	Business Statistics	50 Marks
Paper 5 :	Marketing Management	50 Marks
Paper 6 :	Accounting for Managerial Decisions	50 Marks
Paper 7 :	Strategic Management and Corporate Governance	50 Marks
Paper 8 :	Quantitative Techniques	50 Marks
Paper 9 :	International Business and Finance	50 Marks
Paper 10:	Advanced Financial Accounting	50 Marks
Paper 11:	Financial Statement Analysis	50 Marks
Paper 12:	Financial Management	50 Marks

Paper 1 : Business Environment

Unit 1: Business and Business Environment

An introductory framework: Concept, nature and importance of business and business environment – Types and elements of business environment – Environmental analysis: Process and techniques – Benefits and limitations of environmental analysis – Linkage between environmental analysis and strategic management of business.

Unit 2: Social Environment of Business

Concept and importance of social environment of business – Culture and cultural resources – Societal culture and organizational culture – Business and society: Changing objectives of business – Social responsibility of business: Arguments for and against social responsibility, Limitations of social responsibility – Business ethics: Concept, importance and models – Balancing ethics and economics, Indian experience.

Unit 3: Economic Environment of Business

Concept and importance of the economic environment of business and elements of economic environment in India – Different economic systems vis-à-vis India's mixed economy – Industrial policies of India – New industrial policy: Objectives and appraisal – Reforms and liberalization of the Indian economy – Privatization policy and practice in India.

Unit 4: Laws on Intellectual Property Rights and Consumer Rights in India

Concept and importance of Intellectual Property Rights – Types of Intellectual Properties – Indian Laws to protect Intellectual Property:- The Patent Act, 1970: Object, important definitions, salient features of the Act, patentable and non-patentable inventions and processes – The Copyright Act, 1957: Object, definitions, features of the Act, works in which copyright subsists, related rights – The Trade Marks Act, 1999: Meaning, object, features of the Act – Consumer Protection Act, 1986: Definitions, object, consumer rights and consumer protection in India.

Unit 5: Environmental Laws in India

The Environment (Protection) Act, 1986: important aspects of the Act – The Air (Prevention and Control of Pollution) Act, 1981: important aspects of the Act – The Water (Prevention and Control of Pollution) Act, 1974: important aspects of the Act.

Unit 6: International and Technological Environment of Business

Importance of international environment – Concept of globalization – Reasons for globalization of business – Conditions for globalization – Strategies for entering foreign market: Exporting, Licensing, Franchising, Assembling, Manufacturing, Joint Venture, Counter Trade, Merger and Acquisitions, Strategic Alliance and Third country location – Multinational Corporations: Concept and characteristics, Benefits and dangers to host countries – Origin and functions of WTO – Differences between GATT and WTO – WTO agreements – Impact of technology on business and society – Technology policy of India.

Suggested Readings:

1. Aswathappa: *Business Environment for Strategic Management*, Mumbai, Himalaya.
2. Aswathappa: *Essentials of Business Environment*, Mumbai, Himalaya.
3. Agarwal and Diwan: *Business Environment*, New Delhi, Excel Books.
4. Misra & Puri: *Economic Environment of Business*, Mumbai, Himalaya.
5. Cherunilam: *Business Environment*, Mumbai, Himalaya.
6. Dutt & Sundharam: *Indian Economy*, New Delhi, S. Chand.
7. Narain: *Public Enterprise Management and Privatization*, New Delhi, S. Chand.
8. Adhikary: *Economic Environment of Business in India*, New Delhi, S. Chand.
9. Sengupta: *Government and Business*, New Delhi, Vikas.
10. Pal, Meenu: *Intellectual Property Laws*, Allahabad Law Agency, Haryana.
11. Reddy: *Intellectual Property Rights and the Law*, Hyderabad, Gogia Law Agency.
12. *The Patent Act, 1970*, New Delhi, Govt. of India.
13. *The Copyright Act, 1957*, New Delhi, Govt. of India.
14. *The Consumer Protection Act, 1986*, New Delhi, Govt. of India.
15. Garg, M.R., Bansal, V.K.: *Environmental Policy in India*, New Delhi, Deep & Deep Publications Pvt. Ltd.
16. Thakur, K.: *Environmental Protection, Law and Policy in India*, New Delhi, Deep & Deep Publications.
17. *The Air (Prevention and Control of Pollution) Act, 1981*, New Delhi, Govt. of India.
18. *The Water (Prevention and Control of Pollution) Act, 1974*, New Delhi, Govt. of India.
19. Narayana: *Intellectual Property Laws*, Kolkata, Eastern Law Book.
20. Bagechi: *WTO and India*, Kolkata, Eastern Law Book.
21. Thakur, Kailash: *Environmental Protection Law and Policy in India*, New Delhi, Deep & Deep Publications.

Paper 2 : Organizational Behaviour and Human Resource Management

Group A : Organizational Behaviour

Unit 1: Organization Theory and Organizational Behaviour

An introductory framework – Concept, nature and importance of organization and organization theory – Basic elements and types of organization – Organization Behaviour : Concept, Nature, Importance, and Limitations – Models of organizational behaviour – Levels of analysis.

Unit 2: Individual and Group Behaviour

Important determinants of individual behaviour – Personality: Concept, Characteristics and Theories – Perception: Concept and Characteristics – Attitudes: Concept, Nature, Components, Methods of changing employee attitudes – Values: Concept, Types and influence on human behaviour – Job Satisfaction: Concept, Factors and Outcomes – Group Dynamics: Concepts of group and group dynamics – Determinants of group behaviour – Process of group formation, Types of groups – Group decision making.

Unit 3: Motivation and Leadership

Concept and importance of motivation – Primary and secondary motives – Motivation and behaviour modification – Theories of motivation – Concept and importance of leadership – Styles and theories of leadership.

Group B : Human Resource Management

Unit 1: Introduction to Human Resource Management

Human Resource Planning and Compensations: Meaning, Characteristics, Scope – Objectives of HRM – Role, qualities and functions of HR manager – Meaning and importance of HRP – HRP process – Definition, objectives and sources of recruitment – Meaning of selection – Process of selection – Definition of wage and salary – Objectives of wages and salary administration – Steps involved in determination of wage rate – Meaning and objectives of welfare – Meaning and types of fringe benefits – Concept of social security – Social security in India.

Unit 2: Training, Development and Performance Appraisal

Meaning and objectives of training and development – Training methods and evaluation – Objectives of management development – Methods of management development – Definition, characteristics and objectives of performance appraisal – Methods of performance appraisal – Potential appraisal.

Unit 3: Industrial Relations

Definition, characteristics and objectives of industrial relations – Factors influencing industrial relations – Conditions for congenial industrial relations – Meaning and forms of industrial disputes – Causes of industrial disputes – Prevention and settlement of industrial disputes – Morale – Workers Participation: Its forms and Objectives – Meaning and importance of employee empowerment – Meaning, objectives and structure of quality circles.

Suggested Readings:

1. Aswathappa, K: *Organizational Behaviour*, Mumbai, Himalaya Publishing.
2. Buchanan, David and Hucznski, Andrzej: *Organizational Behaviour*, New York, Pearson Education Int.
3. Etzioni, Amitai: *Modern Organizations*, New Delhi, PHI.
4. Hersey, Blanchard and Johnson: *Management of Organizational Behaviour*, New Delhi, PHI.
5. Kast and Rosenzweig: *Organization and Management*, New York, McGraw-Hill int.
6. Luthans, Fred: *Organizational Behaviour*, Boston, McGraw-Hill Int.
7. Robbins, S.P.: *Organizational Behaviour*, New Delhi, PHI.
8. Robbins, S.P. and Sanghi, S.: *Organizational Behaviour*, New Delhi, Pearson Education (India).
9. Prasad, LM.: *Organizational Behaviour*, New Delhi, Sultan Chand & Sons.
10. Dunlop, John T: *Industrial Relations System*, New York, Henry Holt.
11. Mamoria, C.B., Mamoria, S. and Gankar, S.V.: *Dynamics of Industrial Relations*, New Delhi, Himalaya Publishing House.
12. Virmani, B.R: *Human Resource Management (with cases)*, New Delhi, Manas Publications.
13. Ghosh, A.K.: *Human Resource Management (with cases)*, New Delhi, Manas Publications.
14. Rao, T.V.: *Performance Appraisal*, New Delhi, Vikas.
15. Dessler, Gary: *Human Resource Management*, New Jersey, Prentice Hall Inc.
16. Rao, V.S.P.: *Human Resource Management*, New Delhi, Excel.

Paper 3 : Managerial Economics

Unit 1: Introduction

Nature and scope of managerial economics – Relation of managerial economics with other disciplines – Fundamental concepts affecting business decisions – Incremental principle – Opportunity cost principle – Discounting principle – Equimarginal principle – Role and responsibilities of managerial economist.

Unit 2: Demand Analysis

Cardinal utility approach – Indifference curve approach – Revealed preference approach – Derivation of law of demand from each approach – Elasticities of demand – Different revenue concepts and their relation with elasticity of demand – Methods of demand forecasting.

Unit 3: Theory of Production

Production function – Law of variable proportion – Laws of returns of scale – Isoquants and their properties – Returns to scale and homogeneous production function – Properties of Cobb-Douglas and CES production functions – Choice of best input combination – Expansion path.

Unit 4: Theory of Costs

Short-run cost function of the firm – Shapes of short-run cost curves like TC, TFC, SAC, SAVC, SMC, AFC – Long-run cost function – Derivation from expansion path and from the envelope of short-run cost functions – Modern theory of costs – Cost estimation.

Unit 5: Pricing Principles and Methods

Price determination in different markets - Perfect Competition, Monopoly, Monopolistic Competition – Oligopoly models – Cournot model – Collusion model – Kinked demand model – Price leadership model – Mark-up pricing – Limit pricing – Peak load pricing – Pricing of new products: skimming price and penetration price.

Unit 6: Organizational Goals

Profit maximization hypothesis and its limitations – Managerial theories of Baumol, Marris and Williamson – Behavioural theory of Cyert and March.

Suggested Readings:

1. Koutsoyiannis, A: *Modern Microeconomics*, Macmillan.
2. Henderson & Quandt: *Microeconomic Theory – A Mathematical Approach*, McGraw-Hill.
3. Sen, Anindya: *Microeconomics – Theory and Applications*, Second Edition, Oxford University Press.
4. Dholakia and Oza: *Microeconomics for Management Students*, Second Edition, Oxford University Press.
5. Pal, Sumitra: *Managerial Economics – Cases and Concepts*, Macmillan.
6. Mote, Paul and Gupta: *Managerial Economics*, Tata McGraw-Hill.
7. Varian, H: *Intermediate Microeconomics*, Prentice Hall.
8. Pindyck and Rubinfeld: *Microeconomics*, Prentice Hall.
9. Keat and Young: *Managerial Economics*, Pearson Education.
10. Mithani: *Managerial Economics*, Himalaya Publishing House.

Paper 4 : Business Statistics

Unit 1: Multiple Regression Analysis

Multiple linear regression – Multiple correlation and partial correlation: Concepts, Measurement and Simple Properties.

Unit 2: Theory of Attributes

Notations – Classes and class frequencies – Relation between class frequencies of various orders – Independence and association of attributes – Methods of studying association of attributes – Comparison of observed and expected frequencies method – Proportion method – Yule's coefficient of association and Yule's coefficient of colligation.

Unit 3: Probability Theory and Distributions

Probability: Classical definition, Frequency definition and Axiomatic approach – Bayes theorem: Relation between posterior and prior probabilities – Extended form of Bayes theorem – Probability Mass Function / Probability Density Function: Properties and their relations – Distribution: Binomial, Poisson, Normal and Exponential Distribution – Probability model, mean, variance, skewness and kurtosis of these distributions – Joint distribution of two variables.

Unit 4: Sampling Theory and Applications

Basic concept of sampling – Probabilistic and non-probabilistic sampling schemes – Sampling and non-sampling errors – Concepts of statistic, parameter and sampling distribution – Expectation and standard error of sample mean and sample proportion in the cases of SRSWR and SRSWOR – Unbiased sample variance – Central limit theorem (only statement) – Sampling Distribution: Z, Chi-square, t and F distribution – characteristics (without proof) and uses.

Unit 5: Statistical Estimation and Testing

Point and interval estimation of population mean, proportion and variance – Hypothesis Testing: Hypothesis, Errors and Level of significance – Small sample and large sample tests based on Z, Chi-square, t and F statistic.

Unit 6: Analysis of Variance

Introduction – Different Sources of Variation: Assumptions, Model formulation, Estimation and testing – One-way classified data and two-way classified data with one observation per cell.

Suggested Readings:

1. Aczel, A.D. and Sounderpandian: *Complete Business Statistics*, New Delhi, Tata McGraw-Hill Publishing Co. Ltd.
2. Gupta, S.C. and Kapoor, V.K.: *Fundamentals of Mathematical Statistics*, New Delhi, S. Chand.
3. Gupta, S.P.: *Statistical Methods*, New Delhi, S. Chand.
4. Hooda, R.P.: *Statistics for Business and Economics*, New Delhi, Macmillan India Ltd.
5. Levin, R.I. and Rubin, D.S.: *Statistics for Management*, New Delhi, Prentice Hall of India.
6. Mathai, A.M. and Rathie, P.N.: *Probability and Statistics*, New Delhi, Macmillan India Ltd.

Paper 5 : Marketing Management

Unit 1: Basic Concepts

Nature, scope and importance of marketing management – Process of marketing – 4 Ps of marketing – Customer value and satisfaction – Product and its classification – Marketing Environment- micro and macro components and their impact on marketing decisions – Issues in marketing & its strategy – STP model and its relevance – PLC: market strategy and market evaluation.

Unit 2: Consumer Behaviour

Basic models and major influencing factors – Consumer decision making process – Models of buyer behaviour – Market segmentation and its bases – Market targeting and positioning – Marketing research – an overview – Various steps and significance of marketing research.

Unit 3: Marketing Communication

Definition, concepts and communication mix – Promotional tools - rationale for their use – Advertisement – definition, objective – Message and media selection – Branding – definition and basic concepts.

Unit 4: Selling

Definition and contemporary role in marketing – Management and important issues relating to Sales Force Management – Physical distribution system – Supply chain management – Channel designing and its management.

Unit 5: Retailing

Definition – Its importance as an important sector – Personal Selling – its role in marketing – On-line marketing – CRM concepts – Goals and process – Pricing decision and strategic pricing.

Unit 6: Service Marketing

Its types and difference with product marketing – 3 special Ps for service marketing and service – Quality gap – Marketing for financial services, tourism etc.

Suggested Readings:

1. Kotler, Philip: *Marketing Management*, New Delhi, Prentice Hall.
2. Stanton, William, J. and Charles Futrell: *Fundamentals of Marketing*, New York, McGraw-Hill.
3. Saxena, Rajan: *Marketing Management*, New Delhi, Tata McGraw-Hill.
4. Ramswamy, V.S. and Namakumari, S.: *Marketing Management*, New Delhi, McMillan India.
5. Mamoria, C.B.: *Principles and Practice of Marketing in India*, Allahabad, Kitab Mahal.

Paper 6 : Accounting for Managerial Decisions

Unit 1: Introduction

Objectives, nature, scope, creation of data base for operational control & decision making and basic cost concepts in decision making.

Unit 2: Marginal Costing and CVP Analysis

Marginal costing and CVP analysis – Fundamental points of difference between marginal costing and absorption costing – Simplifying assumptions in marginal costing – The marginal cost concepts and their significance from decision point of view – The concept of contribution: its various forms and uses in decision making – The concept of BEP, P/V Ratio, M/S etc.: their significance – Application of the above concepts in decision involving determination of product-mix – Pricing of products – Adding or abandoning a product etc.

Unit 3: Short Term Decision Making

Make or buy decision – Shut down or continue decision – Export Vs. local sale decision – Expand or contract decision – Sell or further process decision – Change Vs. status quo decision – Marketing decisions etc.

Unit 4: Budget and Budgetary Control

Budgets as planning and control instruments – Types of budgets and their significance – Various approaches to budgeting.

Unit 5: Responsibility Accounting

Introduction – Meaning and significance of responsibility accounting – Prerequisites for responsibility accounting – Meaning of responsibility centers – Types of responsibility centers – Relevance of responsibility reporting – Limitations of responsibility accounting.

Unit 6: Divisional Performance Measurement

Periodic evaluation of performance – Overall and divisional profit as a yardstick for periodic performance evaluation – The problems of measurement – Theory of Balance Score Card.

Suggested Readings:

1. Aurnthony, R.: *Management Accounting*, Taraporewala.
2. Williamson, Dccwaw: *Cost and Management Accounting*, Prentice-Hall.
3. Hope and Arnold: *Accounting for Management Accounting*, Prentice-Hall.
4. Drucy, C.: *Management and Cost Accounting*, Chapman & Hall.
5. Kaplan and Atkinson: *Advanced Management Accounting*, Printice-Hall.
6. Kishore, Ravi, M.: *Cost Management*, Taxmann Publishing.
7. Docoster, D.T. and Eldon, L.S.: *Management Accounting – A Decision Emphasis*, John Willey.
8. Bhattacharyya and Dearden: *Accounting for Managerial Decisions*, Prentice-Hall.
9. Walsch, G.A.: *Budgeting, Profit Planning and Control*, Prentice-Hall.
10. Saxena, V.K. & Vashist, C.D.: *Advanced Cost and Management Accounting*, Sultan Chand & Sons.
11. Bhattacharyya, A.K.: *Principles and Practice of Cost Accounting*, Prentice-Hall.

Paper 7 : Strategic Management and Corporate Governance

Unit 1: Introduction

Basic features of a modern organization / corporation – Levels in a Organization: Technical, Managerial and strategic – Organization environment interface – Stake holder's approach to the study of organization – Strategy – Strategic management and related issues – Levels of strategy – Strategic management process – Vision, mission and objectives – Strategic intent.

Unit 2: Analysis and Diagnosis

External analysis and diagnosis – External factors and synthesis of external factors – Industry analysis – Michael Porter's Five-Forces Model – Analysis of internal resources and capabilities and synthesis of internal factors – Core competence – Value-chain analysis – SWOT analysis.

Unit 3: Strategic Options

Alternative Grand Strategies: Stability; Growth; Retrenchment and Combinations – Mergers, acquisitions and joint ventures – Michael Porter's concept of generic strategies – Competitive advantage.

Unit 4: Choice of Strategy & Strategy Implementation

Process of strategic choice – The portfolio approach – Interrelationship between formulation and implementation – Important issues in strategy implementation – Resource allocation – Leadership implementation – Structural considerations etc. (very brief overview) – The balance scorecard approach from a strategic management perspective.

Unit 5: Corporate Governance – A Conceptual Foundation

Concept, nature and importance of corporate governance – Origin and development of corporate governance – Corporate management: Separation of ownership from control – Role of Shareholders: their rights and responsibilities – Role of Board of Directors in Corporate Governance – Executive and non-executive directors – Independent and nominee directors – Corporate governance and ethics.

Unit 6: Corporate Governance in India and the Global Scenario

Contributions of CII – Recommendations on corporate governance by different committees in India – SEBI Guidelines – Corporate governance at the global level – OECD principles – Corporate governance in the UK and the USA: A brief outline – World Bank initiative – Emerging scenario.

Suggested Readings:

1. Jauch, L.R. and Glueck, W.F.: *Business Policy and Strategic Management*, New York, McGraw-Hill.
2. David, F.R.: *Strategic Management – Concepts & Cases*, New Delhi, Pearson Education.
3. Hunger, J.D., Wheelan and Rangaranjan, K.: *Concepts in Strategic Management and Business Policy*, New Delhi, Pearson Education.
4. Pearce and Robinson: *Strategic Management – Formulation, Implementation and Control*, Tata McGraw-Hill.
5. Cherunilam, Francis: *Strategic Management*, New Delhi, Himalaya Publishing House.
6. Kazmi, Azhar: *Business Policy and Strategic Management*, New Delhi, Tata-McGraw-Hill.
7. Rao, V.S.P and Krishna, Hari: *Strategic Management – Text and Cases*, New Delhi, Excel Books.
8. Roy, Dilip: *Discourses on Strategic Management*, Asian Publication.
9. Prasad, K.: *Corporate Governance*, New Delhi, PHI.
10. Furnando, A.K.: *Corporate Governance*, New Delhi, Pearson Education.
11. Rani, D. Geeta and Mishra, R. K.: *Corporate Governance: Theory and Practice*, New Delhi, Excell
12. Das, Subhas Chandra: *Corporate Governance: Codes, Procedures and Systems*, New Delhi, PHI

Paper 8 : Quantitative Techniques for Managerial Decisions

Unit 1: Transportation Problem

Basic concept – Procedure for constructing an initial basic feasible solution – Different Methods: North-West corner rule, Least cost method, Vogel's approximation method – Moving towards optimality, Transportation simplex method – Degeneracy in T.P. – Unbalanced T.P.

Unit 2: Assignment Problem

Introduction – Formulation of assignment problem – Assignment algorithm – Solution of assignment problem – Variations of assignment problem – The maximum assignment – Restrictions of assignment unbalanced – Assignment problem.

Unit 3: Queuing Theory

Concept of queuing system and model – Characteristics of queuing model.

Unit 4: Replacement Theory

Basic concept – Replacement policy with and without change in money value – Replacement of items – that deteriorate with time – Impact of maintenance cost in replacement – Limitations of replacement.

Unit 5: Simulation

Introduction – Advantages and limitations of simulations – Elements of simulations process – Application of simulations in different fields.

Unit 6: PERT & CPM

Introduction and basic concepts – Network, Activities, Events, Path, Critical Path, Network Calculations – Determination of the floats – Critical path method – Problem consideration in PERT / CPM – PERT calculation – Project cost determination – Resource scheduling & leveling – Applications of PERT / CPM.

Suggested Readings:

1. Swarup, J.K., Gupta, P.K. & Mohan, M.: *Operations Research*, New Delhi, Sultan Chand.
2. Vohra, N.D.: *Quantitative Technique in Management* - New Delhi, Tata-McGraw-Hill.
3. Sharma, S.D.: *Operations Research*, Meerut, Kedar Nath & Ram Nath.
4. Philips, D.T., Ravindra, A. & Solberg, J.J.: *Operations Research – Principles & Practice*, New York, Wiley.
5. Sharma, J.K.: *Operations Research – Theory & Applications*, New Delhi, Macmillan.

Paper 9 : International Business and Finance

Unit 1: Theoretical Foundations of International Business

Basis of international trade – Absolute and comparative advantage – Opportunity cost approach – Heckscher-Ohlin theory – Factor price equalization – Leontief paradox.

Unit 2: Trade Policy

Free trade and protection – Arguments for protection – Tariffs and Quotas – their economic effects – Dumping and customs union.

Unit 3: Balance of Payments

Form and nature of balance of payments accounts – Equality and equilibrium in the balance of payments – Different systems of adjustment for correcting disequilibrium in balance of payments – Fixed exchange rate system – Flexible exchange rate system – Managed flexibility – Devaluation – Elasticity and absorption approaches – Foreign trade multiplier.

Unit 4: Developments in International Monetary System

Gold standard – Different forms – The rules of gold standard – Rise and fall of gold standard – Bretton Woods System – Collapse of the system – Exchange rate regime since 1973 – International liquidity and SDR – IMF's funding facilities.

Unit 5: Foreign Exchange Market

Exchange rate quotations – Direct and indirect quote – Buying and selling rates – Spot and forward quote – Cross rate – Factors influencing exchange rate – Impact of inflation – Absolute and relative version of purchasing power parity theory – Interest rate parity theory – Combined effect of interest rate and inflation – Spot market and forward market – Arbitrage and hedging in forward market.

Unit 6: Foreign Exchange Derivatives and Foreign Exchange Risk Management

Currency futures – Options and swaps – Risk of foreign exchange exposure – Types of exposure – Transaction and economic exposure – Need for hedging – External techniques of hedging and internal techniques of hedging.

Suggested Readings:

- 1.Scammel: *International Trade and Payments*, Macmillan.
- 2.Chacholiades, M.: *International Monetary Theory and Policy*, McGraw-Hill.
- 3.Soderstein, B.: *International Economics*, Macmillan.
- 4.Sharan, V.: *International Financial Management*, Prentice Hall of India.
- 5.Palat, R.: *How to Manage Foreign Exchange Risk*, Vision Books.
- 6.Vaish, M.C. and Singh, S.: *International Economics*, Oxford & IBH.
- 7.Jain, Peyrard, Yadav: *Foreign Exchange Markets*, Macmillan.

Paper 10 : Advanced Financial Accounting

Unit 1: Holding Company Accounts

Chain holding – Groups financial reporting including foreign subsidiaries – Conversion in home currency.

Unit 2: Accounting and Reporting of Financial Instruments

Meaning – Recognition – De-recognition and offset – Compound financial instruments – Measurement of financial instruments – Hedge accounting – Disclosures.

Unit 3: Accounting for Banking, Insurance and Electricity Companies

Banking: Legal provision, Books and Accounts: Final Accounts – Insurance: Legal provision, Books and Accounts of General and Life Insurance Companies – Electricity: Legal provision, Final accounts including double accounts system of electricity companies.

Unit 4: Accounting Relating to Liquidation of Company

Meaning – Statement of affairs – Liquidator's final statement of accounts.

Unit 5: Valuation

Concept of valuation – Valuation of tangible fixed assets – Valuation of liabilities – Valuation of business.

Unit 6: Taxation in Accountancy

Excise duty – Custom duty – Central sales tax – Income tax – VAT.

Suggested Readings:

1. Chakraborty, H.: *Advanced Accounting*, Oxford University Press.
2. Baker, Lambke and King: *Advanced Financial Accounting*, McGraw-Hill.
3. Zeff and Dharan: *Readings and Notes on Financial Accounting*, McGraw-Hill.
4. Shukla, Grewal and Gupta: *Advanced Accounts (Vol III)*, S. Chand & Co.
5. Beams, F.A.: *Advanced Accounting*, Prentice Hall
6. Maheshwari, S.N.: *Advanced Accountancy (Vol- II)*, Vikas Publishing House.
7. Lewis and Prendrill: *Advanced Financial Accounting*, Prentice Hall
8. Lee, T.A.: *Modern Financial Accounting*, ELBS.
9. William Pickles: *Advanced Accounting*.
10. Yorston, Smith & Brown: *Advanced Accounting*.

Paper 11 : Financial Statement Analysis

Unit 1: Introduction

Concepts of financial statements – Nature of financial statements – Objectives of financial statements – Different types of financial statements: income statement, balance sheet, statement of retained earnings, fund flow statement, cash flow statement, schedules – Limitations of financial statements.

Unit 2: Analysis & Interpretation of Financial Statements

Traditional Approaches Vs. Modern Approaches to financial statement analysis – Classification of financial statement analysis: based on modus operandi and based on materials used – Techniques of financial statement analysis: Comparative Statements, Common-size Statements, Trend Ratios and Ratio Analysis – Problems encountered in financial statement analysis.

Unit 3: Ratio Analysis

Objectives of ratio analysis – Classification of ratios – Ratio formation – Ratio interpretation – Practical methods of ratio analysis: Time Series (intra firm) Analysis, Cross Sectional (inter firm) Analysis, Residual Analysis and Multivariate Analysis.

Unit 4: Multivariate Ratio Analysis

Concept, objectives, uses and limitations – Univariate analysis Vs. Multivariate ratio analysis – Application of statistical tools in financial statement analysis.

Unit 5: Fund Flow Analysis and Cash Flow Analysis

Fund flow analysis (advanced level) – Cash flow analysis (advanced level).

Unit 6: Financial Distress Prediction (FDP)

Importance of FDP – Problems in defining financial distress – Univariate and multivariate models of FDP.

Suggested Readings:

1. Foster, G.: *Financial Statement Analysis*, Englewood Cliffs, NJ, Prentice Hall.
2. Foulke, R.A.: *Practical Financial Statement Analysis*, New York, McGraw-Hill.
3. Hendriksen, E.S.: *Accounting Theory*, New Delhi, Khosla Publishing House.
4. Kaveri, V.S.: *Financial Ratios as Predictors of Borrowers' Health*, New Delhi, Sultan Chand.
5. Lev, B.: *Financial Statement Analysis – A New Approach*, Englewood Cliffs, NJ, Prentice Hall.
6. Maheswari, S.N.: *Management Accounting & Financial Control*, New Delhi, Sultan Chand.
7. Myer, J.N.: *Financial Statement Analysis*, NJ, Prentice Hall.
8. Porwal, L.S.: *Accounting Theory – An Introduction*, New Delhi, Tata-McGraw-Hill.

Paper 12 : Financial Management

Unit 1: Introduction

Definition, Scope and objective – Decision areas in financial management – Time value of money – Future value & present value of a single amount and annuity.

Unit 2: Cost of Capital

Sources of capital – Determination of costs of specific sources of capital – Weighted average cost of capital – Weighted average marginal cost of capital – CAPM and cost of capital.

Unit 3: Capital Budgeting

Capital budgeting techniques – Capital budgeting under constraints – Capital budgeting and corporate strategy.

Unit 4: Capital Structure

Capital structure and firm value – Various approaches – Traditional position and M-M proposition – Taxation and capital structure – Modern theories of capital structure.

Unit 5: Dividend Policy

Dividend policy and firm value – Various models – Traditional position and M-M proposition – Modern practitioner's view (rational expectation model and dividend policy of firm).

Unit 6: Working Capital Management

Management of working capital and its various components – Models of working capital financing.

Suggested Readings:

1. Bhattacharyya, Hrishikesh: *Working Capital Management – Strategies and Techniques*, New Delhi, Prentice Hall.
2. Bhalla, V.K.: *Financial Management*, Anmol Publication.
3. Brealey, Ricard, A. and Steward, C. Myers: *Principles of Corporate Finance*, New Delhi, McGraw-Hill.
4. Chandra Prasanna: *Financial Management*, New Delhi, McGraw-Hill.
5. Khan, M.Y. and Jain,, P.K.: *Financial Management*, New Delhi, Tata-McGraw-Hill.
6. Levy and Sarnat: *Capital Investment and Financial Decisions*.
7. Pandey, I.M.: *Financial Management*, New Delhi, Vikas Publishing House.
8. Van Horne J.C.: *Financial Management and Policy*, New Delhi, Prentice Hall.
9. Weston J. Fred and Brigham Eugene, F.: *Managerial Finance*.

Structure of the Syllabus

(For the Academic Session 2011-2013)

For M. Com. Part II Examination

600 Marks

Paper 13:	Computer Applications in Business – I Or, Entrepreneurship Development	50 Marks
Paper 14:	Computer Applications in Business – II Or, Information Technology and E-Commerce	50 Marks
Paper 15:	Direct Taxes	50 Marks
Paper 16:	Indirect Taxes	50 Marks
Paper 17:	Corporate Reporting – I	50 Marks
Paper 18:	Corporate Reporting – II	50 Marks
Paper 19:	Security Analysis	50 Marks
Paper 20:	Portfolio Management	50 Marks
Paper 21:	Advanced Financial Management	50 Marks
Paper 22:	Advanced Cost Management	50 Marks
Paper 23:	International Accounting	50 Marks
Paper 24:	Indian Financial System	50 Marks

Paper 13 : Computer Applications in Business - I

Unit 1: Computer Fundamentals

Introduction; Classification of computers – Operating systems – History of computers – Characteristics of computers – Basic elements of data processing – Computer organization – Concept of number systems.

Unit 2: Transaction Processing System

Concept of transaction processing system – Transaction processing cycle – Components of the transaction processing system.

Unit 3: Introduction to C

Introduction to basic structure of C program – Character set, Keywords, Identifiers, Constants, Variable – Developing simple programs in C language – Operators: arithmetic, relational, logical and assignment, increment and decrement operators, conditional operators – Operator precedence and associativity – Arithmetic expression evaluation and type casting – Formatting input and output of data – Control Structure: ‘Simple if’ and ‘nested if’ statement, ‘if-else’ statement, ‘while loop’, ‘do-while loop’, ‘for loop’, ‘switch’ statement.

Unit 4: Introduction to DBMS and RDBMS

Concept of DBMS – Purpose of database system – Instances and schemes – DDL, DML – Database users – Entity-Relationship Diagram (ERD) – Concept of entity and entity set – Attributes – Concept of keys – The relational database model – Relation and its instances – Table and tuples – Data types – Table handling – create, modify, delete, insert – Query using SQL commands.

Practical:

- 1) Application of spreadsheet in business;
- 2) Introduction to C: Developing simple C program;
- 3) RDBMS Lab: Managing database needed for a company or organization running different queries using any RDBMS (My SQL / ORACLE).

Suggested Readings:

1. B. Balagurusami: *Programming in ANSI C*, Tata-McGraw-Hill.
2. Gottfried, Bryan: *Programming with C*, Tata-McGraw-Hill.
3. Korth, H.: *Database Management Systems*, Tata-McGraw-Hill.
4. Bayross, Ivan: *Database Concepts and Systems*, SPD.
5. Abbey, M.: *Oracle 81 – A Beginner’s Guide*, Oracle Press, TMH.
6. *Mastering Excel-2000*, Premium Edition, BPB Publication.

Paper 13 (Alternative) : Entrepreneurship Development

Unit 1: Nature of Entrepreneurship

Concept of entrepreneur and entrepreneurship – Importance of entrepreneurship – Characteristics of an entrepreneur – Entrepreneurial qualities – Classification of entrepreneurs – Entrepreneurial motivation – Entrepreneurs and managers.

Unit 2: Types of Ownership

Sole ownership – Family venture – Partnership – Company – Cooperative society – International entrepreneur – different forms, licensing, franchising, management contract – Joint venture – Acquisitions and mergers – Strategic partnership.

Unit 3: Theories of Entrepreneurship

Schumpeter's theory – McClelland's theory – Young's theory – Maxweber's theory – Leadership theories.

Unit 4: Steps in Setting up an Entrepreneurial Organization

Development of new products and processes – Selection of a product – Channels of distribution – Analysis of markets – Marketing plan.

Unit 5: Financing of New Ventures

Different methods of financing: equity financing, debt financing – Venture capital – Government grants.

Unit 6: Organizations to Promote Entrepreneurship in India

National Institute of Entrepreneurship and Small Business Development (NIESBUD) – Small Industries Development Organization (SIDO) – Management Development Institute (MDI) – Khadi and Village Industries Commission (KVIC) – Entrepreneurship Development Institute of India (EDII) – A brief account of their activities.

Suggested Readings:

1. Walter, C.M.: Entrepreneurship – New Venture Creation, Prentice Hall of India.
2. Tonabolin, S.H.: Entrepreneurship in Action, Prentice Hall of India.
3. EDII – A Handbook for New Entrepreneurs, Ahmedabad, EDII.
4. Tandon, B.C.: Environment and Entrepreneur, Allahabad, Chug Publication.
5. Bhopal, Crisp: Entrepreneurship Development, Tata-McGraw-Hill.

Paper 14 : Computer Applications in Business - II

Unit 1: Design of Computerized Commercial Applications

Concept, General form of business application – Account payable – Payroll accounting – Finished goods inventory control – Materials inventory control.

Unit 2: Systems Approach and Decision Making

Systems approach to management – Decision making in MIS – Classification of decisions – Functional information areas.

Unit 3: Advanced Programming in C

Arrays: one dimensional arrays, multi dimensional arrays – Array initialization – String handling: reading and writing – String handling functions – User defined function – Use of function – Argument passing to a function – Call by value and call by reference – Recursion – Pointer – introduction to pointer and developing simple application using pointer.

Unit 4: Advanced Concept of DBMS

Advanced features of SQL – Set operation: union, intersection, minus, joint operation – Set membership – Tuple variables – Set comparison – Testing for empty relations – Aggregate functions – Views – creating database views, advantage of using views – Functional Dependency, Normalization: Concept.

Practical:

- 1) Tally 9 (Advanced level);
- 2) Advanced concept of C: Developing programs using arrays and strings, writing programs using user defined functions, simple program using pointers;
- 3) RDBMS Lab: Developing database using many tables, running complex query using join operations, explore advanced features of SQL.

Suggested Readings:

1. Balagurusami, E.: *Programming in ANSI C*, Tata-McGraw-Hill.
2. Gottfried, Bryan: *Programming with C*, Tata-McGraw-Hill.
3. Korth, H.: *Database Management Systems*, Tata-McGraw-Hill.
4. Bayross, Ivan: *Database Concepts and Systems*, SPD.
5. Abbey, M.: *Oracle 8i – A Beginner's Guide*, Oracle Press, TMH.
6. Nadhani, A.K. & Nadhani, K.K.: *Tally 9*, BPB Publishing.

Paper 14 (Alternative) : Information Technology and E-Commerce

Unit 1: Computer Fundamentals

Introduction; Classification of computers – Operating systems – History of computers – Characteristics of computers – Concepts of OS – Basic elements of data processing – Computer organization – Number systems.

Unit 2: IT Tools

- a) MS Excel: Introduction to Excel 2000 – Functions of MS Excel – Starting MS Excel – Excel work environment – Performing operating through menus, cell and cell address – Components of an Excel workbook – Formatting – Formula in Excel – Introduction to charts – Editing and formatting charts – Macros; Importing and exporting files.
- b) Tally: Starting Tally, Company features – List of accounts – Voucher entry – Inventory and reports.

Unit 3: Introduction to Programming

I) Introduction to Software:

Definition of software – System Software – Application software – General purpose software.

II) Introduction to Flowcharting:

Programming process – Program analysis – Flowcharts – Program flowchart – Introduction to programming language.

III) Introduction to Algorithm:

Definitions of algorithm – Characteristic of algorithm – Difference between algorithm and program.

IV) Decision Table:

Types of decision table – Steps in preparing a limited entry decision table – Advantages and disadvantages of decision table.

Unit 4: Telecommunication and Networking

Concept of data and signal – digital and analog signal – Data communication model – Communication media – Data rate –

Modulation and demodulation – Network – Advantages of network – Classification of networks – Some example of networks.

Unit 5: Internet

Introduction to internet – Internet components – Application of internet – ISP – E-mail: format, transfer, routing – E-mail protocols – IP address – TCP/IP model – Emerging technologies – Internet and education.

Unit 6: E-Commerce

Concept of e-commerce – e-commerce Vs. traditional commerce – Architecture of e-commerce system – Models of e-commerce – Payment system in e-commerce – Risks – E-commerce security.

Suggested Readings:

1. Balagurusami, E.: *Programming in ANSI C*, Tata-McGraw-Hill.
2. Gottfried, Bryan: *Programming with C*, Tata-McGraw-Hill.
3. Korth, H.: *Database Management Systems*, Tata-McGraw-Hill.
4. Bayross, Ivan: *Database Concepts and Systems*, SPD.
5. Abbey, M.: *Oracle 8i – A Beginner's Guide*, Oracle Press, TMH.
6. Nadhani, A.K. & Nadhani, K.K.: *Tally 9*, BPB Publishing.

Paper 15 : Direct Taxes

Unit 1: Taxation of Business Income

Corporate and partnership firms – Provisions for set-off and carry forward of losses (Section 70 to 80 of I.T. Act).

Unit 2: Corporate Planning and Corporate Tax Planning

Linkage system – Organization of functional plans – Production management (investment planning) – Marketing management – Human resource management (remuneration planning) – Financial management (tax planning and management decisions): make or buy, lease or purchase, bonus shares, hire purchase or instalment, capital structure decisions.

Unit 3: Tax Planning in Formulation of Strategies

New business setup – Foreign collaboration agreement – Corporate failure and contraction – Close or continue – Restructuring of business – Amalgamation, demerger and takeover programmes.

Unit 4: Provisions of Clubbing of Incomes

Case study based.

Unit 5: Taxation of International Transactions

Transfer pricing.

Unit 6: Tax Management

Return of income – Penalties and prosecutions – Advance payment of tax – Interest – TDS – Refund – Appeals and revisions – Settlement of cases.

Suggested Readings:

1. Kanga & Palkhivala: *Law and Practice of Income Tax in India*, Taxmann Publication.
2. Aiyar, V.N.: *Income Tax Planning*, Orient Law House.
3. Singhanian, V.K.: *Direct Tax*, Taxmann Publication.
4. Singhanian, V.K.: *Tax Planning*, Taxmann Publication.
5. Srinivala, E.A.: *Corporate Taxation*, Orient Law House.
6. Prasad, Bhagawati: *Income Tax*, Wishu Prakashan.
7. Ahuja & Gupta: *Direct Tax – Laws and Practice*, Bharat Publishers.
8. Ahuja & Gupta: *Tax Planning*, Bharat Publishers.
9. *Income Tax Act, 1961*, As Amended.
10. *Income Tax Rules*, As Amended.

Paper 16 : Indirect Taxes

Unit 1: Introduction

Features, canons of taxation – Direct Vs. indirect taxation – Major reforms in indirect taxation – Tax planning in indirect taxes.

Unit 2: Central Excise Act, 1944

Important definitions – Nature of excise duty – Legislative history – Levy and collection of excise duties – Provisions governing manufacture and removal of excisable goods – Classification of goods – Valuation procedure under the Act and relevant rules – Provision relating to CENVAT – Procedures for export – Duty drawback – Exemption for small scale industries – Assessment procedure – Registration procedures – Demands and refunds – Maintenance of records – Registers and filing of returns – Departmental organizational set up – Adjudication and appellate procedures – Settlement commission – Offences and penalties.

Unit 3: Customs Act, 1962

Important definitions – Levy of custom duty – Types of duty including protective duty – Safeguard duty – Countervailing duty and anti-dumping duty – Exemption from custom duties – Basic principles of classification of goods and valuation of goods – Provisions governing conveyance, baggage, importation and exportation of goods including by posts and stores – Detailed procedures in relation to transportation and warehousing – Custom authorities – Custom ports and warehousing stations – Drawback of custom duties paid.

Unit 4: Central Sales Tax, 1956

Important definitions: inter-state sale, sale or purchase in the course of export or import – Levy and collection of CST – Registration of dealers – Liability of tax – Rate of tax and taxable turnover – Offences and penalties.

Unit 5: Service Tax

Important definitions – Classification of taxable services – Charge of service tax – Nature of service tax – Valuation of taxable services – Basic concepts applicable to all services – Definition of important services – Importance of service tax in India.

Unit 6: Value Added Tax

Important definitions – Reasons for introduction of VAT – Problems and prospects of VAT – Different types, VAT methodology – Different rates applicable – Method of calculation – VAT scenario in West Bengal

Suggested Readings:

1. Datey, V.S.: *Indirect Taxation*, Taxmann Publication.
2. Balachandram, V.: *Indirect Taxation*.

Paper 17 : Corporate Reporting – I

Unit 1: Indian Accounting Standards

Concept of accounting standard – Developments of accounting standard – Standard setting process in India – Advantages and limitations of accounting standards – Objectives of accounting standards – Accounting standards in India – Problems on accounting standards.

Unit 2: Accounting for Corporate Restructuring

Methods of corporate restructuring – Accounting for mergers and acquisitions – Accounting and reporting for buy-back of shares – Accounting for demergers – Accounting for Employee Stock Option Plan (ESOP).

Unit 3: Segmental Reporting

Introduction – Accounting standard 17 – Disclosure requirements.

Unit 4: Economic Value Added Statements

Introduction – Limitation of accounting concept – Evaluation of Economic Value Added (EVA) concept – Advantages and limitations of EVA – Concept of MVA and SVA.

Unit 5: Impairment of Assets

Introduction, objective, scope – Identifying an asset that may be impaired – Measurement of recoverable amount – Recognition and measurement of an impairment loss – Cash generating units – Reversal of an impairment loss – Impairment in case of discontinuing operations – Disclosure – Transitional provisions.

Unit 6: Corporate Social Reporting

Concept of corporate social reporting – Corporate social objectives – Social reporting in practice – Corporate social reporting – major heads.

Suggested Readings:

1. *Compendium of Accounting Standards*: The Institute of Chartered Accounts of India.
2. Ghosh, T.P.: *Accounting Standards and Corporate Accounting Practices*, Taxmann Publication.
3. Aggarwal, S.: *Guide to Accounting Standards*, Snowwhite Publication Pvt. Ltd.
4. Rawat, D.S.: *Students Guide to Accounting Standards*, Taxmann Publication.
5. Ghosh, T.P.: *Economic Value Added – A Tool for Business Planning*, ICWAI Publication.

Paper 18 : Corporate Reporting – II

Unit 1: Accounting for Intangibles

Classification of assets – Characteristics of intangible assets – Concept of brand – Need for brand accounting – Brand valuation models – Brand accounting practices – Concept of goodwill – Accounting for self generated and purchased goodwill – Accounting for negative goodwill – Other intangible assets.

Unit 2: Environment Accounting

Environmental hazards – Meaning of environment accounting – Advantages and shortcomings of environment accounting – Environmental disclosure practice in India – Environment audit: meaning – Objects and process of environment audit.

Unit 3: Value Added Accounting

Meaning, objectives, significance – Approaches to preparation of value added statement.

Unit 4: Human Resource Accounting

Meaning, objectives – Basic premises – Significance – HR valuation models – Indian practices.

Unit 5: Financial Reporting for Financial Institutions

Mutual funds – Non-bank finance companies – Merchant bankers – Stock brokers.

Unit 6: Inflation Accounting

Limitations of conventional accounting – Approaches to Inflation Accounting: CPP and CCA – Indian practices.

Suggested Readings:

1. Das Gupta, N.: *Human Resource Accounting*, Sultan Chand.
2. Kolay, M.K.: *Human Resource Accounting*, Kolkata, ICWAI Publication.
3. Rao, D.P.: *Human Resource Accounting*, New Delhi, Inter-India Publications.
4. Dutta, U.K.: *Environmental Accounting and Disclosure – An Overview*, Deep & Deep Publications.
5. Pramanik, A.K. (ed.): *Environmental Accounting and Reporting – An Overview*, Deep & Deep Publications.
6. Gray, R.H. et. al.: *Accounting for the Environment*, London, Paul Chapman Publishing.
7. Das Gupta, N.: *Environmental Accounting*, New Delhi, Wheeler Publishing.
8. Gupta, R.: *Inflation Accounting*, Tata-McGraw-Hill.

Paper 19 : Security Analysis

Unit 1: Securities and Securities Markets

Security – types and characteristics – Segments of securities market – Primary market and secondary markets – National stock exchanges and major international stock exchanges – Security market indicators and their construction.

Unit 2: Security Analysis

Fundamental analysis – Economic analysis – Industry analysis – Company analysis – Technical analysis – important tools – Dow theory – Charts and trend lines – Moving averages.

Unit 3: Efficient Market Theories

Random Walk – Efficient market hypothesis – FAMA's contribution – Test of random walk theory.

Unit 4: Valuation of Stock and Bonds

Security pricing models – Constant growth based trading facility – Equity valuation – Dividends capitalization – Earnings capitalization – Bond analysis – bond returns and prices – Bond management strategies.

Unit 5: Securities Trading and Depository Services

Screen based trading – Internet based trading facility – Contract notes – Brokerage – Demat – Depository services – NSDL and CSDL – Depository participant.

Unit 6: Securities Market Governance

SEBI – its formation – Power and functions – Role of SEBI in Indian capital market – Major reforms introduced by SEBI.

Suggested Readings:

1. Fischer and Jordon: *Security Analysis and Portfolio Management*, Pearson Education.
2. Chandra, Prasanna: *Investment Analysis and Portfolio Management*, Tata-McGraw-Hill.
3. Bhalla, V.K.: *Investment Management*, Sultan Chand.
4. Panadian: *Security Analysis and Portfolio Management*, Vikas Publishing House.
5. Fuller and Farrell: *Modern Investment and Security Analysis*, McGraw-Hill.
6. Machiraju, H.R.: *Working of Stock Exchange in India*, Himalaya Publishing House.
7. Gordon and Natarajan: *Capital Market in India*, Himalaya Publishing House.

Paper 20 : Portfolio Management

Unit 1: Introduction to Portfolio Theory

Risk and return in portfolio theory – Portfolio analysis – Diversification and techniques of risk reduction – Efficient frontier – Optimal portfolio.

Unit 2: Capital Market Theory

Markowitz model – Capital asset pricing model – Capital Market Line – Security Market Line.

Unit 3: Risk Measurement and Risk Analysis

Sharpe's single index model – Arbitrage pricing theory.

Unit 4: Portfolio Selection and Performance Evaluation

Utility function of individual investor – Ranking of portfolios and computation of cut-off points – Application of Lagrangian multiplier – Sharpe optimization model – Buying the index approach – Sharpe's measure – Treynor's measure – Jensen's alpha model – Fama's total selectivity model.

Unit 5: Financial Derivatives

Historical background and development of derivatives in India – Major recommendations of Dr. L. C. Gupta committee – Derivative trading at NSE / BSE – Benefits of derivatives.

Unit 6: Financial Futures, Options and Swaps

Stock futures and stock index futures – Valuation of futures – Hedging with futures – Stock options and stock index options – Valuation of options – Option strategies – Hedging with options – Interest rate swaps – Pricing and valuation of interest rate swaps – Interest rate swap strategies.

Suggested Readings:

1. Elton and Gruber: *Modern Portfolio Theory and Investment Analysis*, International McGraw-Hill.
2. Robert Strong: *Portfolio Construction*, Wiley Publishing.
3. Chandra, Prasanna: *Investment Analysis and Portfolio Management*, Tata-McGraw-Hill.
4. Panadian: *Security Analysis and Portfolio Management*, Vikas Publishing House.
5. Harington: *Modern Portfolio Theory*, Prentice Hall of India.
6. Vohra and Bagri: *Futures and Other Derivatives*, Prentice Hall of India.
7. Hull, J.C.: *Options, Futures and Other Derivatives*, Prentice Hall of India.
8. Gupta, S.L.: *Financial Derivatives*, Prentice Hall of India.
9. Fischer and Jordon: *Security Analysis and Portfolio Management*, Pearson Education.

Paper 21 : Advanced Financial Management

Unit 1: Concept of Leverage

Business and financial risks – Operating leverage, Financial leverage – Financial leverage and trading on equity – Financial leverage and equity shareholders' return – EBIT-EPS analysis – Total leverage.

Unit 2: Dividend Decision

Rationale for paying dividend – Determinants of dividend policy – Rationale for dividend stability – Bonus shares and stock splits – Share buy-back.

Unit 3: Corporate Restructuring

Concept of corporate restructuring – Significance and forms of corporate restructuring – Provisions under the Companies Act, 1956 – Financial restructuring – Leveraged buy-out – Employees' stock option plan.

Unit 4: Mergers and Acquisitions

Concept, merger wave – Trends and historical evolution – Need and reasons – Legal aspects, Economic aspects, Financial aspects – Different forms – Methods of valuation – Evaluation of regulatory control of M&A in India – Procedures under the Companies Act, 1956 – The SEBI Takeover Regulation Code, 1997.

Unit 5: Risk Analysis in Capital Budgeting

Introduction – Nature of risk – General techniques – Quantitative techniques – Capital budgeting practices in India.

Unit 6: Lease Financing

Concept of leasing – Types of lease agreements – Methods of lease financing – Leasing in India.

Suggested Readings:

1. Chandra, P.: *Financial Management – Theory and Practice*, Tata-McGraw-Hill.
2. Khan, M.Y. and Jain, P.K.: *Financial Management – Text and Problems*, Tata-McGraw-Hill.
3. Pandey, I.M.: *Financial Management*, Vikas Publishing House.
4. Van Horne, J.C.: *Financial Management and Policy*, Prentice Hall of India.
5. Chakraborty, S.K., Rao, K.K. and Sen, P.K.: *Financial Management and Control – Text and Cases*, Macmillan India.
6. Schall, L.D. and Haley, C.W.: *Introduction to Financial Management*, Tata-McGraw-Hill.
7. Basu, B.K. (2008): *Lectures on Management Accountancy Principles – System and Practice*, Kolkata, New Central Book Agency.

Paper 22 : Advanced Cost Management

Unit 1: Standard Costing and Variance Analysis

Introduction, types of standards – Setting up of standards – Application of standard costing – Control through variance analysis – Computation of variances – Reporting of variances

Unit 2: Activity Based Cost Management

Meaning, Stages in ABC – Activity based cost system installation and operation – Activity based cost management – ABC: a decision making tool.

Unit 3: Transfer Pricing

Introduction – Objectives of transfer pricing system – Methods of transfer pricing

Unit 4: Cost Reduction and Productivity

Meaning of cost reduction – Cost control and productivity – Techniques of cost reduction – Value analysis, Value-added – Learning curve – Quality circles.

Unit 5: Service Costing

Introduction – Collection of costing data in service sector – Costing methods used in service sector – Pricing by service sector: Transport, Canteen, Hotel, Boiler house, Power house, Hospital etc.

Unit 6: Target Costing and Life Cycle Costing

Meaning of target costing and life cycle costing – Impact of target costing on profitability – Target costing control point – Implementing a target costing system – Phases of product life cycle – Product life cycle costing etc.

Suggested Readings:

1. Banerjee, Bhabatosh: *Financial Policy and Management Accounting*, Prentice Hall of India.
2. Horngreen, C.T.: *Cost Accounting – A Managerial Emphasis*, Prentice Hall of India.
3. Prasad, N.K. & Prasad, A.K.: *Principles and Practice of Cost Accounting*, Book Syndicate Pvt. Ltd.
4. Lal, Jawahar: *Cost Accounting*, Tata-McGraw-Hill.
5. Ghosh, Jayanta: *Management Accounting*, Kolkata, Bhattacharjee Brothers.
6. Maheswari, S.N.: *Management Accounting and Financial Control*, Mahavir Book Depot.
7. Saxena, V.K. and Vashist, C.D.: *Advanced Cost and Management Accounting*, Sultan Chand.
8. Bhattacharya & Dearden: *Accounting for Managerial Decisions*, Prentice Hall of India.
9. Daff, Trevor: *Cost and Management Accounting*, Woodhead Faulkner.
10. Basu, B.K. (2008): *Lectures on Management Accountancy Principles – System and Practice*, Kolkata, New Central Book Agency.

Paper 23 : International Accounting

Unit 1: Introduction

Importance of comparative accounting – Nature and growth of multinational operations – Major international differences in financial reporting – International classification of financial reporting.

Unit 2: Comparative Accounting

Financial reporting in the UK, USA, Germany and Japan.

Unit 3: Reporting and Disclosure

Development: voluntary and regulatory disclosure requirements – Reporting and disclosure practices – Corporate governance disclosures – Implications for users.

Unit 4: Foreign Currency Translation

Introduction – Reasons for translation – Translation methods – Translation accounting development – Foreign currency translation and inflation: the US initiative, the UK approach, the IAS approach; foreign currency translation elsewhere.

Unit 5: International Accounting Standards

IASB – its structure, recognition and support – Accounting standard setting process – US Securities and Exchange Commission response to IFRS – European Union harmonization – Other international bodies.

Unit 6: Convergence

Introduction, need, process, trend – IFRS – Global reporting practices.

Suggested Readings:

1. Frederick, D.S. Choi and Gary, K. Meek: *International Accounting*, Pearson Education.
2. Christopher, Nobes and Robert Parker: *Comparative International Accounting*, Pearson Education.
3. Shirin Rathore: *International Accounting*, Prentice Hall of India.
4. Gerhon, Helen: *Accounting – An International Perspective*, McGraw-Hill.

Paper 24 : Indian Financial System

Unit 1: Nature and Role of Financial System

Money and the payments system – Different concepts and kinds of money – Theory of money supply determination – Different measures of money supply in India – Credit and the financial system – what is financial system; – Structure of financial system – Financial intermediaries: the economic basis of financial intermediation – Financial system and economic development – Theories of the impact of financial development on savings and investment – Meaning and process of financial development.

Unit 2: Commercial Banks

Definition, Classification and functions of commercial banks – Balance sheet of a commercial bank – Theories of commercial bank liquidity – Credit creation by commercial banks – Growth and structure of commercial banks in India – Narasimham Committee report and reform of the banking sector in India – Prudential norms – Universal banking.

Unit 3: Reserve Bank of India

Organization and functions – Role of RBI as currency authority, as banker to government, as bankers' bank, as exchange control authority – Role of RBI as promoter of the financial system – Monetary policy of the RBI – Techniques of monetary control.

Unit 4: Money Market

The structure of financial markets – Money and capital markets – meaning, constituents and functions of money market – Call money market, Treasury bill market, Commercial bills market – Markets for commercial papers and certificates of deposits.

Unit 5: Capital Market

Government (gilt-edged) securities market – Industrial securities market, New issue market, Secondary market – Stock exchanges in India.

Unit 6: Financial Services

Nature of financial services – Fee based and fund based services – Credit rating – Factoring and forfeiting – Merchant banking, Venture capital.

Suggested Readings:

1. Bhole, L.M.: *Financial Markets and Institutions*, Tata-McGraw-Hill.
2. Khan, M.Y.: *Indian Financial System*, Tata-McGraw-Hill.
3. Varshney, P.N. and Mittal, D.K.: *Indian Financial System*, Sultan Chand.
4. Pathak, B.V.: *Indian Financial System*, Pearson Education.
5. Gupta, S.B.: *Monetary Economics – Institutions, Theory and Policy*, Sultan Chand.
6. Khan, M.Y.: *Financial Services*, Tata-McGraw-Hill.
7. Machiraju, H.R.: *Indian Financial System*, Vikas Publishing.
8. Fabozzi & Modigliani: *Capital Markets – Institutions and Instruments*, Prentice Hall of India.
9. Mishkin & Eakins: *Financial Markets and Institutions*, Pearson Education.
10. Fabozzi, Modigliani, Jones & Ferri: *Foundations of Financial Markets and Institutions*, Pearson Education.