

SYLLABUS FOR MASTER OF COMMERCE Course

(w.e.f. 2014-15 Academic Session)



**DEPARTMENT OF COMMERCE
THE UNIVERSITY OF BURDWAN**

Name of the Course: 'Master of Commerce'.

Course Duration: Two-year full-time, divided into four semesters, with dual specialization .

Course objective: The course aims at providing the graduates a facility of acquainting themselves with the advanced areas of Accounting & Reporting, Finance, Banking & Insurance, Entrepreneurship and Taxation in the context of present national and international business & economic conditions. At the end of this course, the passed out students are expected to possess in-depth knowledge and skill of sufficiently high level in the above-mentioned areas of business activities around the world. With such high level of knowledge and skills, they would be able to serve as academicians and as knowledge workers at the modern industries.

Generic Skills that will be developed are:

- i. the ability to identify the changes in the economic and legal environments relevant to the business operations within and outside the country;
- ii. the ability to explain the behavioral pattern of an organization and also the ways and means for managing its human resources for achieving its goals;
- iii. the ability to understand how the business organizations prepare and adopt appropriate strategies in the context of the given conditions of the environment and also its goals;
- iv. the ability to understand the various marketing techniques adopted by different business enterprises belonging to different industries in order to accomplish their objectives;
- v. Enhanced analytical ability using sophisticated statistical techniques and ability to apply appropriate quantitative techniques for facilitating business decision making;
- vi. the ability to understand various aspects of international business as well as the issues relating to the financing of such business;
- vii. an in-depth knowledge of the advanced and critical issues of financial accounting;
- viii. a thorough understanding of the issues concerning the accounting for cross-border business;
- ix. an in-depth knowledge of the corporate reporting practices.
- x. the conceptual foundations that are required to understand various aspects of financial management decision;
- xi. the analytical skills to apply the basic concepts of finance in practice and also to review the techniques of financial decision-making applied by the corporations;
- xii. the ability to go through the day-to-day security market operations by means of utilizing the knowledge on the relevant theories relating to the capital market operations, security valuation and portfolio management;
- xiii. the basic skills required to manage the costs and achieving operational efficiency of an organization. A special thrust has been given on developing the students' ability to identify and understand the appropriate techniques for business decision making purposes;
- xiv. the ability to manage the taxation affairs of a business in a planned manner;
- xv. the ability to use computer software for generating accounting information and facilitating business decision-making.

Course description: Considering the course objective and the generic skills specified above the curriculum of the said course has been designed in the following manner:

1. This curriculum has been designed to offer Post-Graduate Degree in Commerce named as M.Com with dual specialization in Accounting and another subject to be opted by the students from the available options as mentioned subsequently in para 3.

2. This course carries 1300 marks in total. Distribution of these 1300 marks has been made as under:

General papers: 800 marks (sixteen papers of 50 marks each);

Special papers: 400 marks (eight papers of 50 marks each);

Project work etc: 100 marks (two papers of 50 marks each).

3. As mentioned in (1) above, besides offering specialization in Accounting (A) students will be allowed to exercise choice in respect of selection of the second specialization from among the following available options:

i) Finance (F); ii) Marketing (M); iii) Entrepreneurship Development (ED); iv) Banking & Insurance (BI) and v) Taxation (TP). Hence, based on the specialization pursued by the student, the degree may be named as:

i) M.Com (Accounting & Finance);

ii) M.Com (Accounting & Marketing);

iii) M.Com (Accounting & Entrepreneurship Development);

iv) M.Com (Accounting & Banking and Insurance); and,

v) M.Com (Accounting & Taxation Practices).

4. For all papers except COM 301, COM 401, COM 407 and COM 408 total marks (50) of each paper will have two parts—20% for international assessment and 80 % for written examination. For internal assessment continuous evaluation of some specified forms namely class tests, term papers, project reports and viva voce may be used.

5. Each paper of 50 marks will be equally distributed in two modules. However, in each paper of Computer Application in Business (CAB I & CAB II)—COM 301 and COM 401 module-1 will include theoretical part involving 30 marks and module-2 will include practical part involving 20 marks.

The module -1 will consist of units 1-3 and module -2 will be composed of units 4-6.

From each module 3 questions will be set taking one from each unit and the students will be required to answer two from each module. Thus in each paper (except papers COM 301 and COM 401), the students will be required to answer 4 questions – two from each module. Each question will be of 10 marks.

For papers in Computer Application in Business—COM 301 and COM 401, module -1 will carry 30 marks and module -2 will carry 20 marks which will be earmarked for the ‘Practical’ part. And no marks for international assessment will be allotted in these two papers.

6. There will be two papers in fourth semester with 50 marks each on Project Work (Com 407) and Project Presentation, Viva and Social Outreach (Com 408). For these papers each student will have to select one topic on which the student will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from field

survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work (Paper - Com 407) there will be 50 marks on the written project report. In the Project Presentation, Viva and Social Outreach paper (Paper – Com 408) there will be 50 marks consisting of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce to be conducted by a board of examiners. There will be 40 marks for the presentation and the viva voce. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination. The panel of external and internal members for the evaluation of the submitted project reports will be recommended by the P.G. Board of Studies in Commerce. Similarly the panel of members of the viva voce board will also be recommended by the Chairman, P.G. Board. The allocation of the submitted project reports among the members of the panel for evaluation will be done by the Chairman, PGBS. Similarly allocation of the students among the boards of examiners for viva voce will also be done by the Chairman, PGBS. There will be spot assessment of the submitted written reports on the dates to be determined by the PGBS. The dates of viva voce and presentation will also be determined by the Chairman, PGBS. For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.

CHOICE-BASED CREDIT SYSTEM

The Department of Commerce is going to introduce the choice-based credit system and grade points from the present marks-based system. The main features of the new system are as follows:

- The M.Com syllabus will have 1300 marks divided into 26 papers of 50 marks each.
- Each paper of 50 marks shall be of 4 credits but the papers of Project Work, Project Presentation, Viva and Social Outreach of 100 (=50 + 50) marks will carry 4 (= 2 + 2) credits.
- A candidate has to earn 100 credits to earn M.Com degree.
- There shall be three types of papers. **First**, there are core papers which should be compulsorily studied in the Department. **Second**, there are departmental elective papers. The students can take up the courses in the Department itself. Alternatively, the students can take up alternative papers of equivalent credit from sister departments (Mathematics, Statistics, Business Administration, Computer Science, Economics) subject to prior approval of the Departmental Committee and/or appropriate University authorities. In this respect, care should be taken to maintain uniformity of the academic calendar. **Third**, there are special papers which offer specialised/advanced knowledge on the relevant topics. Special papers will be offered by the Department only. The Department offers dual specialisation in Accounting and Finance or in Accounting and Marketing etc.
- A minimum of 68 credits shall have to be earned from departmental *core courses* and shall be compulsory for all students.
- A minimum of 16 credit points shall have to be earned from departmental *special papers*.

- A maximum of 16 credit points may be earned from *non-departmental electives* in place of departmental electives [marked with an asterisk (*) in the framework].
- A student may entirely opt for departmental elective courses.
- In second semester, a student may opt for Operation Research (Com 202) at the Department or can take up any course of equivalent credit from sister departments. Similarly a student may opt for International Finance (Com 203) in the Department or can take up any course of equivalent credit from sister departments.
- In fourth semester, a student may opt for Computer Applications in Business (Com 301) and International Accounting (Com 304) in the Department or can take up any course of equivalent credit from the sister departments.
- Paper Com 407 of fourth semester will have 2 credits and 50 marks. It will consist of written project report.
- Paper Com 408 of fourth semester will have 2 credits and 50 marks. Out of this, 40 marks will be for presentation and viva voce on the project report and 10 marks will be for social outreach.
- Each paper of 4 credits shall have 4 hour session of lectures per week over a period of one semester of 16 weeks for teaching learning process.
- Excepting papers Com 301, Com 401, Com 407 and Com 408 there would be two modules in each paper. Module 1 would consist of units 1 to 3 while Module 2 would consist of units 4 to 6. From each module 3 questions would be set from each unit. Each question would be of 10 marks. The student would have to answer 2 questions from each module. Thus 40 marks in each paper would be for end-semester examination. 10 marks would be allotted for continuous assessment through term papers/project report/class tests/viva voce etc., modalities for which would be decided by the Departmental Committee. For the paper Com 401 module 1 would include theoretical part carrying 30 marks while module 2 would include practical part carrying 20 marks. There would not be any marks earmarked for continuous assessment in this paper. The paper Com 407 will consist of evaluation of written project report submitted by the students. It will carry 50 marks. The paper Com 408 will consist of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity under-taken by the students (10 marks). For the social outreach component the students would have to submit a report on the social outreach work done by them and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.

Structure of M. Com Curriculum
Name of the PG Programme: M.COM

M. Com (1st SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM 101	Macro Business Environment and Strategic Management (MBESM)	Core Paper	(4-0-0)	4	50
COM 102	Organizational Behaviour and Human Resource Management (OBHRM)	Core Paper	(4-0-0)	4	50
COM 103	Managerial Economics (ME)	Core Paper	(4-0-0)	4	50
COM 104	Statistics for Business Decisions (SBD)	Core Paper	(4-0-0)	4	50
COM 105	Marketing Management (MM)	Core Paper	(4-0-0)	4	50
COM 106	Accounting for Managerial Decisions (AMD)	Core Paper	(4-0-0)	4	50

[Note: All the papers in first semester are core papers and compulsory]

M. Com (2nd SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM 201	Corporate Social Responsibility (CSR)	Core Paper	(4-0-0)	4	50
*COM 202	Operations Research (OR)	Departmental Elective	(4-0-0)	4	50
*COM 203	International Finance (IF)	Departmental Elective	(4-0-0)	4	50
COM 204	Advanced Financial Accounting & Auditing (AFAA)	Core Paper	(4-0-0)	4	50
COM 205	Financial Statement Analysis (FSA)	Core Paper	(4-0-0)	4	50
COM 206	Financial Management (FM)	Core Paper	(4-0-0)	4	50

[Note: In this semester papers COM 201, COM 204, COM 205 and COM 206 are core papers and compulsory. Papers COM 202 and COM 203 are departmental electives. They can be taken up by the students or the students can take up any papers of equivalent credits from sister departments (Mathematics, Statistics, Business Administration, Economics) subject to prior approval of the Departmental Committee and the University Authorities].

M. Com (3rd SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM 301	Computer Applications in Business I (CAB I)	Departmental Elective	(2-0-2)	4	50
COM 302	Direct Taxes (DT)	Core Paper	(4-0-0)	4	50
COM 303	Corporate Reporting – I (CR-I)	Core Paper	(4-0-0)	4	50
COM 304	International Accounting (IA)	Departmental Elective	(4-0-0)	4	50
COM 305 F	Financial Institutions and Markets(FIM)	Special Paper	(4-0-0)	4	50
COM 305M	Advertising and Sales Promotion (ASP)	Special Paper	(4-0-0)	4	50
COM 305ED	Fundamentals of Entrepreneurship (FE)	Special Paper	(4-0-0)	4	50
COM 305BI	Principles & Practices of Banking (PPB)	Special Paper	(4-0-0)	4	50
COM 305TP	Advanced Corporate Taxation (ACT)	Special Paper	(4-0-0)	4	50
COM 306 F	Security Analysis and Portfolio Management (SAPM)	Special Paper	(4-0-0)	4	50
COM 306 M	Consumer Behaviour and Marketing Research (CBMR)	Special Paper	(4-0-0)	4	50
COM 306ED	Project Planning & Control (PPC)	Special Paper	(4-0-0)	4	50
COM 306 BI	Principles & Practice of Insurance (PPI)	Special Paper	(4-0-0)	4	50
COM 306TP	Tax Practice and Procedures (TTP)	Special Paper	(4-0-0)	4	50
COM 307	Basic Accounting, Costing and Finance (AFC)	Minor Elective	(4-0-0)	4	50

[Note: In this semester papers COM 301 and COM 302 are core and compulsory papers. Papers COM 303 COM 304 are meant for the Accounting special which will be offered to all students. For each of the papers 305 and 306 (Special Papers) five options are available. A student may opt for any one from these five options. Students will be required to retain the same option for specialization in the fourth semester also.]

M. Com (4th SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM 401	Computer Applications in Business II (CAB II)	Core Paper	(2-0-2)	4	50
COM 402	Indirect Taxes (IDT)	Core Paper	(4-0-0)	4	50
COM 403	Strategic Cost Management (SCM)	Core Paper	(4-0-0)	4	50
COM 404	Corporate Reporting – II (CR-II)	Core Paper	(4-0-0)	4	50
COM 405F	Business Valuation and Risk Management (BVRM)	Special Paper	(4-0-0)	4	50
COM 405M	Marketing of Services (MS)	Special Paper	(4-0-0)	4	50
COM 405ED	Entrepreneurial Finance & Management (EFM)	Special Paper	(4-0-0)	4	50
COM 405BI	Management of Commercial Banks & Insurance (MCBI)	Special Paper	(4-0-0)	4	50
COM 405TP	Tax Assessment Procedures and Process (TAPP)	Special Paper	(4-0-0)	4	50
COM 406F	Advanced Financial Management (AFM)	Special Paper	(4-0-0)	4	50
COM 406M	Sales and Distribution Management (SDM)	Special Paper	(4-0-0)	4	50
COM 406ED	Entrepreneurial Performance Monitoring (EPM)	Special Paper	(4-0-0)	4	50
COM 406BI	Management of Risk in Banking & Insurance (MRBI)	Special Paper	(4-0-0)	4	50
COM 406TP	Indirect Tax Procedures (ITP)	Special Paper	(4-0-0)	4	50
COM 407	Project Work (PW)	Core Paper	(0-2-0)	2	50
COM 408	Project Presentation, Viva and Social Outreach (PPVSO)	Core Paper	(0-0-2)	2	50

[Note: In this semester papers COM 401 and COM 402 are core papers and compulsory. Papers COM 403 and COM 404 are special papers in Accounting which will be offered to all students. Papers COM 405 and COM 406 are special papers. A student will be required to continue with the same specialization which was opted by him/her in Semester 3.

Detailed Syllabus

FIRST SEMESTER

COM 101: MACRO BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT (MBESM)

Module-1

Unit 1: Macro Economic Environment of Business: Concepts, Significance and Elements of Business Environment; Changing dimension of Business Environment; Environmental monitoring and analysis; Concept and significance of the economic environment of business, Elements of economic environment in India; Economic systems and business environment; Macro-economic indicators and forecasting of macro-economy; Economic Policies - Monetary and Fiscal policies; Globalization, Liberalization and Business environment; Economic Planning and the emerging environment, Case Studies. [20%]

Unit 2: Legal Environment of Business: Concept and Scope of Political and Legal Environment of Business in India; Importance of Physical Environment; Environmental responsibility of Business; Environmental Laws in India - The Environmental Protection Act, 1986; The Air (Prevention and Control of Pollution) Act, 1981; The Water (Prevention and Control of Pollution) Act, 1974, Concepts and importance of Intellectual Property Rights; Indian laws for protecting intellectual properties – Patents Act, 1970; The Copyright Act, 1957; The Trade Mark Act, 1999 – Objectives Definitions, Important Provisions , Case Studies. [20%]

Unit 3: International and Technological Environment of Business: Importance of International Environment; Multinational Corporations: Concept and Characteristics, benefits and dangers to host countries; Origin and functions of WTO, differences between GATT and WTO, WTO Agreements, Trading Blocks and India; Technology Policy in India – Policy on Research and Development; Technology Transfer: Policies and Mechanisms, Case Studies. [10%]

Module-2

Unit 4: Introduction to Strategic Management: Organization-Environment Interface; Strategy, Strategic Management and related issues; Strategic Management Process; External Analysis and Diagnosis; Industry Analysis: Michael Porter's Five-Forces Model; Analysis of Internal Resources and Capabilities and Synthesis of Internal Factors; SWOT analysis; Case Studies. [25%]

Unit 5: Strategic Options: Alternative Grand Strategies: Stability, Growth, Retrenchment and Combinations – Mergers, Acquisitions and Joint Ventures; Michael Porter's Concept of Generic Strategies and Competitive advantage; Case Studies. [15%]

Unit 6: Choice of Strategy and Strategy Implementation: Strategic Choice – The Portfolio Approach; Interrelationship between formulation and implementation; Important Issues in Strategy Implementation: Resource Allocation, Leadership Implementation, Structural considerations etc.; Case Studies. [10%]

Suggested Readings:

1. Aswathappa,K, *Business Environment for Strategic Management*, Himalaya Publishing House, Mumbai.
2. Misra & Puri, *Economic Environment of Business*, Himalaya, Mumbai.
3. Cherunilam, F, *Business Environment*, Himalaya, Mumbai.
4. Adhikary, *Economic Environment of Business*, Sultan Chand, New Delhi.
5. Sengupta: *Government and Business in India*, Vikas, New Delhi.
6. Bagchi, A.K, *WTO and India*, Eastern Law Book, Kolkata.
7. Chakravarty, S, *Development Planning*, Oxford University Press, Delhi.
8. Ansoff, H. Igor. *Implanting Strategic Management*, PHI, Englewood Cliffs, New Jersey.
9. Jauch, L. R. and Glueck, W.F., *Business Policy and Strategic Management*, McGraw Hill, New York.
10. David, Fred R., *Strategic Management*, Pearson Education
11. Kazmi, A., *Business Policy and Strategic Management*, McGraw Hill.
12. Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. *Strategic Management: A Methodological Approach*. Addison-Wesley.
13. Haberberg and Rieple. *Strategic Management: Theory and Application*. Oxford.
14. Grant, *Contemporary Strategic Management*, Wiley

COM 102: ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT(OBHRM)

Module-1

Unit 1: Organisation, Organisation Theory and Organisational Behaviour: Concept of Organisation, Modern Foundation of Organisational Studies, Challenges managers facing today, Organisational Behaviour in Global Context. Case Studies. [10%]

Unit 2: Individual, Group and Group Dynamics in Organisation: Important determinants of individual behaviour – Personality, Perception, Attitude, Values, Learning and Job Satisfaction; Concept of and types of Groups, Process of Group formation, foundation of Group behaviour, Creativity and Group Decision Making; Concepts of Group Dynamics, Power and Politics; Organisational Conflicts and their resolution; Organisational Culture. Case Studies. [20%]

Unit 3: Motivation and Leadership: Models of Organisational Behaviour, Concept, Importance and Theories of Motivation, Leadership; Motivation and Behaviour modification, Contemporary issues in Leadership. Case Studies. [20%]

Module-2

Unit 4: Introduction to Human Resource Management: Basic Conceptual Framework of HRM, Changing Role, Functions and Qualities of Human Resource Manager, Human Resource Planning- Concept - Objectives - Factors affecting HR planning - Process of HR Planning - Problems in HR Planning , Recruitment - Objectives - Sources of Recruitment. Selection - Concept –Selection – Procedure, Wages and salaries administration- Basic concept, Meaning and Types of fringe benefits, Concept of Social Security, Case Studies. [20%]

Unit 5: Training, Development and Performance Management: Assessing training needs- Methods and Evaluation of Training – Development – Techniques of Management Development – Evaluating Effectiveness, Concept - Performance Appraisal - Concept- - Traditional and Modern Methods of Appraisal – Concepts of Potential Appraisal, Case Studies. [15%]

Unit 6: Industrial Relations (IRs): Concept, Characteristics and Objectives of IRs, Factors influencing IRs, Conditions for congenial IRs, Meaning, forms, causes, Prevention and settlement of Industrial Disputes, Morale and productivity, Meaning and Significance of Employee Empowerment, Quality Circles, Case Studies.[15%]

Suggested Readings:

1. Buchana, David and Hucznski, Andrzej: *Organizational Behaviour*, Pearson Inc.
2. Etzioni, Amitai: *Modern organizational Behaviour*, PHI, New Delhi.
3. Francesco: *International Organisational Behaviour* – Pearson Education, New Delhi.
4. Hersy, Blanchard and Johnson: *Management of Organisational Behaviour*, PHI.
5. Kast and Rosenzweig: *Organisation and Management*: New York: MacGraw Hill Int.
6. Luthans, Fred: *Organisational Behaviour*, McGraw Hill Int, Boston.
7. Robbins, S P and Sanghi S: *Organisational Behaviour*, Pearson Education, New Delhi.
8. Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing, Mumbai.
9. Bohlander: *Human Resource Management*, Thomson
10. Biswajeet Pattanayak : *Human Resource Management*, PHI
11. Srinivas K. R: *Human Resource Management in Practice*, PHI.
12. Mathis: *Human Resource Management*, Thomson
13. Sadri, Jayasree, Ajgaonkar, *Geometry of HR*, Himalaya
14. Subba Rao P. *Personnel and Human Resource Management*, Himalaya.
15. VSP Rao, *Human Resource Management*, Vikas
16. Mello: *Strategic Human Resource Management*, Thomson

COM 103: MANAGERIAL ECONOMICS (ME)

Module-1

Unit 1: Nature and Scope of Managerial Economics :Relation of managerial economics with economic theory, decision sciences, and functional areas of business; Measuring and maximizing economic profit – Economic cost of using resources, Economic profit versus accounting profit, Maximizing the value of the firm, Equivalence of value maximization and profit maximization; Fundamental concepts affecting business decisions – Incremental principle, Opportunity cost principle, Discounting principle, Equi-marginal principle; The Framework of Managerial Economics.[10%]

Unit 2: Demand Theories and Its Applications: Individual and market demand functions; Derivation of the law of demand from theories of consumer behaviour; Determinants of demand; Elasticity of demand - Meaning and importance of different measures of demand elasticity, Determinants of elasticity of demand, Using elasticity in managerial decisions; Regression techniques and estimation of demand function; Methods of demand forecasting – consumer level method, time series forecasts. [20%]

Unit 3: Theory of Production and Costs : Production function; Stages of production; Law of variable proportions; Law of returns to scale; Economies of scale; Isoquants and isocosts – concepts and their properties; Choice of best input combination; Short and long run cost functions - their derivation, nature, shape and inter relationship; Special topics in cost theory – Profit contribution analysis, Operating leverage; Empirical production functions – their properties and estimation; Empirical estimation of cost functions. [20%]

Module-2

Unit 4: Pricing and Market Structures: Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Price Determination under Different Market Conditions: Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Methods of price determination in practice – Mark up pricing, Limit pricing, Peak load pricing, Pricing of new products; Price discrimination; International price discrimination and dumping; Transfer pricing.[20%]

Unit 5: Risk and Uncertainties in Managerial Decision Making : Distinction between risk and uncertainty; Measuring risk with probability distributions; One stage decision making problems - Different criteria for decision making under risk and uncertainty; Multi-stage decision making problems – Decision tree; Expected utility theory; Uncertainty model in two person zero sum game and non-zero sum game; Games with mixed strategies. [15%]

Unit 6: Organisational Goals: A critique of the Neoclassical theory of the firm – The Marginalist Controversy; Managerial theories of Baumol, Marris and Williamson; Behavioural theory of Cyert and March. [15%]

Suggested Readings:

1. Das, S.P.: *Microeconomics for Business*, Sage Publications.
2. Damodaran, S.: *Managerial Economics*, Oxford University Press, New Delhi.
3. Dean, J.: *Managerial Economics*, PHI Learning Private Limited, Delhi.
4. Keat, P.G., & Young, P.K.Y.: *Managerial Economics - Economic Tools for Today's Decision Makers*, Pearson Education.
5. Koutsoyiannis, A.: *Modern Microeconomics*, Macmillan
6. Mithani, D.M.: *Managerial Economics – Theory and Applications*, Himalaya Publishing House, New Delhi.
7. Mote, V.L., Paul, S. & Gupta, G.S.: *Managerial Economics - Concepts and Cases*, Tata McGraw Hill Publishing Company Limited.
8. Peterson, C.H., Lewis, W.C., & Jain, S.K.: *Managerial Economics*, Pearson Education, New Delhi
9. Thomas, C.R., Maurice, S.C., Sarkar, S.: *Managerial Economics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi
10. Tirole J.: *The Theory of Industrial Organization*, Cambridge MIT Press.
11. Vohra, N.D.: *Quantitative Techniques in Management*, Tata McGraw Hill Publishing Company Limited, New Delhi.

COM 104: STATISTICS FOR BUSINESS DECISIONS (SBD)

Module 1

Unit 1: Probability and Random variable: Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities; Random variable and its distribution; Mathematical Expectations and Variance of a random variable. [20%]

Unit 2: Probability distributions: Probability function, Distribution function; Probability mass functions of Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Probability density function of Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distribution; Joint probability distribution function.[20%]

Unit 3: Sampling and Sampling distributions: Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques - Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and their uses. [10%]

Module 2

Unit 4: Statistical Inference: Theory of estimation and theory of testing of hypothesis; Point and interval estimation of population mean, proportion and variance; Procedure of testing of hypothesis; Small and large sample test based on 't', 'Z' and 'F' statistic; Association of attributes and Chi-square test; Analysis of Variance – one way and two way classified data.[20%]

Unit 5: Multivariate Regression Analysis: Multiple Regression Analysis – Assumptions, Model specification, Estimation and Testing; Relation between partial regression coefficient and correlation coefficient; Multiple correlation and partial correlation; Some general problems in multiple regression analysis. [20%]

Unit 6: Statistical Quality Control: Meaning and scope; Control limits, specification limits, tolerance limits; Chance causes, Assignable causes; Process control, product control; Technique of control charts; Problems of drawing \bar{X} , R charts.[10%]

Suggested Readings:

1. Aczel, A.D. and Sounderpandian: *Complete Business Statistics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Levin, R. I. and Rubin, D.S.: *Statistics for Management*, Prentice Hall of India Pvt. Ltd., New Delhi
3. Sharma, J.K.: *Business Statistics*, Pearson Education, New Delhi
4. Das, J.K.: *Statistics for Business Decisions*, Academic Publishers, Kolkata
5. Sarkhel, J. and Dutta, S. K.: *An Insight into Statistics*, Book Syndicate Pvt. Ltd., Kolkata.
6. Spiegel, M.R.: *Theory and Problems of Statistics*, Schaum Publishing Company.
7. Gujrati, D.N., Porter, D.C., Gunasekar, S.: *Basic Econometrics*, Tata McGraw Hill Education.
8. Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.

COM 105: MARKETING MANAGEMENT (MM)

Module-1

Unit 1: Basic Concepts: Nature, scope and importance of Marketing Management; Process of marketing.; 4 Ps and 4 Cs of marketing; Customer value & Satisfaction; Marketing Environment – macro and micro components and their impact on marketing decisions; Issues in marketing & its strategy – STP model and its relevance; Product and its classification; PLC – market strategy and market evaluation.[20%]

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.[20%]

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.[10%]

Module-2

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.[20%]

Unit 5: Retailing: Definition and its importance as an important sector; Personal selling – its role in retailing; On-line selling; CRM concepts – goals and process; Pricing decision and strategic pricing.[5%]

Unit 6: Service marketing: Types and difference with product marketing; Extended Marketing Mix; service marketing and service – quality gap; Marketing for Financial service, Tourism etc. [5 %]

Suggested Readings:

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

COM 106: ACCOUNTING FOR MANAGERIAL DECISIONS (AMD)

Module-1

Unit 1: Introduction: Objectives, Nature, Scope, Creation of Data Base for Operational Control & Decision making and Basic Cost Concepts in decision making.[10%]

Unit 2: Marginal Costing and C-V-P Analysis: Fundamental points of difference between Marginal Costing and Absorption Costing-essential and 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 concepts of BEP, P/V Ratio, M/S etc. and their significance. Application of the above concepts in decisions involving determination of product-mix, pricing of products, adding or abandoning a product etc.[20%]

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.[20%]

Module-2

Unit 4: Budget and Budgetary Control: Budgets as planning and control instruments- Types of Budgets and their significance, Various approaches to Budgeting.[20%]

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.[20%]

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.[10%]

Suggested Readings:

1. Anthony R. : *Management Accounting*, Taraporewala.
2. Willamson 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*, Prentice Hall
6. Ravi M. Kishore, : *Cost Management*, Taxmann Publishing
7. Docoster, D. T. and Eldon, L.S., : *Management Accounting , A Decision Emphasis*, John Wiley.
8. Bhattacharyya and Dearden, : *Accounting for Managerial Decisions*, Prentice Hall
9. Walsch G. A. : *Budgeting, Profit Planning and Control*, Prentice Hall
10. V K. Saxena & C. D. Vashist: *Advanced Cost and Management Accounting*, Sultan Chand & Sons.
11. Bhattacharyya A. K: *Principles and Practice of Cost Accounting*, Prentice Hall

SECOND SEMESTER

COM 201: CORPORATE SOCIAL RESPONSIBILITY (CSR)

Module -1

Unit 1: CSR: Definitions, Principles: sustainability, accountability and transparency; Agency theory and Stakeholder theory of Business; Business and the society. [10%]

Unit 2: Sustainability, Accountability and Transparency: Various concepts and relevant issues- Environment, society and governance (ESG); Triple-Bottom-Line (TBL). [20%]

Unit 3: Corporate Governance: Concept and importance; International scenario; Indian scenario—reports of various committees. [20%]

Module-2

Unit 4: Environment and Society: Issues relating to Environment, Social, Labour and human rights- relevant ILO standards and UN charter. [20%]

Unit 5: Reporting Framework and Standards:

Sustainability /CSR/ ESG reporting framework and standards (GRI, OECD, Global Compact, AA1000, ISO26000); Reporting requirement in India. [20%]

Unit 6: Performance indicators: Sustainability/ CSR performance indicators as per various standards; Disclosures and Measurement of Transparency; Dow Jones Sustainability Index / FTSE4GOOD Index. [10%]

Suggested Readings:

1. Philip Kotler, *Corporate Social Responsibility*, Nancy Lee, John Wiley & Sons Inc. 2005 ISBN 0-471-47611-0
2. Daniel Esty, Andrew Winston, *Green to Gold*, John Wiley & Sons Inc. 2006 ISBN 978-0-470-39374-1
3. C.K. Prahalad, *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing, 2005
4. Sanjay K Agarwal, *Corporate Social Responsibility in India*, SAGE Publications Pvt. Ltd,
5. HuzaifaKhorakiwala, Vijay Kapur and EnakshiSengupta, *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.

COM 202: OPERATIONS RESEARCH (OR)

Module 1

Unit 1: Linear Programming Problem: Linear programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality.[20%]

Unit 2: Transportation and Assignment Problems: Mathematical representation, Methods of solving initial basic feasible solution; Testing optimality; Variations in transportation problem; Assignment problems - its concept and algorithm; Solution of Assignment problem, Variations of assignment problems.[20%]

Unit 3: 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.[10%]

Module 2

Unit 4: Queuing Theory: Concept of queuing system and model; Characteristics of queuing model; Models with Poisson arrival and services rates, Single server with infinite and finite population.[20%]

Unit 5: Simulation: Basic concept; Elements of simulation process; Advantages and limitations of simulations; Application of simulation in different fields.[10%]

Unit 6: Network Analysis: Network diagram; Time estimates for activity; Determination of floats; Critical Path Method; Program Evaluation and Review Technique; Project crashing, scheduling and leveling.[20%]

Suggested Readings:

1. Taha, H.A.: *Operations Research – An Introduction*, Prentice Hall of India Pvt. Ltd., New Delhi
2. Swarup, I.K., Gupta, P.K., Mohan, M.: *Operations Research*, Sultan Chand & Sons, New Delhi.
3. Vohra, N.D.: *Quantitative Technique in Management*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Sharma, J.K.: *Operations Research – Theory and Applications*, Macmillan, New Delhi.
5. Kapoor, V.K. and Kapoor, S.: *Operations Research – Techniques for Management*, Sultan Chand & Sons, New Delhi.

COM 203: INTERNATIONAL FINANCE (IF)

Module 1

Unit 1: An Overview of International Financial Management and BOP: Meaning, Nature and scope of International Finance; International Financial Management – International Finance Vs Domestic Finance; Balance of payments – form and nature of BOP accounts, Equality and equilibrium. [10%]

Unit 2: Balance of Payments Adjustment Mechanism: Adjustment mechanism, Adjustment of BOP under fixed and flexible exchange rates; Devaluation – Elasticity and Absorption approach; Different exchange rate regimes and their mechanism; BOP and economic policy; Internal and external balance through exchange rate adjustment, monetary policy and fiscal policy. [20%]

Unit 3: International Monetary System: Evolution of monetary standard – Specific commodity standard, Classical gold standard; Interwar period; Bretton Woods system of exchange rate, collapse of fixed parity system, Smithsonian arrangement, the exchange rate regime since 1973 to present; Gold standard forms, rules, mechanism, advantages and disadvantages; IMF and international Liquidity and SDR. [20%]

Module 2

Unit 4: Foreign Exchange Market: Foreign exchange market – structure, functions, participants, trading and turnover; Major foreign exchange markets – spot, forward, futures, options and swaps; Quotations of exchange rates, spot and forward quote, cross rates; Nominal, real and effective exchange rates; Determination of exchange rate in spot and forward market – International Parity theories; Currency arbitrage, Covered and Uncovered interest rate arbitrage; Forward market hedging. [20%]

Unit 5: Foreign Exchange Derivatives and Risk Management: Market for derivatives, currency futures, options and swaps; Currency risk management, Hedging techniques. [15%]

Unit 6: Foreign Investments: Cross-border investment decisions; Financing decisions of MNCs; Various instruments ADR, IDR, GDR; International portfolio diversification. [15%]

Suggested Readings:

1. Apte, P.G.: *International Financial Management*, Tata McGraw Hill Education.
2. Soderstein, B.: *International Economics*, Macmillan
3. Siddaiah, T.: *International Financial Management*, Pearson
4. Dekaert, G., Hodrick, R.G.: *International Financial Management*, PHI.
5. Sharan, V.: *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi
6. Yadav, S.S., Jain, P.K., Peyrard, M.: *Foreign Exchange Markets – Understanding Derivatives and Other Instruments*, Macmillan.
7. Avadhani, V.A.: *International Finance: Theory and Practice*, Himalaya Publishing House, Mumbai.

8. Mithani, D.M.: *International Economics*, Himalaya Publishing House, Mumbai.
9. Seth A.K.: *International Financial Management*, Galgotia Publishing Company, New Delhi,
10. Madhu, V.: *International Financial Management*, Excel Publications.

COM 204: ADVANCED FINANCIAL ACCOUNTING & AUDITING (AFAA)

Module-1

Unit 1: Holding Company Accounts: Chain Holding, Group Financial Reporting including foreign subsidiaries, Conversion in Home Currency. [20%]

Unit 2: Accounting and Reporting of Financial Instruments: Meaning, Recognition, De-recognition, off-set, Measurement of Financial Instruments, Hedge Accounting and Disclosure. [20%]

Unit 3: Taxation in Accounting: Excise Duty- Customs Duty-CST-Income Tax-VAT. [10%]

Module-2

Unit 4: Company Audit: Statutory Audits under the Companies Act, 2013, Qualifications and disqualifications of company auditors, Rights, Duties, Liabilities of auditors including their liability to third party, Joint Audits and provisions thereon, Audits of Dividend and Divisible Profits, Audit Reports- its contents, Qualification and Disqualification of Audit reports, Note on Accounts.[20%]

Unit 5: Internal Audit and Audit Committee: Basic concept, Internal Audit Standards issued by ICAI, Sarbanes-Oxley Act, 2002 and its implications on Internal Audit and Internal Control, Audit Committee- its significance and formation, Role of Audit Committee on Corporate Governance Practices of companies.[20%]

Unit 6: Auditing and Assurance Standards (AASs): Statements and Guidance Notes on Auditing issued by ICAI, Significant differences between Auditing and Assurance Standards and International Standards on Auditing. [10%]

Suggested Readings:

1. Shukla. M.C. and T.S. Grewal : *Advanced Accountancy*, S.Chand & Co., New Delhi.
2. Gupta, R.L. *Advanced Financial Accounting*, S. Chand &Co., New Delhi
3. Naryanaswamy, R: *Financial Accounting: A Managerial Perspective*, Prentice Hall,,New Delhi
4. Dearden , J and S.K. Bhattacharya: *Accounting for Management*,Vikas Publishing, House,New Delhi
5. Gupta N.S: *Accounting Standards: Indian and International*, Sultan Chand & Sons, New Delhi.
6. William Pickles, *Advanced Accounting*.
7. Yorston, Smith & Brown – *Advanced Accounting*.
8. Bansal, S, *Advanced Auditing and Professional Ethics*, Bestworld Publications Pvt. Ltd.
9. Gupta, K., *Contemporary Auditing*, Tata McGraw Hill.
10. Guiding Notes on Audit and Auditing Standards, ICAI, New Delhi.

COM: 205 FINANCIAL STATEMENT ANALYSIS (FSA)

Module-1

Unit 1: Financial Statements: Meaning, Nature, Objectives, Importance, Different Types and Limitations. [10%]

Unit 2: Financial Statement Analysis (FSA): Conceptual Framework, Steps in FSA, Objectives of FSA, Historical Development of FSA, Traditional and Modern Approaches to FSA, Types of FSA- Based on Material used and based on Modus Operandi, Problems encountered in FSA, Methods of FSA- Comparative Statements, Common-size statements, Trend Ratios and Ratio Analysis, Content Analysis: Basic concept. [20%]

Unit 3: Ratio Analysis: Meaning of Ratio Analysis, Ratio Formation, Objectives of Ratio Analysis, Classification of Ratios, Important Ratios, DuPont Analysis, Limitations of Ratio Analysis, Points to be kept in mind for making Ratio Analysis effective, Practical Methods of Analysis- Time Series Analysis, Cross-sectional Analysis, Residual Analysis and Multivariate Analysis. [20%]

Module-2

Unit 4: Basic Statistical Issues in FSA: Purposes of Statistical Measures in FSA, Statistical Measures commonly used in FSA-Measures of Central Tendency, Measures of Dispersion, Measures of Relationship and Relevant Statistical Tests.[10%]

Unit 5: Fund Flow Analysis and Cash Flow Analysis: Fund Flow Statements (FFS)- Concept of Fund, Meaning of FFS, Sources and uses of Fund, Steps in preparing FFS, Importance and Limitations of FFS, Cash Flow Statements (CFS)- Meaning of CFS, FFS vs. CFS, Sources and Uses of cash, Preparation of CFS, SEBI Guidelines for CFS, Cash Flow information based Ratios, Interpretation of Information derived from FFS and CFS.[20%]

Unit 6: Corporate Distress Analysis: Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress Analysis, Corporate Failure Prediction Models.[20%]

Suggested Readings:

1. Foster, G.: *Financial Statement Analysis*, Prentice Hall.
2. Lev. B.: *Financial Statement Analysis – A New Approach*, Prentice Hall.
3. Sur, D.: *Financial Statement Analysis – A Comprehensive Approach*, Excel Books.
4. Wild, J.D., Subramanyam, K.R. and Halsey, R.F.: *Financial Statement Analysis*, McGraw Hill Education India Pvt. Ltd.

COM 206: FINANCIAL MANAGEMENT (FM)

Module-1

Unit-1: Financial Management: Definition, Scope and Objective. Decisions in Financial Management. [10%]

Unit-2: Cost of Capital: Definition, Relevance, Measurement of Specific costs of capital and Weighted Average Cost of Capital. Marginal Cost of Capital. [20%]

Unit-3: Capital Budgeting Techniques: Capital Budgeting under certainty condition, Capital Budgeting Practices in India. [20%]

Module-2

Unit-4: Capital Structure and Firm Value: Concept of capital structure, Various models, Determinants of capital structure. [20%]

Unit-5: Dividend Policy and Firm Value: Concept of dividend policy, Various dividend models. [20%]

Unit-6: Management of Working Capital: Management of major components of working capital, working capital financing policies. [10%]

Suggested Readings:

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

THIRD SEMESTER

COM 301: COMPUTER APPLICATION IN BUSINESS-I (CAB I)

Theory [30 Marks]

Unit 1: Concept of Data processing and Data representation: Data, Information, Data processing, Computerised data processing, Data structure, need for data processing, Data processing cycle and functions, methods of data processing, Application of data processing system. Concept of data representation, Data types, Number systems, Computer coding systems, Computer Arithmetic. [10 %]

Unit 2: Design of Computerised Commercial Applications: Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting. [20 %]

Unit 3: Introduction to C: Introduction to basic structure of C Program, character set, keywords, identifiers, constants, variables, developing simple programs in C language. Operators: Arithmetic, Relational, Logical and 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. [20 %]

Practical [20 Marks]

1. Application of Spreadsheet in Business
2. Introduction to C : Developing simple C program.

Suggested Readings:

1. E. Balagurusami, *Programming in ANSIC*, (Tata McGraw Hill),
2. Bryan Gottfried, *Programming with C*, (Tata McGraw Hill),
3. *Mastering Excel-2000*, Premium edition, (BPB Publication).

COM 302: DIRECT TAXES (DT)

Module-1

Unit-1: Taxation of Business Income: Computation of business income in case of Corporate and Partnership Firms with reference to relevant provisions under the Income Tax Act, Provision for MAT (Minimum Alternate Tax), Dividend Distribution Tax, Provision for Set off and Carry Forward of Accumulated Losses. [20%]

Unit-2: Corporate Tax Planning: Basic concepts-Tax Planning, Tax Avoidance, Tax Evasion and Tax Management, Tax planning considerations relating to- Forms and Nature of business, Sources of Fund, Management and Investment Decisions like own or lease, retain or replace, make or buy, Capital Structure Decision, Restructuring of Businesses including Amalgamation, Demerger and Takeover. [20%]

Unit-3: Income from other sources: Interest, Dividend on shares, units, bonds etc., Income from horse racing, gambling etc., Income from Quiz, TV shows, competitions etc., Income from letting out movable items (other than capital assets), Income in the form of Gifts and Deemed Gifts. [10%]

Module-2

Unit-4: Clubbing of Income: Income of other persons' included in assessee's own income. Case - study approach based on landmark judgements. [15%]

Unit-5: Taxation of International Transactions: Double Taxation Relief and Arm's Length Pricing and its Methods. [15%]

Unit-6: Assessment Procedure: Returns of Income, Due dates of filing return, Assessment of Income, Penalties and Prosecution, Advance Payment of Tax, Provisions regarding TDS (Tax Deducted at Source), Refund of Tax, Interest, Appeals and Revisions, Settlement of cases. [20%]

Suggested readings:

1. Singhania, V.K. and Kapil, Direct Taxes, Taxmann Publications, New Delhi
2. Ahuja and Gupta, Tax Planning, Bharat Publishers
3. Income Tax Act, 1961 (Amended as per the recent Finance Act)

COM 303: CORPORATE REPORTING-I (CR-I)

Module-1

Unit-1: Indian Accounting Standards: Concept of Accounting Standards, Development of Accounting Standards, Standard setting process in India, Advantages and Limitations of Accounting Standards, Objectives of Accounting Standards, Accounting Standards in India, Problems of Accounting Standards, Discussion on relevant Accounting Standards. [20%]

Unit-2: Segmental Reporting (AS 17): Introduction, Disclosure requirements, Case study. [10%]

Unit-3: Impairment of Assets (AS 28): 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. [20%]

Module-2

Unit-4: Accounting for Corporate Restructuring: Methods of Corporate Restructuring, Accounting and Reporting for Buy-back of shares, Accounting for Demergers, Accounting for Employee Stock Option Plan (ESOP). [20%]

Unit-5: Accounting for Amalgamation (AS-14): Introduction, Definition, Methods of accounting for amalgamation and disclosure. [10%]

Unit-6: Economic Value Added Statements: Introduction, Limitations of traditional performance evaluation techniques of accounting, Genesis of EVA, Advantages and Limitations of EVA, Concepts of MVA and SVA, Case Study. [20%]

Suggested Readings:

1. ICAI, *Compendium of Accounting Standards*.
2. Ghosh, T.P., *Accounting Standards and Corporate Accounting Practices*, Taxmann publication.
3. Agarwal, 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.

COM 304: INTERNATIONAL ACCOUNTING (IA)

Module-1

Unit 1: International Accounting: Meaning, importance, Factors making contributions towards development of International Accounting, Concept of Comparative Accounting. [10%]

Unit 2: Foreign Currency Translation: Concept, Usefulness, Approaches and Practices. [20%]

Unit 3: International Standards, Organizations and Convergence: Usefulness, Supporting and Deterring Forces, International and Regional Efforts in Standards setting. Concept, Significance and Process of Convergence, IFRS-Concept, usefulness, Trends in Implementation of IFRS, Problems associated with IFRS implementation, Share Based Payments. [20%]

Module-2

Unit 4: Fair Value Accounting: Concept, Genesis, process, Merits and Demerits. [15%]

Unit 5: Emerging Areas in International Accounting: First Time Adoption of IFRS (IFRS: 1), Share Based Payments (IFRS: 2), IFRS XBRL, International Taxation. [20%]

Unit 6: International Financial Statement Analysis: Application of Conventional and Modern Techniques, Difficulties in Analyzing Foreign Financial Statements-Language, Terminology and Format, Timeliness of the Data, Availability and Reliability of the Data. [15%]

Suggested Readings:

1. Choi, F.D.S. and Meek, G.K.: *International Accounting*, Pearson Education.
2. Nobes, C. and Parker, R. : *Comparative International Accounting*, Pearson Education.
3. Gerhon, H.: *Accounting: An International Perspective*, McGraw-Hill.
4. Rathore, S.: *International Accounting*, Prentice Hall India.

COM 305F: FINANCIAL INSTITUTIONS AND MARKETS (FIM)

Module 1

Unit 1: Economy and the Financial System: Money and payments system; Different measures of money supply in India; Theory of money supply determination; Structure of financial system – money and capital markets; Relationship between financial system and economic development; The economic basis of financial intermediation; Meaning and process of financial development; Theories of the impact of financial development on savings and investment; Financial markets: Nature, Functions and Efficiency.[20%]

Unit 2: Commercial Banks: Definition, classification and functions of commercial banks; Balance sheet of a commercial bank; Theories of commercial bank liquidity; Credit creation of commercial banks; Growth and structure of commercial banks in India; Reform of the banking sector in India; Prudential norms; Universal banking.[15%]

Unit 3: Reserve Bank of India: Organization of RBI; Functions of RBI: Traditional and Promotional; Balance Sheet of the Issue and Banking department of RBI; Monetary policy of the RBI – quantitative and qualitative measures of credit control. [15%]

Module 2

Unit 4: Money Market: Meaning, constituents and functions of money market; Types and instruments of money market: Call money market, money market mutual funds, treasury bill market, commercial bill market, commercial papers, repo market and certificates of deposits, Role of DFHI in money market. [15%]

Unit 5: Capital Market: New Issue market, Government securities market, Industrial securities market, Commodities market, major stock exchanges, various regulatory bodies, Depository services; Relevant legislations and regulations and Recent reforms. [20%]

Unit 6: Financial Services: Fee based and fund based services; Credit rating, factoring and forfaiting, Merchant banking, Hedge funds, Venture capital; Lease financing, Asset securitization and Reverse mortgage, Real estate housing finance services. [15%]

Suggested Readings:

1. Bhole, L.M.: *Financial Markets and Institutions*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
2. Pathak, B.V.: *Indian Financial System*, Pearson Education, New Delhi
3. Khan, M.Y.: *Indian Financial System*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Varshney, P.N. and Mittal, D.K.: *Indian Financial System*, Sultan Chand & Sons, New Delhi.
5. Gupta, S.B.: *Monetary Economics – Institutions, Theory and Policy*, Sultan Chand & Sons, New Delhi.
6. Mishkin, F. S. and Eakins, S.G.: *Financial Markets and Institutions*, Pearson Education, New Delhi
7. Reserve Bank of India: *RBI Bulletin and Report on Currency & Finance*. Different issues.

COM 305M: ADVERTISING AND SALES PROMOTION (ASP)

Module 1

Unit-1: Introduction: Background and roles of Today's Advertising, Legal and other restraints on Advertising, Advertising and Marketing Mix, Advertising Process.[10%]

Unit-2: Understanding Consumer Behaviour: Relating consumer behavior to Branding, Special discussion on Memory, Information processing, Persuasion Theory, Involvement, Culture, artifacts, gender relations; Research in Advertising including Campaign Evaluation. [20%]

Unit-3: Advertising Strategy and Planning: Understanding Advertising objectives, role of organization including selection and coordination with an agency, changing of an agency, advertising budgets. [20%]

Module 2

Unit-4: Advertising and Communication: Introduction to FCB Grid and Rossiter, Percy Grid and its relation to advertisement planning.[10%]

Unit-5: Creative and Media Strategy: Creative strategy, Creative execution and Judgements; Comparative evaluation of media and other relevant media decisions. [20%]

Unit-6: Sales Promotion: Sales promotion and their components, Various purposes, Major decisions.[20%]

Suggested Readings:

1. Batra, Myers and Aaker, *Advertising Management (5th ed.)*, Pearson Education.
2. Mohan, M., *Advertising Management: Concept and Cases*, Tata McGraw Hill Publication.
3. Sengupta, S., *Brand Management*, Tata McGraw Hill.
4. Cummins, J. and Mullin, R., *Sales Promotion: How to Create, Implement and Integrate*. Kogan Page.

PAPER 305 ED: FUNDAMENTALS OF ENTREPRENEURSHIP (FE)

Module -1

Unit 1: Entrepreneur and Entrepreneurship:

Conceptual Issues, Entrepreneur Vs. Intrapreneurs, Entrepreneur Culture, Ownership Patterns of Entrepreneurs, Size of Entrepreneurship, Roles of Entrepreneur and Entrepreneurship in economy, Growth of Entrepreneurship in India. Case Studies.[10%]

Unit 2: Entrepreneurial Theories and Behaviour:

Theories of Entrepreneurial Class, Theories of Entrepreneurship: Schumpeter, McClelland, Young, Maxweber. Entrepreneurial Motivational Behaviour, Behavioural Psycho Theories, Creativity and Self Efficacy, Entrepreneurial Ethic and Social Responsibility, Case Studies.[20%]

Unit 3: Entrepreneurial Legal Issues:

Requirements of promoting venture, Basic Concepts and Practices of Government Policies and Legal Acts in Enterprises in India: Factories Act (1948), Relevant Laws of Industrial Relation and Labour. Micro, Small and Enterprises Development (MSMED) Act, 2006. Case Studies.[20%]

Module -2

Unit 4: Social Entrepreneurship:

Conceptual Issues, Perspectives, Boundaries, Different forms, Objectives, Challenges of Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship in India. Case Studies.[20%]

Unit 5: Women Entrepreneurship:

Conceptual Issues, Functions of Women Entrepreneurs, Requisites for developing Women Entrepreneurship, Problems and Prospects of Women Entrepreneurship in India. Case Studies.[10%]

Unit 6: Rural, Tourism and Agri-Preneurship:

Rural Entrepreneurship – Conceptual issues, Problems and Prospects, Role of Non-Government Organisations. Tourism Entrepreneurship – Conceptual issues, Policies in India, Eco-Tourism/Nature Tourism/Rural Tourism, Tourism in Indian Economy. Agri-Preneurship – Conceptual Issues, Opportunities and Challenges in developing Agri-Preneurship. Case Studies. [20%]

Suggested Readings:

1. Cherunillam, F., *Business and Government*, Himalaya Publishing House, N. Delhi.
2. Desai, V., *Entrepreneurial Development Vol I*, Himalaya Publications, N. Delhi.
3. Hishrich, P., *Entrepreneurship: Starting, Developing and Managing a New Enterprise*,
4. Hisrich, Robert, D. et.al, *Entrepreneurship*, Tata McGraw
5. Kapila, Uma., *Indian Economy Since Independence*, Academic Foundations.
6. Kumar, A., *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson,India.
7. Lall, M., and Shikha S., *Entrepreneurship*, Excel Books, New Delhi
8. Natarajan., K and Gordon. E., *Entrepreneurship Development*, Himalya Publication, India.

Paper 305 BI: PRINCIPLES & PRACTICES OF BANKING (PPB)

Module –1

Unit 1: Banks and Banking System: Role & functions of banks-Regulatory provisions, Different Deposit Products, Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques,, pledge, hypothecation, mortgage, reverse mortgage, securitization.[15%]

Unit 2: Legal aspects of Banking: The Banking Regulation Act, 1949, The Reserve Bank of India Act, 1934, Foreign Exchange Management Act, 1999: Salient features, Basel III Norms, Narasimham Committee’s Recommendation, and Regulation of public, private, foreign and other banks.[15%]

Unit 3: Emerging Areas in Banking: Universal Banking, Islamic Banking, Woman Banks, SME Banking, Payment Bank, Small Bank, Electronic payments systems-teller Machines at the Banking Counters, credit and debit cards, smart cards, Electronic funds transfer systems, Mobile Banking, Merchant Banking, Investment Banking, Retail Banking.[20%]

Module –2

Unit 4: Accounting for Banks: Preparations, presentation and disclosure of different financial statements.[15%]

Unit 5: Banker-Customer Relationship: Definitions of a Banker and a Customer Features of the relationship, Banker’s duty of secrecy, Appropriation of accounts, Gamishee Order Law of limitation, Termination of relationship.[15%]

Unit 6: Measurement of Financial Performance of Banks: Analysis and Interpretation of Key Financial Performance Indicators.[20%]

Suggested Readings:

1. Indian Institute of Banking and Finance (2012). *Principles of Banking*, Macmillan.
2. Indian Institute of Banking & Finance (2008). *Legal and Regulatory Aspects of Banking*, Bucketbolt Commerce Pvt. Ltd, Mumbai
3. Maheshwari, S.N. & Maheshwari, S.K. (2005). *Banking Law and Practice*, Kalyani Publishers, New Delhi.
4. Mishkin, Frederics S (2012). *The Economics of Money Banking and Financial Markets*, 10th Edition, Harper Collins, New York.
5. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) *Emerging Trends in the Banking Sector*, Macmillan 2008.
6. Narendra, J (1996). *Challenges to Indian Banking: Competition, Globalisation and Financial Markets* ed. Macmillan, New Delhi
7. Paul, J. & Pamalata Suresh, P. (2010). *Management of Banking & Financial Services*, Second edition, Pearson Education Ltd.
8. Shekhar, K. C. (1974). *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd.
9. Srivastava, P. K. (2013). *Banking theory and Practice*, 12th Edition, Himalaya Publishing House.
10. Tannan, M.L & Mitra, M. (2014). *Banking Law and Practice*, Indian Law House, Delhi
11. Sundaram, K.P.M & Varshaney, P.N. (2014). *Banking: Theory Law & Practice*, 3rd Edition. Sultan Chand & Sons.

Paper 305 TP: ADVANCED CORPORATE TAXATION (ACT)

Module-1

Unit 1: Assessment and Computation of Tax: Assessment of Corporate Bodies, Provisions of MAT, Computation of Tax Liability. [20%]

Unit 2: Special Provisions: Special Provisions in respect of newly established undertakings in Free Trade Zone, Special Economic Zones and 100% Export Oriented Undertakings; Special Provisions consequential to changes in the rate of exchange of currency; Deductions in the case of trade, professional or similar associations and other special provisions. [15%]

Unit 3: Transfer Pricing: Double Taxation Relief- Basic concept, Types of Relief, Double Taxation Relief Provisions under the Act, Taxation of BPO (Business Process Outsourcing) in India, Concept and significance of Permanent Establishment; Transfer Pricing- Meaning and significance of ALP (Arm's Length Price), Practical difficulties in applying ALP, Methods for calculation of ALP, Indian practices in Transfer Pricing. [15%]

Module-2

Unit 4: Capital Gains: Capital Gain on compulsory acquisition of land and buildings forming part of industrial undertakings, Capital Gain on transfer of assets in cases of shifting of industrial undertaking from urban area, Exemptions of Capital Gains on transfer of assets in cases of shifting of industrial undertaking from urban area to any special economic zone. [20%]

Unit 5: Capital Gain Exemptions: General exemptions, Exemptions on Investment in certain bonds, listed securities and units. [15%]

Unit 6: Special Transfer Cases: Transfer of Capital assets under SPV (Special Purpose Vehicle) with reference to recent judicial pronouncements and landmark judgments. [15%]

Suggested Readings:

1. Direct Taxes, V.K.Singhania and K. Singhania, Taxmann Publications
2. Direct Taxes, Gupta and Ahuja, Bharat Publications.
3. Tax Management and Practice, V.K. Singhania and M. Singhania, Taxmann Publications
4. Direct Tax Ready Reckoner

COM 306F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAPM)

Module-1

Unit-1: Introduction: Securities- concept, types and characteristics; Overview of securities market; Major stock exchanges of India and major international stock exchanges; Security market indicators and their construction; Investment- concept, types and processes; Risk and Return- concept, types and measurements.[10%]

Unit-2: Security Market Analysis: Fundamental Analysis- concept, objectives and beliefs, framework- economic analysis, industry analysis, company analysis; Technical Analysis- concept, Dow Theory, price analysis approaches and price-volume analysis, approaches to forecasting of individual stock performance.[30%]

Unit -3: Efficient Market Hypothesis (EMH): Concept of perfect capital and efficient capital markets; Levels of market efficiency; Different empirical tests on weak form of efficient market hypothesis and semi-strong form of efficient market hypothesis; Behavioral Finance: A challenge to the efficient market hypothesis.[10%]

Module-2

Unit -4: Portfolio Management: Portfolio theory; Portfolio selection - The Markowitz principles, The Single-Index Model, Multi-Index Models; Asset allocation. [20%]

Unit -5: Asset Pricing Theories: Capital Asset Pricing Model (CAPM) – concept, assumptions, CAPM with unlimited borrowing and lending at a risk-free rate, pricing of securities with CAPM; Arbitrage Pricing Theory. [20%]

Unit -6: Performance Measurement: Concept of and framework for evaluating portfolio performance; Risk adjusted measures of performance; Decomposition of performance. [10%]

Suggested Readings:

1. Francis, J. C., *Investment – Analysis and Management*, Tata McGraw Hill.
2. Fischer and Jordon, *Security Analysis and Portfolio Management*, Pearson Education.
3. Sharpe, W.F. et al., *Investments*, PHI.
4. Strong, R.A., *Portfolio Management Handbook*, Jaico Publishing House.
5. Kahn, M.N., *Technical Analysis*, Pearson Education
6. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
7. Bhalla, V. K., *Investment Management*, S Chand
8. Panadian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House

COM 306M: CONSUMER BEHAVIOUR AND MARKETING RESEARCH (CBMR)

Module-1

Unit-1: Introduction to Marketing Research: Defining marketing research problem and developing an approach. [15%]

Unit-2: Formulation of Research Design: Research design formulation- Exploratory, causal and descriptive research design, Measurement and scaling-fundamental, comparative and non-comparative scaling techniques, Questionnaire designing and sampling. [20%]

Unit-3: Data Collection, Analysis and Reporting: Data collection, preparation, analysis and report writing. [15%]

Module-2

Unit-4: Introduction to Consumer Behaviour: Understanding need set vis-à-vis consumer and market segment, Understanding environment influences like culture, social class, social group and family on Consumer Behaviour, Relevant discussion on case study related to financial organization. [20%]

Unit-5: Individual Determinants of Consumer Behaviour: Personality and self concept, motivation and involvement, information processing, learning and memory and attitudes. [20%]

Unit-6: Consumer Decision Process: Problem recognition, Information search, Evaluation, Decision, Post-purchase satisfaction. [10%]

Suggested Readings:

1. Loudon and Della Bitta, *Consumer Behaviour*, Tata McGraw Hill Publication.
2. Malhotra, *Marketing Research*, Pearson Education.

PAPER 306 ED: PROJECT PLANNING & CONTROL (PPC)

Module -1

Unit 1: Project and Project Management

Project: Conceptual Issues, Classification, Features, Dimensions, Cycle, Planning, Organisational Structure. Project Management: Conceptual Issues, Benefits, Project Management Information System. Case Studies. [10%]

Unit 2: Project Screening and Selection

Environmental Dynamics and Changes, Identification of Business Opportunities, Project Objectives, Screening of Project Ideas, Preliminary Screening, Project Rating Index. Case Studies.[20%]

Unit 3: Project Formulation

Content and significance of project formulation, Planning Commission's Guidelines for Formulating Project Report, Network Analysis, Time Schedules, Factory Design, Common Errors in Project Planning Formulation. Case Studies.[20%]

Module -2

Unit 4: Project Appraisal

Conceptual Issues, Methods – Economic Analysis, Financial Analysis, Market Analysis, Technical Feasibility and Managerial Competence. Environmental and Fire Clearances: Restriction and Process. Feasibility Study Report: Evaluation Techniques, Format to Report. Case Studies.[20%]

Unit 5: Social Cost Benefit Analysis

Conceptual Issues, Significance, Traditional Financial Analysis Vs. Social Cost Benefit Analysis, Techniques of Cost-Benefit Analysis, Social Desirable Factors of a Project, Approaches to Social Cost Benefit Analysis: Organisation for Economic Co-operative and Development Approach (OECD), UNIDO Approach, OECD Vs. UNIDO, Social Cost Benefit Analysis by Financial Institutions. Case Studies.[20%]

Unit 6: Project Control

Project Co-ordination and Control, Project Cost Evaluation and Cost Control, Performance Analysis, Project Failure, Project Monitoring, Techniques for Project Control, Entrepreneurship Audit. Case Studies.[10%]

Suggested Readings:

1. Bangra, T.R. & Sharma, S.C., *Industrial Organisation and Engineering Economics*, Khanna Publishers, Delhi.
2. Chandra, P., *Project Planning, Analysis, Financing, Implementation and Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
3. Choudhury, S., *Project Management*, Tata McGraw-Hill Publishing Company Ltd.
4. Desai, V., *Project Management*, Himalaya Publishing House, Mumbai.
5. Keviv, C. & Brooks, L., *Essential of Strategic Project Management*, Jonh Wiley & Sons Inc.
6. Kishore, R.M., *Financial Management*, Taxmann Allies Services Pvt. Ltd.
7. Kothari, C.R., *Quantitative Technique*, Vikas Publishing House Pvt. Ltd.
8. Maheswari, S.N., *Management Accounting Financial Control*, Sultan Chand and Sons.
9. Vora, N.D., *Quantitative Technique in Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi.

Paper 306 BI: PRINCIPLES & PRACTICE OF INSURANCE (PPI)

Module –1

Unit 1: Evolution of Insurance: Meaning of Insurance, Definition, Nature, Functions, History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances, Types of Insurance organization, Insurance organizations in India.[20%]

Unit 2: Basic Principles of Insurance: Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause.[15%]

Unit 3: Emerging Areas: Health insurance, Postal Life Insurance, Credit Insurance, Marine Insurance.[15%]

Module –2

Unit 4: Legal and Accounting Aspects of Insurance Companies: The Insurance (Amendment) Act, 2002; IRDA Act, 1999, Preparation and presentation of different financial statements.[15%]

Unit 5: Reinsurance: Methods of reinsurance: shopping reinsurance, facultative reinsurance, automatic or treaty reinsurance; Advantages of treaty method over facultative, Reinsurance treaty contracts; Some legal conventions of reinsurance. [20%]

Unit 6: Measurement of Financial Performance of Insurance Companies: Analysis and Interpretation of Key Financial Performance Indicators. [15%]

Suggested Readings:

1. Insurance Institute of India (2011). *Principles of Insurance*, Available at: <https://www.insuranceinstituteofindia.com/documents/10156/7b65c3ab-b4a8-426c-bc64-61b36ad41618>, Mumbai
2. Periasamy, P. (2013). *Principles & Practice of Insurance*, 2nd Edition, Himalaya Publishing House
3. Sharma, R.S. (1953). *Insurance Principles and Practice*, Vora, Delhi.
4. Singh, A. *Principles of Insurance Law*, Easter Book Co.
5. Tripathy, N.P. & Pal, P. (2006). *Insurance: Theory & Practice*, 2nd Edition, Prentice – Hall of India P Ltd, New Delhi

Paper 306 TP: TAX PRACTICE AND PROCEDURES (TPP)

Module-1

Unit 1: Filing of Returns: PAN application, E-filing, E- Pay Tax, E- Return Intermediaries (TRP), ITR Forms, Tax Credit (Form 26AS), Authorised signatories to the Return of Income, Tax Audit and Tax Audit Report Form, Tax Information Network (TIN); Annual Information Returns (AIR). [20%]

Unit 2: Preparation of Returns: Preparation of various types of returns for different categories of assesses under traditional as well as online system (case study based). [20%]

Unit 3: Interest on Assessment: Interest payable by assesses on various issues (case study based), Interest receivable on income tax refund (case study based). [10%]

Module-2

Unit 1: (Assessment Proceedings): Legal proceedings and judgements on assessment and assessment procedures. [20%]

Unit 2: (Assessment Procedure-1): Assessment of Individuals (Case study based). [15%]

Unit 3:(Assessment Procedure-1I): Assessment of Corporate Entities (Case study based). [15%]

Suggested Readings:

1. Direct Taxes, V.K.Singhania and K. Sighania, Taxmann Publications
2. Direct Taxes, Gupta and Ahuja, Bharat Publications.
3. Tax Management and Practice, V.K. Singhania and M. Singhania, Taxmann Publications
4. Direct Tax Ready Reckoner

COM 307: BASIC ACCOUNTING, COSTING and FINANCE (ACF)

Module-1

Unit 1: Introduction to Financial Accounting: Accounting of transaction, Golden rules of accounting, Concept of debit and credit, Double entry system, Cash basis and accrual basis of accounting, Journal, Ledger, Cash Book (double columns), Trial Balance, Preparation of Bank Reconciliation Statement. [20%]

Unit 2: Preparation of Final Accounts: Preparation of Trading Account and Profit & Loss Account of business of sole-proprietorship business/ partnership firm, Preparation of Profit & Loss Appropriation Account. [10%]

Unit 3: Introduction to Cost Accounting: Concept and classification of cost, Cost Sheet, Marginal costing and Cost-Volume-Profit Analysis, Budgetary control. [20%]

Module-2

Unit 4: Introduction to Finance: Role and importance of finance in business, Different functions of finance, Sources of finance and their merits and demerits, Time value of money. [20%]

Unit 5: Capital and Capital Budgeting: Cost of capital, Capital Structure and Capital budgeting- basic concepts. [20%]

Unit 6: Working Capital Management and Ratio Analysis: Concept of Working Capital- its components and simple measurement, Different ratios and their interpretations. [10%]

Suggested readings:

1. Shukla, M.C. and Grewal, T.S., Advanced Accountancy, S. Chand & Sons, New Delhi
2. Bhar, B.K., Cost Accounting
3. Banerjee, B., Cost Accounting
4. Chandra, P., Financial Management, Tata McGraw Hill
5. Khan and Jain, Financial Management, Tata McGraw Hill.
6. Banerjee, D., *Modern Cost and Management Accounting*, Book Syndicate (P) Ltd.

FOURTH SEMESTER

COM 401: COMPUTER APPLICATIONS IN BUSINESS –II (CAB-II)

Theory [30 Marks]

Unit-1: Enterprise Resource Planning: Redesigning Business: Concept of ERP, Business Process Reengineering (BRP), ERP implementation, various types of ERP Systems, Risks involved in ERP implementation, ERP Software Package (SAP), Case Study.[20%]

Unit-2: Transaction Processing System: Concept of Transaction Processing System, Transaction processing cycle, Components of the transaction processing system.[10 %]

Unit-3: Introduction to DBMS and RDBMS: Concept of DBMS, Purpose of Database system, instances and schemes, DDL, DML, database users. Entity-Relationship.**Model:** Concept of Entity and Entity Set, attributes, Concept of keys, ERD. The relational database model, relation and its instances, table and tuple, data types. Table handling-create, modify, delete, insert, Query using SQL commands.[20 %]

PRACTICAL [20 Marks]

1. Tally ERP (Advanced level)
2. SPSS
3. RDBMS

Suggested Readings:

1. H. Korth, Database Management Systems, (Tata McGraw Hill).
2. Ivan Bayross, Database Concepts and Systems, (SPD).
3. M. Abbey, Oracle 8i- A Beginner's Guide, Oracle press, (TMH).
4. A. K. Nadhani, Tally.ERP 9, (BPB Publications).
5. James B. Cunningham, Using SPSS: An Interactive Hands-On Approach (SAGE Publications India Private Limited)

COM 402: INDIRECT TAXES (IDT)

Module-1

Unit 1: Introduction: Features, Cannons of Taxation, Direct vs. Indirect Taxation, Major reforms in Indirect taxation, Tax planning in Indirect taxes.[10%]

Unit 2: Central Excise Act, 1944: Important definitions, nature of Excise Duty, Legislative History, Levy and collection of excise duty, Provision governing manufacturing and removal of excisable goods, classification of goods, valuation procedure under the Act, Provision relating to CENVAT, procedure for export, duty drawback, exemption for SSIs, Assessment procedure, Registration procedure, Demands and Refunds, maintenance of records, registers and filling of returns, Departmental organizational setup, adjudication and appellate procedure, settlement commission, offences and penalties. [20%]

Unit 3: Customs Duty: Important definitions, levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and antidumping duty, exemption from customs duty, basic principles of classification of goods and valuation of goods, import procedures, provisions governing conveyance, baggage, warehousing, custom authorities, custom ports, customs stations, transit and transshipment of goods. [20%]

Module-2

Unit 4: Central Sales Tax, 1965: Important definitions, Inter-state Sale, sales or purchase in the course of export and import, levy and collection of CST, Registration of dealers, Liability of tax, Rate of tax and taxable turnover, offences and penalties. [20%]

Unit 5: Service Tax: Important definitions, Classification of Taxable services, charge of service tax, nature of service tax, valuation of taxable services, basic concept applicable to all services, definitions of important services, importance of service tax in India. [20%]

Unit 6: VAT: Important definitions, Reasons of introducing VAT in India, Problems and prospects of VAT, Different types, VAT methodology, different rates applicable, methods and calculation, VAT scenario in WB. [10%]

Suggested Readings:

1. Bare Acts.
2. V.S.Datey, *Indirect Taxes*, Taxmann, Latest Edition.
3. B.S. Balachandran, *Indirect Taxes*, Latest Edition.

COM 403: STRATEGIC COST MANAGEMENT(SCM)

Module-1

Unit 1: Strategic Cost Management and Control: Conceptual Framework, Life Cycle Costing, Target Costing, Kaizen Costing, Business Process Re-engineering (BPR) and Benchmarking.[10%]

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. [20%]

Unit 3: 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. [20%]

Module-2

Unit 4: 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, Accounting Procedure for Standard Cost, Disposition of Variances. [20%]

Unit 5: Transfer Pricing: Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing, Conflict between a division and the company. [20%]

Unit 6: Cost of Quality and Total Quality Management(TQM): Quality Control, Quality Assurance, Quality Management. TQM-Basics, stages, Principles and control, Cost of Quality Report, Continuous Process Improvement.[10%]

Suggested Readings:

1. Horngreen, C.T., *Cost Accounting- A Managerial Emphasis*, Prentice Hall of India.
2. Maheshwari,S.N., *Management Accounting and Financial Control*, Mahavir Book Depot.
3. Saxena V.K. & Vashist. C.D., *Advanced Cost Management Accounting*. Sultan Chand & Sons.
4. Bhattacharya & Dearden, *Accounting for Managerial Decisions*. Prentice Hall of India.
5. Daff Trevor, *Cost and Management Accounting*, Woodhead Faulkner.
6. Lal Jawahar, *Cost Accounting*, Tata McGraw Hill.
7. Prasad, N.K. & A.K., *Principles and Practice of Cost Accounting*, Book Syndicate Pvt. Ltd.

COM 404: CORPORATE REPORTING-II (CR-II)

Module-1

Unit-1: Accounting for Intangibles: AS 26: Recognition, Measurement & Disclosure principles, Accounting for Intellectual Capital, Brand accounting, Accounting for Goodwill and Other intangible assets. [20%]

Unit-2: Contemporary Reporting & Disclosure Practice: Mutual Funds, NBFCs, Merchant Bankers and Stock Brokers, EPS, Related Party Disclosure, Interim Reporting, Discontinuing Operations. [15%]

Unit-3: Value Added Accounting: Meaning, Objectives, Basic Premises, Significance, limitations, types, Value Added Statement Preparation, Indian Practices. [15%]

Module-2

Unit-4: Human Resource Accounting: Meaning, Objectives, Basic Premises, Significance, HR Valuation models, Indian Practices. [20%]

Unit-5: Environment Accounting: Environmental Hazards, meaning of environment accounting, advantages and problems of environment accounting, environmental disclosure practices in India, Environment audit, objects of environment audit and process of environment audit. [10%]

Unit-6: Inflation Accounting: Limitations of conventional accounting, CPP, CCA, Indian Practices. [20%]

Suggested Readings:

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

COM 405F: BUSINESS VALUATION AND RISK MANAGEMENT (BVRM)

Module-1

Unit 1: Introduction to Business Valuation: Concept and Issues of valuation, Approaches to Valuation- Discounted cash flow valuation, Relative valuation, Contingent claim valuation. [10%]

Unit 2: Valuation of Equities, Assets and Liabilities: Stocks- Concept, Dividend Capitalization Approach to valuation of equity shares, Other approaches to valuation of equity shares, Valuation of Preference Share, Bonds- Concept, Valuation of Bonds, Bond Return, Duration, Valuation of assets and other liabilities. [20%]

Unit 3: Firm Valuation: Cost of capital approach and adjusted present value approach to firm valuation, Valuing Financial Service Firms and Firms with Negative Earnings, Valuing Start-up Firms, Valuing Private Firms, Business Valuation vis-à-vis Mergers and Acquisitions. [20%]

Module-2

Unit 4: Introduction to Risk Management: The Nature of Risk, Risk Measurement: Risk Management by individuals and corporations, Tools of Risk Management, Enterprise Risk management. [10%]

Unit 5: Risk Management with Derivatives: Concept of derivatives, Types of derivatives, Importance of derivatives in risk management, Using forward contracts to manage risk, Risk Management with futures contracts. [20%]

Unit 6: Risk Management with Options and Swaps: Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Trading strategies involving options, The Greek letters. [20%]

Suggested Readings:

1. Damodaran, A., *Valuation*, John Wiley & Sons.
2. Palepu, K. G., Peek, E. and Bernard, V.L. *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.
3. Stulz, R. M., *Risk Management and Derivatives*, Cengage Learning.
4. Dun and Bradstreet, *Financial Risk Management*, Tata McGraw-Hill.
5. Vaughan, E. and Vaughan, T., *Essentials of Risk Management and Insurance*, John Wiley and Sons. Inc.
6. Rejda, G.E., *Principles of Risk Management and Insurance*, Pearson.
7. Hull, J. C., *Options, Futures and Other Derivatives Securities*, Prentice Hall of India.
8. Dubofsky, D. et al., *Derivatives Valuation and Risk Management*, Oxford University Press.

COM 405M: MARKETING OF SERVICES (MS)

Module-1

Unit 1: Introduction: Introduction to Marketing of Services- Product and Service Difference and the implications thereof, Classification of Services. [10%]

Unit 2: Service Delivery Process: Service Encounter and Understanding Structural pattern of Service, Delivery process with special emphasis to financial services. [20%]

Unit 3: Customers' Expectations: Understanding the service-customer: Expectation and satisfaction factors behind forming expectations and satisfaction, Expected and actual service gap. [20%]

Module-2

Unit 4: Consumer Behaviour: Consumer behavior vis-à-vis service consumption. [10%]

Unit 5: Models of Marketing: Understanding the 5-Gap Model - Structure and implications, Assessment of 7Ps of service marketing with special reference to financial services. [20%]

Unit 6: Branding: Service Marketing including Service Branding and Internal Marketing: Concepts with special emphasis to Indian financial services. [20%]

Suggested Readings:

1. Zeithaml and Bitner, *Services Marketing*, TMH.
2. Lovelock and Christopher, *Services Marketing*, Pearson Education.
3. Chowdhury and Chowdhury, *Text Book of Marketing of Services, The Indian Experience*, Macmillan.

PAPER 405 ED: ENTREPRENEURIAL FINANCE & MANAGEMENT (EFM)

Module -1

Unit 1: Entrepreneurial Finance and Financial Policies

Modes of Finance and Financial Services: Venture Capital, Lease Financing and Hire Purchase, Factoring Services, Small and Medium Enterprises in Stock Exchange, Working Capital Management in Micro, Small and Medium Enterprises. Sources of Finance and Policies: Banking and Non-Banking Institutions, Financial Policies for Enterprises specially for Micro, Small and Medium Enterprises in India. Case Studies. [15%]

Unit 2: Fiscal Benefits to Micro, Small and Medium Enterprises in India

Tax Concession to Micro, Small and Medium Enterprises in rural area and backward areas, Expenditure on acquisition of Patents and Copyright, Other Fiscal Benefits for Micro, Small and Medium Enterprises. Case Studies.[20%]

Unit 3: Enterprise Development Programme

Entrepreneurship Training Institutions, Objectives and Contents of Enterprise Development Programme, Methods of Training, Evaluation of Training, Role of Enterprise Development Programme in promoting entrepreneurs in India. Case Studies.[15%]

Module -2

Unit 4: Entrepreneurial Production and Practice

Conceptual Issues of Quality and its Standard, Total Quality Management in production for Micro, Small and Medium Enterprises, Production Mix, Quality control in production, Government Regulations in maintaining standard of production. Case Studies.[15%]

Unit 5: Entrepreneurial Marketing and Practice

Marketing Channel, Export Promotion and Management, Institutions providing marketing assistance in India, Consortium Marketing, Competitive Bidding/Tender Marketing, Negotiation with principal customers, Sub-contracting System, Supplier Organization Network, Challenges of Micro, Small and Medium Enterprises in Global market. Case Studies.[20%]

Unit 6: Infrastructural Support and Industrial Estates

Institutions providing infrastructure support, Incentive Schemes of different state Governments, Industrial Estate and Cluster, Infrastructural problems of Enterprises. Case Studies.[15%]

Suggested Readings:

1. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson.
2. Desai, V., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
3. Halt : Entrepreneurship-New Venture Creation; Prentice Hall of India.
4. Pandey, I.M. Venture Capital-The Indian Experience, Prentice Hall of India.
5. Siner A David : Entrepreneurial Megahuks: John wiley and Sons, New York.
6. Srivastava S.B. : A practical Guide to Industrial Entrepreneurial, Sultan Chand and Sons, New Delhi.
7. Tandon, B.C. Environment and Entrepreneur, Chugh Publication, Allahabad.

Paper 405 BI: MANAGEMENT OF COMMERCIAL BANKS & INSURANCE (MCBI)

Module –I

Unit 1: Liquidity management in commercial funds: Theories of liquidity management; Priorities in the employment of bank funds; Problems in resource allocation in India. Management of capital funds in commercial banks: Meaning and functions of capital funds, necessity for adequate capital funds; capital adequacy standards; present standards in India for capital adequacy of banks.[15%]

Unit 2: Management of reserves: Nature and purpose of primary reserves; Legal reserves – nature and functions; Working reserve- nature and functions; cash management in commercial banks. Management of secondary reserves; nature and function of secondary reserves; factors influencing secondary reserves; estimation and managing secondary reserves. [15%]

Unit 3: Management of deposits: Deposit mobilization; concept of bank marketing; Management of bank loans; characteristics of bank loans; loan policy in a commercial bank; evaluation of loan application; Credit information, credit analysis, credit decision. Priority sector lending policies of commercial banks in India.[20%]

Module –2

Unit 4: Underwriting management in insurance: Scope of insurance underwriting, Underwriting in life insurance, Underwriting in general insurance, Underwriting and Ratemaking.[15%]

Unit 5: Claim management in insurance: Significance of claims settlement, Claims under various classes of insurance, Disputes, Arbitration and Litigation, Trends in claims.[15%]

Unit 6: Management of Private Insurance Companies: Privatisation of insurance industry, Impact of privatization on insurance product diversification, Role of IRDA in regulating insurance sector in India.[20%]

Suggested Readings:

1. Desai, V. (2011). *Banks and institutional management*, 2nd Edition, Himalaya Publishing House.
2. Hatler, G. (1999). *Bank Investments and Funds Management*, Macmillan
3. Indian Institute of Banking and Finance. *General bank management*, Macmillan.
4. Joel, B. (2008). *Risk Management in Banking*, John Wiley.
5. Kotch, T. W. *Bank Management*, Dryden Press, Chicago
6. Stigum, (1963). *Managing Bank Assets and Liabilities*, Dow-Jones Irwin.
7. Sinkey, J. F. (2002). *Commercial Banks Financial Management*, Prentices Hall, Delhi.

Paper 405 TP: TAX ASSESSMENT PROCEDURES AND PROCESS (TAPP)

Module -1

Unit 1: Assessment of Non-Corporate Taxpayers (other than Individuals): Taxation of Hindu Undivided Families, Special provisions governing assessment of Partnership firms and Association of Person, Assessment of co-operative societies, charitable and other trusts. [20%]

Unit 2: Assessment of FTZ, SEZ and EOUs: Assessment of newly established undertakings in Free Trade Zone, Special Economic Zone and 100% Export Oriented Undertakings. [20%]

Unit 3: Assessment under Special Provisions: Assessment of Political Parties, Mutual Fund Companies and Insurance Companies. [10%]

Module- 2

Unit 4: Income Tax Authorities: Jurisdiction and Powers of Income Tax Authorities. [15%]

Unit 5: Tax Deduction and Tax Collection: TDS, TCS, Advance Payment of Tax and Interest, Penalties and Prosecution. [20%]

Unit 6: Tax Recovery and Settlement Process: Appeals and Revision, Collection and Recovery of Tax, Settlement of Cases, Advance Pricing Agreements. [15%]

Suggested Readings:

1. Direct Taxes, V.K.Singhania and K. Sighania, Taxmann Publications
2. Direct Taxes, Gupta and Ahuja, Bharat Publications.
3. Tax Management and Practice, V.K. Singhania and M. Singhania, Taxmann Publications
4. Direct Tax Ready Reckoner

COM 406F: ADVANCED FINANCIAL MANAGEMENT (AFM)

Module-1

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. [15%]

Unit 2: Dividend Decision: Rationale for paying dividend, Determinants of Dividend Policy, Rationale for Dividend Stability, Bonus Dividend, Stock Splits, Share Buyback. [15%]

Unit 3: Risk Analysis in Capital Budgeting: Introduction, Nature of Risk, General techniques, Quantitative techniques, Capital budgeting practices in India. [20%]

Module-2

Unit 4: Corporate Restructuring: Concept of Corporate Restructuring, Significance and forms of Corporate Restructuring, Provisions under the Companies Act, 2013, Financial Restructuring, Leveraged Buyout, Employees stock options plan. [20%]

Unit 5: Mergers and Acquisitions: Concept, Merger Wave, Trends and historical aspects, different forms, methods of valuation, evaluation of regulatory control of M&As in India, procedures under the Companies Act, 2013. The SEBI Takeover Regulation Code, 1997. [20%]

Unit 6: Lease Financing: Concept of leasing, types of lease agreements, methods of lease financing, Difference between hire purchase and lease financing, Leasing in India. [10%]

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 Pvt. Ltd.
4. Van Horne, J C., *Financial Management and Policy*, Prentice Hall of India.
5. Chakraborty, S.K., K.K., Rao, and Sen, P.K., *Financial Management and Control-Text and Cases*, Macmillan India Ltd.
6. Schall, L.D. and Haley, C.W., *Introduction to Financial Management*, Tata McGraw Hill

COM 406M: SALES AND DISTRIBUTION MANAGEMENT (SDM)

Module-1

Unit 1: Introduction to Sales Management: Introduction, Evolution, Importance, Personal selling types, diversity of personal selling situation, buyer-seller Dyad: Selling types and theories, interdependent role between marketing and sales; sales management process and emerging trends, Case study analysis-financial sectors. [20%]

Unit 2: Selling Skills and Strategies: Concept of selling skills and selling strategies, Selling process, Case study analysis-financial sectors. [10%]

Unit 3: Managing and Organizing Sales Management Activities: Managing sales information, sales organization, management of sales territory and managing quota, recruitment and selection of the sales force, training and motivation of the sales force, appraisal of compensating sales personnel, Case study analysis-financial sectors. [20%]

Module-2

Unit 4: Controlling the Sales Effect: Determination of the sales budget, quotas and sales territories, cost analysis, Case study analysis-financial sectors. [20%]

Unit 5: Distribution Management: Distribution channel management with special emphasis on financial sector-an introduction, designing customer-oriented marketing channels for financial sectors, customers oriented logistic management. [20%]

Unit 6: Managing Channel: Channel policies and legal issues. [10%]

Suggested Readings:

1. S.R.Richard, C.W.Edward, G.AP. Norman, *Sales Management: Decision Strategies and Cases*, Prentice Hall of India.
2. T.K.Pandey, S.Sachdev, *Sales and Distribution Management*, Oxford.
3. D.J.Douglas, C.I.Willam, *Sales Management*, John Wiley & Sons..
4. H.K.Krishna, C.M.Vasant, *Sales Distribution Management: Text & Cases*, Tata McGraw Hill Publication.
5. Mallik, P.K. *Sales Management*, Oxford, New Delhi.

PAPER 406 ED: ENTREPRENEURIAL PERFORMANCE MONITORING (EPM)

Module –1

Unit 1: Entrepreneurial Problems and Sickness

Problems in Entrepreneurship in functional areas, Problems faced by Enterprises in Globalisation. Sickness in Enterprises: Conceptual Issues, Sickness in Micro, Small and Medium Enterprises, Committee Reports of RBI, Recent position of Sickness in Enterprises in India. Case Studies.[15%]

Unit 2: Identification of Sickness in Enterprises

Causes of Sickness in Enterprises, Steps towards identification of Sickness in Enterprises, Ratio Analysis, Models in identifying Sickness: W.H.Beaver, E.I.Altman, L.C.Gupta. Empirical Analysis in measuring Sickness in Enterprises. Case Studies.[20%]

Unit 3: Revival of Sick Enterprises

Conceptual Issues, Government Policies in Rehabilitating Sick Enterprises specially Micro, Small and Medium Enterprises, Role of different financial institutions in reviving sick enterprises, Role of Board of Industrial and Financial Reconstruction (BIFR), Government regulations in debt recovery from Sick Enterprises. Credit Rating Information Service India Ltd. (CRISIL) Small and Medium Enterprises Rating. Case Studies.[15%]

Module –2

Unit 4: Market Research in Enterprises in India

Market Research: Conceptual Issues, Needs, Methods, Recent developments. Case Studies.[15%]

Unit 5: Information System in Enterprises

Enterprise Resource Planning (ERP), Business Process Re-engineering (BPR), Decision Support System, Data Base Management. E-Commerce and Web Design: Conceptual Issues, Evolution, Significance. E-Commerce in Micro, Small and Medium Enterprises: Prospective areas and Challenges. Case Studies.[20%]

Unit 6: Accounting and Reporting for Social Enterprises

Accounting of different types of Social Entrepreneurships and Reporting Standards. Case Studies.[15%]

Suggested Readings:

1. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson.
2. Greenstein Firsman, Electronic commerce Tata McGraw Hill 1999.
3. Jain, G. Raj & Gupta, D (Ed)., New Initiatives in Entrepreneurship Education and Training, EDII, Ahmedabad,
4. Nabil R Adam Oktay Dogramaci, Aryya Gangopadhyay and Yelena Yesha Electronic Commerce Amazon 1999.
5. Story, D.J., Small Business: Critical Perspective on Business and Management , Routledge, London.

Paper 406 BI: MANAGEMENT OF RISK IN BANKING & INSURANCE (MRBI)

Module –1

Unit 1: Risk management through insurance: Role of insurance; benefits and limitations; Risk Management policies: fire insurance; engineering insurance; machinery break down insurance; Public liability insurance; product liability insurance, professional indemnities; employer's liability insurance.[20%]

Unit 2: Actuarial Practice on Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.[20%]

Unit 3: Actuarial Practice on Joint-life Annuities and Assurances: Value of and premiums for joint -life and contingent annuities and assurances.[10%]

Module –2

Unit 4: Management of bank investments: Nature and principles of security investment of commercial banks; formulating investment policy; volume and pattern of investment of commercial banks. Performance evaluation of banks; branch expansion, deposit mobilization and credit deployment; profitability.[20%]

Unit 5: Assets and Liability Management: Asset Liability Mismatches – location-wise, maturity-wise, and currency-wise Liquidity Risk, Interest rate Risk, Pre-payment /Premature withdrawal risk, Price risk, Foreign exchange risk, sector risk. Strategy to manage all the above stated risks R. B. I. guidelines for asset and liability Management, Instruments for liquidity management Capital Adequacy.[20%]

Unit 6: NPA Management: Classification of assets, Provisioning requirement, NPA Accounting.[10%]

Suggested Readings:

1. Dorfman. M. S. (2012). *Introduction to Risk Management and Insurance*, 10th Edition, Pearson Education, Delhi.
2. Gupta, S. L. & Mittal, A. (2011). *Principles of Insurance & Risk Management*, Sultan Chand & Sons, New Delhi)
3. Rejda, George E. & McNamara, M. (2013). *Principles of Risk Management and Insurance*, 12th Edition, Pearson Education.
4. Trieschman, J.S, Hoyt, R. & Sommer, D. (2004). *Risk Management and Insurance*, 12th Edition, South Western College Publishing, Cincinnati, Ohio.

PAPER 406 TP: INDIRECT TAX PROCEDURES (ITP)

Module -1

Unit 1: Central Excise Procedures: Classification of Excisable Goods, General Procedures under Central Excise and Export Procedures. [20%]

Unit 2: Cenvat: Cenvat Credit Rules, 2004. [20%]

Unit 3: Bonds: Types, Guidelines for executing bonds; Warehousing; SSI exemption. [10%]

Module -2

Unit 4: Customs Duty Procedures: Valuation under the Customs Act, 1962; Importation, Exportation and transport of Goods, Warehousing, Demands and Appeals, Refund, Duty Drawback, Advance Ruling. [20%]

Unit 5: Foreign Services: Taxation of Services (provided from outside India and received in India) Rules, 2006.[10%]

Unit 6: Service Tax Valuation: Service Tax (Determination of Value) Rules, 2006. [20%]

Suggested Readings:

1. Indirect Taxes, V. S. Datey, Taxmann.
2. Workbook on Indirect Taxes, V. S. Datey, Taxmann.
3. Tax Management and Practice (Indirect), Vineet Sodhani, Taxmann Publications

COM 407: PROJECT WORK (PW)

In the Project Work paper each student will have to select one topic on which he/she will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work there will be 50 marks on the written project report. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination.

COM 408: PROJECT PRESENTATION, VIVA AND SOCIAL OUTREACH (PPVSO)

In the Project Presentation, Viva and Social Outreach paper there will be 50 marks consisting of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce by a board of examiners. There will be 40 marks for the presentation and the viva voce.

For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.