



**M.COM (BUSINESS FINANCE)  
DEGREE PROGRAMME  
(CBCS PATTERN)**

**COURSE STRUCTURE AND SYLLABUS  
(BASED ON UGC MODEL SYLLABUS)**

**DEPARTMENT OF COMMERCE  
SCHOOL OF MANAGEMENT  
PONDICHERY UNIVERSITY**

**DEPARTMENT OF COMMERCE (SOM) PONDICHERRY UNIVERSITY**  
**M.COM (BUSINESS FINANCE) DEGREE PROGRAMME (CBCS)**  
**COURSE STRUCTURE (2011-12 BATCH ONWARDS)**

COURSE CODE	TITLE OF THE PAPER	LECTURE HOURS P/W	HARD/SOFT OPT	CRE DITS	MARKS (UE-60+IA-40)
	<b>FIRST SEMESTER</b>				
MCOM 411	MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR	4	H	4	100
MCOM 412	ADVANCED FINANCIAL ACCOUNTING	4	H	4	100
MCOM 413	STATISTICAL ANALYSIS	4	H	4	100
MCOM 414	FINANCIAL MANAGEMENT	4	H	4	100
MCOM 415	MANAGERIAL ECONOMICS	4	H	4	100
MCOM 416	DIRECT TAXES LAW & PRACTICE	4	H	4	100
MCOM 417	MARKETING MANAGEMENT	3	S	3	100
MCOM 418	BUSINESS ENVIRONMENT	3	S	3	100
MCOM 300	ACCOUNTING AND FINANCIAL ANALYSIS (For Non-Commerce Students)	3	S	3	100
	<b>SECOND SEMESTER</b>				
MCOM 421	FINANCIAL INSTITUTIONS AND MARKETS	3	H	3	100
MCOM 422	ACCOUNTING FOR MANAGERIAL DECISIONS	4	H	4	100
MCOM 423	INVESTMENT MANAGEMENT	3	H	3	100
MCOM 424	SECURITY MARKET OPERATIONS	3	H	3	100
MCOM 425	COMPUTER APPLICATIONS IN BUSINESS	4	H	4	100
MCOM 426	WORKING CAPITAL MANAGEMENT	3	S	3	100
MCOM 427	CORPORATE LEGAL FRAME WORK	3	S	3	100
MCOM 428	FUND MANAGEMENT IN COMMERCIAL BANKS	3	S	3	100
MCOM 429	OPERATIONS RESEARCH	3	S	3	100
MCOM 430	ECONOMETRICS FOR FINANCE	3	S	3	100
MCOM 431	EXPORT FINANCE	3	S	3	100
MCOM 400	STOCK MARKET INVESTMENT (For Non-Commerce Students)	3	S	3	100
	<b>THIRD SEMESTER</b>				
MCOM 511	PROJECT MANAGEMENT	4	H	4	100
MCOM 512	PORTFOLIO MANAGEMENT	3	H	3	100
MCOM 513	CORPORATE TAX PLANNING AND MANAGEMENT	4	H	4	100
MCOM 514	INTERNATIONAL FINANCE	3	H	3	100
MCOM 515	SUMMER PROJECT REPORT AND VIVA	-	H	4	100
MCOM 516	COMPUTER AIDED MULTIVARIATE DATA ANALYSIS FOR DECISION MAKING	4	H	4	100
MCOM 517	ADVANCED COST ACCOUNTING	4	H	4	100
MCOM 518	COMMODITY DERIVATIVES MARKETS & APPLICATIONS	3	S	3	100
MCOM 519	ENTREPRENEURIAL DEVELOPMENT AND SMALL BUSINESS MANAGEMENT	3	S	3	100
MCOM 520	ENTERPRISE RESOURCE PLANNING	3	S	3	100
MCOM 521	FINANCIAL SERVICE MARKETING	3	S	3	100
MCOM 522	FOREX MANAGEMENT	3	S	3	100
	<b>FOURTH SEMESTER</b>				
MCOM 523	FINANCIAL STATEMENT ANALYSIS	4	H	4	100
MCOM 524	STRATEGIC FINANCIAL MANAGEMENT	3	H	3	100
MCOM 525	MULTINATIONAL FINANCIAL MANAGEMENT	3	H	3	100
MCOM 526	EQUITY DERIVATIVES AND RISK MANAGEMENT	3	H	3	100
MCOM 527	INDIRECT TAXES MANAGEMENT	3	S	3	100
MCOM 528	MANAGEMENT INFORMATION SYSTEM	3	S	3	100
MCOM 529	STRATEGIC MANAGEMENT	3	S	3	100
MCOM 530	E-COMMERCE	3	S	3	100
MCOM 531	COMPREHENSIVE VIVA	-	H	2	100

## **M.COM (ACCOUNTING & TAXATION) DEGREE PROGRAMME**

### **REGULATIONS**

#### **EFFECTIVE FROM THE ACADEMIC YEAR (2011-12 BATCH ONWARDS)**

#### **AIM OF THE COURSE:**

The course aims at specializing in specific areas of core competence of Commerce studies i.e Accounting and Taxation. This is an area where commerce students have edge over others. It is designed to impart in depth of knowledge and professional skills required for handling the “Accounting and Taxation related activities of business entities and corporate enterprises. Next to professionals like CAs the products of this course would satisfy the needs of human resource of corporate with sound accounting and taxation knowledge.

#### **ELIGIBILITY OF ADMISSION**

Bachelor’s degree in Commerce/Foreign Trade/Corporate Secretary ship / BBA / BCM / BBA / BCM / B.A. Co.op: / B.Com (Edn) B.Com (Vocational) or any other course with accounting subjects in the degree level with a minimum of 50% marks

#### **DURATION OF THE COURSE:**

The normal duration of the course is two years spread over four semester. The student has to earn minimum 90 credits to complete the course. However a student can complete the course within 3 to 4 semesters by completing the required number of credits under Hard Core and Soft Core..

#### **MEDIUM:**

The Medium of instruction shall be English

#### **COURSE STRUCTURE:**

The Course Structure comprises of Hard Core and Soft Core. A student is required to earn atleast 90 credits to complete the course.

#### **EXAMINATION:**

Choice Based Credit System (CBCS) is followed in the department. The performance evaluation is based on grading; Grades are awarded at the end of each semester. The final Cumulative Grade Point Average is calculated based on the Grades obtained during the semester exams with the appropriate weight age based in respect of credits.

#### **DISTRIBUTION OF MARKS BETWEEN INTERNAL AND END SEMESTER EXAMINATION**

Internal Assessment - 40 marks End Semester Examination – 60 marks

**Internal Assessment:** Internal Assessment is continuous and comprises of 40 marks. The assessment is based on tests, assignment, seminar, quiz etc., The distribution of marks constitute 2 test for 15 marks and 10 marks for assignment, seminar, quiz etc. The respective teacher can decide on the distribution of marks between seminar, assignment, quiz etc out of 10 marks..

**End Semester Examinations:** The examinations comprise question paper setting by external experts and the valuation by both internal and external examiner. If the difference between the two valuations is more than 15% the script will be evaluated by a committee of comprising Head of Department, Course Teacher and another examiner from the University and the marks awarded by the committee will be final.

### **INTERNSHIP:**

The student is required to work with an auditor for one month from December 15 to January 15 to get some firsthand knowledge in the subject. At the end of the 4<sup>th</sup> semester student has to appear for a viva.

### **MARKS FOR PROEJCT WORK AND VIVA:**

The students are expected to do one project at the end of II semester during summer vacation for 45 days and submit the [project report which will be evaluated along with the III Semester examination. Presentation of the report have to be done in the beginning of the III Semester before all the faculty of the department. The presentation involves preparation of the synopsis and a power point presentation in the class room. The students have to present a brief description of the project defending of the objective methodology and implications. This comprises 40 marks and the project evaluation and viva constitute the rest 60 marks which will be evaluated in the III end semester examination. The Project will be evaluated by both internal and external examiners.

### **COMPHREHENSIVE VIVA FOR 100 MARKS:**

The Comprehensive viva will be conducted at the end of final semester examination.

### **PASSING CONDITION:**

The students should have a minimum of 50% marks in semester examination and minimum 50% marks in the internal and external put together to pass the examination. There are no minimum pass marks in internals assessment examination.

The failed and absentees of one semester get a chance to write the examination in the next end semester examination only. Those who are not allowed to attend the examination because of shortage of attendance have to register the same course when it is offered again and write the examination.

### **QUESTION PAPER PATTERN**

Time: 3 Hours                      Maximum Marks: 60

PART – A (10X 2 = 20 marks) - Answer all questions

PART-B (5 X 8 = 40 marks) - Answer any Five questions out of Eight Questions

### **MAXIMUM NO. OF YEARS PERMITTED AFTER COMPLETION OF SEMESTER IV TO COMPLETE THE COURSE**

Two years under the new CBCS regulation and this will come into effect from July 2011

### **GUIDELINES TO DEAL WITH ATTENDANCE SHORTAGE:**

The Students are permitted to proceed to the next semesters without break. Under this scheme the students should repeat papers of the semester in which attendance shortage occurred in subsequent semesters whenever the paper is offered. The minimum attendance requirement is 70% in each semester to recommend the student for writing the end semester examinations.

## MCOM 411 - MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

### HARD CORE

(4 CREDITS)

**Objectives:** To provide conceptual understanding of Management concepts, principles and functions and to facilitate the students how human behavior in the organization could be managed successfully

**UNIT I :** Management: Definition – Nature – Scope and Functions – Evolution of different Schools of Management Thought- Functions of a manager- Recent trends & new perspectives in Management: strategic alliances – Core Competence – Business process reengineering – Total quality management.

**UNIT II:** Managerial Functions: Planning – Concept, nature, significance, types and Process of Planning; Organizing; Directing; Coordinating; Controlling. Types of organizations, authority, responsibility, power, delegation, decentralization, Span of Control.

**UNIT III:** Motivation: Process of motivation; Theories of motivation. Leadership: Concept; Leadership styles; Theories Managerial grid; Likert's four systems of leadership. Organizational Communication: Communication process; Barriers to effective communication; improving communication.

**UNIT IV:** Organisational Behaviour: Organisational behaviour – concept and significance; Individual Behaviour: Attitudes – Perception – Learning – Personality. Group Behaviour: Group Norms- Group formation - Group cohesiveness –Group Dynamics – Interpersonal relationships – Transactional analysis.

**UNIT V:** Organizational Dynamics: Organisational Design - Organisational climate - Organisational Change: Meaning, Nature, causes of change, Resistance to change, Management of change – Organisational culture - Organisational Conflict: sources, patterns, levels, and types of conflict - Resolution of conflict –Organisational Development – Organisational Effectiveness.

### Text Books

1. Keith Davis, Human Behaviour at work, Mc Graw Hill Book Co., 1995.
2. Koontz, Harold, Cyril O'Donnell, and Heinz Woihrich; Essentials of Management, Tata McGraw – Hill, New Delhi.1984
3. Vsp Rao & V. Hari Krishna, "Management' Excel Book, New Delhi – 2002
4. Harold Kontz, Hein Weihrich, "Essentials of Management" Tata McGraw Hill, 1999

### Reference Books

1. Kumkum Macharjee, ,'Principles of Management and Organisational Behaviour' TataMcGraw Hill 2009
2. Stephen P. Robbins, Marg Coulter Neharisa Vohra,"Management" Prentice Hall of Pearson Edn 2010, New Delhi.
3. L.M Prasad; Organizational Behaviour, Sultan Chand & Sons, , New Delhi. 1985
4. Sukla,Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
5. John W Newstrom, Keeth Devis, Organisational Behaviour, McGRaw Hill, Newyork 2004
6. Stephen P. Robbins, Organisational Behaviour, Prentice Hall, NewDelhi 2005.

## MCOM 412 - ADVANCED FINANCIAL ACCOUNTING

### HARD CORE

(4 CREDITS)

**Objective:** The Objective of this course is to enable the students to understand and apply financial accounting tools and techniques for managerial decision making

**UNIT I:** Valuation of Goodwill – Factors affecting value of Goodwill – Methods of Valuing Goodwill – Valuation of Shares – Methods of Valuation of Equity Shares.

**UNIT II:** Amalgamation, Absorption and External Reconstruction of Companies – Purchase consideration – Accounting treatment – Books of Purchasing Company – Books of Vendor Company – Alteration of Share Capital and Internal Reconstruction –Scheme of Capital Reduction

**UNIT III:** Holding Companies – Consolidated Financial Statements – Minority Interest – Cost of Control – Elimination of common transactions – Treatment of contingent liabilities – Treatment of unrealized Profits – Revaluation of assets and liabilities – Bonus shares – Treatment of Dividend

**UNIT IV:** Double Account System – Main Features – Final Accounts – Revenue Account – Net Revenue Account – Capital Account – General Balance Sheet – Investment Accounts.

**UNIT V:** International Financial Reporting Standards – Indian Accounting Standards – Human Resource Accounting – Inflation Accounting - Social Responsibility Accounting – Environmental Accounting

### Text Books

1. R.L. Gupta and Others : Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.
2. S.P. Jain and K.L. Narang: Advanced Accounting, Kalyani Publishers, New Delhi 2009.
3. RSW Pillai, Bagavathi S. Uma: Advanced Accounting, S. Chand & Co., New Delhi. 2008

### Reference Books-

1. M.C. Shukla: Advanced Accounts S. Chand and Co., New Delhi 2009.
2. Anitong Hawkins and Merchant : Accounting – Text and cases, Tata McGrawHill, New Delhi 2009
3. A. Mukherjee and M. Hanif: Modern Accountancy, Tata McGraw Hill, New Delhi 2008
4. B.K. Banerjee: Financial Accounting, PMI Learning (P) Ltd., New Delhi 2010.

**Theory and Problem: - 20:80**

## MCOM 413 - STATISTICAL METHODS

### HARD CORE

(4 CREDITS)

**Objective:** To educate the students on quantitative analysis and to use statistical techniques for analysis of business data

**UNIT I:** Probability Theory: Probability – Classical, relative, and subjective probability: Addition and multiplication probability models; Conditional probability and Baye's theorem  
Probability Distributions: Binomial, Poisson, and normal distributions their characteristics and applications.

**UNITII:** Statistical Decision Theory: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.

**UNIT III:** Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

**UNIT IV:** Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests –Zt ests, T tests, and F tests.

**UNIT V :** Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

### Text Books

1. Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall, Delhi 2009
2. Gupta S.P. Statistical Methods, Sultan Chand, New Delhi 2009
3. BS Kenblock –Fundamentals of Statistics, 3<sup>rd</sup> edition, Michael Sullivan Solution manual 201

### Reference Books

1. Hooda, R.P: Statistics for Business and Economics, Macmilla 3<sup>rd</sup> edition, New Delhi.(2004)
2. Heinz, Kohleer: Statistics for Business & Economics, Harper Collins, New York.(2002)
3. Hein, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey 3<sup>rd</sup> edition 1978.
4. Arora & Arora, Statistics for Management, Sultan Chand, New Delhi.(2009)
5. J. Medhi – Statistical Methods, an Introductory text, John Wiley & sons 1993
6. Statistics, Mumay & Spiepel, J. Stephen, TataMcGraw Hill Publishing Company, Fourth edition, 2010 Special Indianedition
7. David Freedman, Robert Pisani, roger Purves"Statistics' viva books, Special Indian edition, fourth edition 2010
8. Qaziahmed, Zubuirkhan, Shadabahmedkhan,'Numerical and Statistical Techniques Ane books Pvt. Ltd., 2010
9. Sonia Taylor,"Business Statistics" PalgraveMacmillan, second edition 2009.

**Theory and Problem: - 60:40**

## MCOM 414 - FINANCIAL MANAGEMENT

### HARD CORE

( 4 CREDITS)

**Objective:** The objective of this course is to enable the students to understand the conceptual framework of financial management and its applications under appropriate decision making situations

- UNIT I:** Financial Management: Meaning, nature and scope of finance; financial goal profit Vs. Wealth maximisation; Finance functions – investment, financing and dividend decisions. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria – net present value. Internal rate of return, Profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital; rationing; Risk analysis in capital budgeting.
- UNIT II:** Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM. Operating and Financial Leverage: Measurement of Leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
- UNIT III:** Capital Structure Theories: Traditional and M.M. hypotheses – without taxes and with taxes; Determining capital structure in practice.
- UNIT IV:** Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M Hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.
- UNIT V:** Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; various committee reports on bank finance; Dimensions of working capital management. Management of cash, receivables and inventory.

### Text Books

1. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
2. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi

### Reference Books:

1. Chandra, Prasanna: Financial Management, Tata Mc Graw Hill, Delhi 2010
2. Hampton , John: Financial Management, Vikas Publishing House, Delhi. 2006
3. Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice – Hall, Delhi 2008
4. Briham & Ehrhardt: Financial Management- Text & Cases, CENGAGE Learning India (P) Ltd., New Delhi 2009

**Theory and Problem: - 40:60**



## MCOM 415 - MANAGERIAL ECONOMICS

### HARD CORE

(3 CREDITS)

**Objective:** This subject aims at enabling the managers in different spheres to take wise managerial decisions in the areas like production, pricing, distribution and Marketing to benefit all the stake holders

**UNIT I:** Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle equi-marginal principle.

**UNIT II:** Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand- its meaning and importance; Price elasticity; income elasticity and cross elasticity; Using elasticity in managerial decisions.

**UNIT III:** Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non durable products; Demand forecasting techniques.

**UNIT IV:** Production Theory: Production function – production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run Cost functions – their nature, shape and inter – relationship; Law of variable proportions; Law of returns to scale - Pricing Practices: Methods of price determination in practice: Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

**UNIT V:** Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

### Text Books

1. Dean, Joel : Managerial Economics, Prentice Hall, Delhi.3<sup>rd</sup> edition 2008
2. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi 19<sup>th</sup> edition 2005
3. G.S. Gupta, Managerial Economics-TataMcGraw Hill Publishing Company, New Delhi 3<sup>rd</sup> edition 2008

### Reference Books

1. Baumol, William J: Economic theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
4. Dholakia, R.H. and A.L.Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
5. Eaton, B.Curtis and Diane Faton; Micro Economics, Prentice Hall, New Jersey.
6. Gough, J. and S. Hill: Fundamentals of Managerial Economics, MacMillan London.
7. Haynes, W.W. V.L. Mote and S.Paul: Managerial Economics, Analysis and Cases, Prentice Hall, Delhi.
8. Petersen, H.Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
9. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
10. Varian, H.R. International Microeconomics; A Modern Approach, East West Press, New Delhi.
11. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi,
12. Adhikary M. Business Economics, Excel Books, New Delhi.
13. G.S. Gupta Managerial Economics – Tata McGraw Hill Publishing Company, New Delhi

## MCOM 416 - DIRECT TAXES LAW AND PRACTICE

**Hard CORE**

**(4 CREDITS)**

**Objective:** To elaborate study on various recent provisions in Direct Tax Systems in India for applying real life situation

- UNIT I:** Concept of Income - Concept of Tax, -- Residential Status, Income Tax Act 1961, Reforms of Direct tax, Tonnage Tax, Securities Transaction Tax, Banking Cash Transaction Tax, Commodities Transaction Tax, Direct Tax Code 2009.
- UNIT II:** Computation of Income – Salaries, House Property, Business or Profession, Capital Gains and Other Sources, Exempted Incomes, - Gross Total income, Deductions, total income, set off and carry forward of Losses Relief and rebate.
- UNIT III:** Assessment – Individuals, Hindu Undivided Family, Partnership Firms and Companies.
- UNIT IV:** Tax Administration – Income Tax Authorities, Powers of Income Tax Authorities, Kinds of Assessment – Returns of Incomes.
- UNIT V:** Wealth Tax Act 1957 – Incidence of Tax – Net Wealth Assets – Deemed Assets Exempted Assets – Computation of Wealth Tax liability.

### Text Books

1. V.K. Singhania and Kapil Singhania Direct Tax Law and Practice Taxmann Publication 45<sup>th</sup> Edition 2010
2. H.C. Mehrotra and S.P. Goyal Income Tax Law and Accounts , Sahitya Bhawan Publications 5<sup>th</sup> editions 2010.

### References Books:

1. Gaur and Narang Income Tax law and practices Kalyani Publication 38<sup>th</sup> edition 2010
2. Bhagawati Prasad direct tax law and Practice Wishwa Prakashan 5<sup>th</sup> edition 2009
3. Direct Tax Code Bill 2010 Taxmann Publication 2010
4. Wealth Tax Act and Securities Transaction Tax with Rules Taxmann Publication 37<sup>th</sup> edition 2010
5. Kaushal Kumar Agrawal Insightinto Income Tax Atlatic Publication 9<sup>th</sup> Edition 2007

**Theory and Problem: - 40:60**

## MCOM 417 - MARKETING MANAGEMENT

### SOFT CORE

( 3 CREDITS)

- Objective:** To make students understand the role of marketing managers to plan implement and control marketing activities and managing the marketing mix
- UNIT I:** Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Issue and Developments in marketing: Social, ethical and legal aspects of marketing; Marketing of Services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
- UNIT II:** Product Decisions: Concept of a product; Classification of products; major product decisions; product line and product mix; Branding; Packaging and labelling; Product life – cycle – strategic implications; New product development and consumer adoption process.
- UNIT III:** Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
- UNIT IV:** Distribution Channels and Physical Distribution Decisions; Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
- UNIT V:** Promotion Decisions: communication process; Promotion mix – advertising, personal selling, sales promotion publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.

### Text Books

1. Kotler, Philip: Marketing Management – Analysis, planning, implementation and control, Prentice Hall New Delhi.(laest edition)
2. Marketing: A Managerial Introduction: J.C. Gandhi, McGraw Hill Publications, latest edition

### Reference Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi. 12<sup>th</sup> edition
2. Majumdar, Rananj; Product Management in India, Prentice hall, New Delhi.2<sup>nd</sup> edition 2006
3. MC Carthym E. jenone and William D perreault Jr;Basic MARKETING; MANAGERIAL approach, Richard D.irwn, Homewood , Illiois. Reprint 2009
4. Ramaswamy, V.S and namakumari,s; Marketing management, Macmillan India, New Delhi. 2009
5. Srinivasan, R;case studies in marketing; the Indian context, Prentice Hall, New Delhi 2010.
6. Stanton, William J. and charies futrell; fundamentals of marketing; McGraw hill publishing co., New York.1987
7. Still .Richard R,Edward W.Cundiff and Norman A.P Govoni Sales Management: Decisions, Strategies and cases, Prentice Hall, New Delhi. 5<sup>th</sup> edition 2007
8. Modern Marketing – Principles & Practice, Chandra Bose, Prentice Hall, New Delhi.

## MCOM 418 - BUSINESS ENVIRONMENT

**SOFT CORE**

**(3CREDITS)**

**Objective:** As the environment in which an executive in taking business decisions are keep changing from time to time the Managers are expected to know about that he/she guess the situation and takes the wise Managerial decisions.

**UNIT I** Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

**UNIT II:** Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies – industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and their relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.

**UNIT III:** Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India, Competition Act, FEMA and licensing policy;

**UNIT IV** Socio-Cultural Environment: Critical elements of socio-cultural environment; social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India, Consumer Protection Act..

**UNITV** International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non – resident Indians and corporate sector; International economic institutions – WTO, World Bank; IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

### **Text Books**

1. Francis Cherunila: Business Environment Himalaa Publishing House, Bombay..
2. Raj Agrawal and Parag Diwan, Business Environment: Excel Books, New Delhi

### **Reference Books:**

1. Adhikary , M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa,K.Legal Environment of Business, Himalaya Publication, New Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi Govt of India : Survey, Various issues.
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
8. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.

## MCOM 300 - ACCOUNTING & FINANCIAL ANALYSIS

(For Non – Commerce Students)

### SOFT CORE

( 3 CREDITS)

**Objectives:** The objective of this course is to enable the students from streams other than Commerce to understand accounting concepts, tools and techniques used for making financial analysis

**UNIT I:** Financial Accounting – Meaning – Accounting Concepts and Conventions – Recording of Business Transactions – Double Entry System – Journal – Ledger – Trial Balance – Preparation of Final accounts .

**UNIT II :** Cost Accounting – Basic Concepts – Classification of Cost – Preparation of Cost sheet – Management and Cost Accounting – Budgets and Budgetary control Preparation of budgets.

**UNIT III :** Financial Analysis – Meaning of financial analysis – Need for Financial Analysis Horizontal and vertical analysis – Tools of financial analysis – Ratio Analysis – Computation and Interpretation of Ratios.

**UNIT IV:** Cash Flow Analysis – Preparation of Cash flow statement – Evaluation of Funds and cash flow analysis.

**UNIT V:** Marginal Costing – Break even analysis – Cost – Volume Profit analysis – Standard Costing and Variance analysis – Calculation of Material Cost Variance and Labour Cost Variance Utility of Variance analysis.

### Text Books

1. Jain & Narang: Advanced Accounts Kalyani Publishers, Ludhiana
2. Maheswari S.N. Management Accounting and Financial Control, Sultan Chand & Sons, New Delhi

### Reference Books

1. Gupta R.L. and Radhaswamy M: Advanced Accounts, Vol 1 Sultan Chand & Sons New Delhi 2008.
2. Jain & Narang, cost Accounts, Kalyani publishers Ludhiana 2005
3. Sembla M.C. Gnewal T.s. and Sri Gupta Advanced Accounts, S.Chand & Co., New Delhi 2009.

**Theory and Problem: - 40:60**

## MCOM 421 - FINANCIAL INSTITUTIONS AND MARKETS

### HARD CORE

(3 CREDITS)

**Objective:** This Subject aims at enlightening the financial and other managers about the financial infrastructure available and enables them to take wise and well imposed decisions to benefit the organization and other stake holders

**UNIT I:** Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview – Financial Regulation

**UNIT II:** Money markets;; -Meaning, constituents, functions of money market; Money market instruments- call moneymarket, treasury bills, market certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market;

**UNIT III:** Capital market - primary and secondary markets; Depository system; Government securities market; Role of SEBI as a regulator and capacity- an overview; Recent developments.. Reserve Bank of India: and Commercial Bank Organization, management and functions; Credit creation and credit control; monetary policy..Commercial Bank: Meanings, functions, management and investment policies of commercial banks, Present structure; E-banking and e trading; Recent developments in commercial banking. – State and National Level Financial Institutions -MFIs

**UNIT IV:** Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority-role and functions.

**UNIT V:** Non-Banking Financial Institutions: Concept and role of non-banking financial Institutions; source of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India.

### Text Books

1. Bhole L.M.: financial markets and markets and Institutions, 4<sup>th</sup> editionTata McGraw Hill Delhi.
2. Srivastava R.M; Management of Indian Financial Institution; Himalaya Publication house Mumbai 2<sup>nd</sup> edition 1999

### Reference Books:

1. Avdhani: Investment and security market in India, Himalaya publications, Delhi.
2. Ghosh, D Banking Policy in India Allied publications Delhi.
3. Giddy, I.H; GLOBAL Financial Markets, A.I.T.B.S., Delhi.
4. Khan, M.Y.: India Financial system, Tata McGraw Hill Delhi.
5. Reserve Bank of India, various Report, RBI Publication, Mumbai.
6. Varshey, P.N. Indian Financial System, Sutlan Chand &sons, New Delhi.
7. Averbach, robert D: Money Banking and financial Markets; MacMillan, London.
8. Verma JC. Guide to mutual Funds and Investments portfolio, Bharat Publishing House New Delhi.

## **MCOM 422 - ACCOUNTING FOR MANAGERIAL DECISIONS**

**HARD CORE**

**(4 CREDITS)**

**Objectives:**

1. To understand concepts of Managerial Accounting
2. To enhance the practical application for managerial decision making
3. To develop the students skill to analyze the Financial statements

**UNIT I:** Introduction to accounting: Management accounting as an area of accounting; objective, nature, and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accounts position role and responsibilities.

**UNIT II:** Accounting Plan and Responsibility: meaning and significance of Responsibility accounting; Responsibility centre, cost centre, profit centre and investment Centre; Problem in transfer pricing; objective and determinants of responsibility centre. Budgeting: definition of budget; Essentials of budgeting, types of budgets- functional masters etc., Fixed and flexible budgetary control; Zero base budgeting performance budgeting.

**UNIT III:** Standard costing and variance Analysis: standard costing as a control technique; setting of standards and their revision; Variance analysis - meaning and importance kinds of variance and their uses -material Labour and overhead variance; Disposal of variances; Relevance of variance budgeting to budgeting and standard costing.

**UNIT IV:** Marginal costing and Breaking-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; decisions regarding sales-mix make or buy decision and discontinuation of a product line etc.

**UNIT V:** Analysis financial statements: Horizontal; vertical and ratio analysis; Cash flow analysis. Funds flow analysis

**Text Books**

1. Sn. Maheswari, Management Accounts 1987
2. Hansen, Don R, and Maryanne M. Moreen; Management Accounting, south-Western College Publishing Cincinnati Ohio. 2008

**Reference Books**

1. Anthony, Robert; Management accounting, Tarapore-warla, Cost Accounting Mumbai, 1981
2. Barfield, Jessie, celly A. raiborn and Michael R. Kenney: traditions and Innovations south Western College Publishing, Cincinnati, Ohio. 2002
3. Decoster, Don T, and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc, New York. 1982
4. Garrison, Ray, H. and Eric W. Noreen: Managerial Accounting, for Managers Richard D, Irwin Chicago. 2010
5. Horngren, C.T. Gary L.Sudern and William O. Stralten: Introduction to management Accounting, Prentice Hall Delhi. 1998

**Theory and Problem: - 60:40**

## MCOM423 - INVESTMENT MANAGEMENT

### HARD CORE

(3 CREDITS)

**Objectives:** The objective of this course is to provide an exposure to its students on the various Concepts of investment management and to facilitate an in-depth of various techniques there under

**UNIT I:** Investment: Nature and scope of investments analysis - Objectives of investment – Investment and Speculation – Types of Investors – Types of Speculators – Types of Investment – Financial Investment and Non- Financial Investment- Sources of financial information.

**UNIT II:** Elements of Investment: Return and Risk Elements – Securities Return and Risk analysis – Types of risk –Systematic and unsystematic –Measurement of Return and Risk.

**UNIT III:** Fundamental analysis – Economic Analysis, Industry Analysis and company Analysis

**UNIT IV** Technical Analysis: Various price and Volume Indicators – Market Indicators and Share specific Indicators – Chart Patterns and Formations – Analysis of various chart patterns

**UNIT V:** Valuation of Fixed Income Securities: Bonds, Debentures,Preference Shares and Convertible Securities – Valuation of variable Income Securities: Equity Shares.

### Text Books

1. FISCHER, Donald and Ronald J. Jordan: Security Analysis and Portfolio Management, Prentice Hall, New Delhi 2008..
2. V.K. Bhalla: Investment Management, S. Chand & Company, New Delhi 2009.
3. M. Ranganathan. And Madhumathi : Investment Analysis and Portfolio Management, Pearson Education 2003

### Reference Books

1. Prasanna Chandra: Investment Analysis and Portfolio Management TataMcGraw Hill, New Delhi 2008
2. Sharpe William F and others: Investments, Prentice Hall, Delhi 2008.
3. Hirt and Block: Fundamentals of Investment,McGraw Hill, International 2008

**Theory and Problem: - 50:50**



## MCOM 424 - SECURITY MARKET OPERATIONS

**HARD CORE**

**(3 CREDITS)**

**Objective:** To provide unique experience to students in learning various aspects of the Security Market Operations the course consist of lectures, presentations and demonstration of market activities.

- UNIT I:** Security Markets - Legal Environment: SEBI Act, 1992 , Securities contract regulation Act 1956 companies act 1956 ( various provisions relating to securities), RBI, rules and guidelines for FLL”s.
- UNIT II:** Security Markets: Primary and Secondary markets: primary market its role and functions methods of selling securities in primary market; New financial instruments Share Price Indices: Need and importance, compiling of index numbers and interpretation
- UNIT III:** New Issues: SEBI Guidelines For Public Issues - Pricing of issues, Promoters Contribution appointment and ole of merchant bankers underwriters, brokers, registrars and managers, bankers etc. Underwriting of issues; Allotment of shares, Procedures for new issues; e-trading. Derivatives trading – Future & Options –meaning, concepts & importance, methods of trading, valuation of options – Depository-Role and need – NSDL-CDSR- Depository participant.
- UNIT IV:** Secondary Market: role importance, organisation of stock exchange; listing of securities in stock exchange; Trading mechanism- screen based trading; Insider trading; take-overs; Interest based trading.
- UNIT V:** NSC and OTCEI: National Stock Exchange and over the counter Exchange - role, organization and management; Listing rules, procedure including formats formalities, Accounting records for buying selling transactions; Nature of transaction cash and forward settlement of trades.

### Text Books

1. V.K. Bhalla ‘Investment Management’ 15<sup>th</sup> printed edition, S. Chand 2008
2. PunithavathyPandian, Security Analysis & Portfolio Management, Vikas Publishing House, 2003.
3. Avadhani V.A.,”Security Analysis and Portfolio Management, 6<sup>th</sup> edition, Himalaya Publishing House, 2003.

### Reference Books

1. Dalton, John, How the Stock Market Works, Prentice Hall, New Delhi 3<sup>rd</sup> edition 2007
2. H.R. Machiraju & Merchant Banking, Principles and Practice Wiley Eastern Ltd., New Delhi, Latest edition, 2007
3. Marchi Raju, H.R. Working of Stock Exchanges in India; Wiley Eastern Ltd; New Delhi. Reprint 2009
4. Web site of bseindia.com,mseindia.com,besindie com, nse India. com.
5. S. Kevin, SecurityAnalysis and Portfolio Management Edition 2006, Prentice Hall, New Delhi 2008..
6. Ragnathan V; Stock Exchange and Investments; Tata McGraw Hill New Delhi. Reprint 2007

## COMM 425 - COMPUTER APPLICATIONS IN BUSINESS

Hard Core

(4 Credits)

**Objective of the Course:** This course is intended to introduce you to the application of excel in finance. The course seeks to develop your ability in using spreadsheets for financial modelling.

**UNIT I Excel for Financial Modelling-**Basic Excel features-Financial functions-Logical functions-Statistical functions-Look up and reference function-analysis tool pack

**UNIT II How to build good excel models-**Documenting excel models- debugging excel models-Formula auditing tools-Financial statement forecasting-Review of theory and concepts-Modelling examples-Present Value and Net Present Value-The Difference between Excel's PV and NPV Functions-Internal Rate of Return and Loan Tables

**Unit III Introduction to Equities using Excel:** Portfolio mean and variance-Risk return representation of portfolios-Using solver to find efficient points-combining risky and risk free securities-asset pricing-single index model-estimating beta coefficients-variance covariance matrix-value-at-risk.

**Unit IV Testing the Security Market Line:** The First-Pass Regression-The Second-Pass Regression-Testing CAPM using excel-Solving an Unconstrained Portfolio Problem-Solving a Constrained Portfolio Problem

**Unit V Event Studies:** Outline of an Event Study-Measuring the Stock's Behavior in the Estimation Window and the Event Window-Market-Adjusted and Two-Factor Models-The Event Window-Impact of Earnings Announcements on Stock Prices-Cumulative Abnormal Returns

### Text Books

1. Mary Jackson, Mike Staunton "Advanced Modelling using Excel and VBA John Wiley and sons limited 2007
2. Gottlieb Isaac, "Next Generation Excel: Modeling in Excel for Analysts and MBAs John Wiley and sons limited 2009

### Reference Books

1. Chandan Senguptha "Financial Modeling: Using excel and VBA John Wiley and sons limited 2008
2. Simon Benninga "Financial Modeling The MIT Press Cambridge, Massachusetts 2008

## MCOM 426 - WORKING CAPITAL MANAGEMENT

### SOFT CORE

(3 CREDITS)

**Objective:** This subject aims at imparting skills to the financial and Material Managers as to how to use the resources to maximize the output and minimize the wastage to decrease to cost and increase to profits

**UNIT I:** Working Capital Policy Overall Considerations – Importance of Working Capital Management – Concept of working Capital – Risk and Return Trade off Financing Working Capital – Sources and Uses of Working Capital – Factor influencing Working Capital Requirements Issues in Working Capital Policy – Size of Working Capital Forecasting and Management of Working Capital

**UNIT II:** Cash Management: Importance – Factors influencing Cash Balance Determining minimum Cash Balance – Cash Budgeting – Cash control Monitoring collections and disbursement –Cash Management models.

**UNIT III:** Inventory Management – Need for inventories and importance of its Management - Techniques for Managing Inventory – Different Models Recorder – Point – Pricing of Raw materials and valuation of stock – Monitoring and control of Inventories.

**UNIT IV:** Receivables Management Credit Policy – Credits evaluation credit granting decisions – Control receivables – Collection policy.

**UNIT V:** Financing Current Assets: Trade Credit – Short – term Bank Finance – Commercial paper – Public Deposits – Committees on Working Capital Regulation of Bank credit – Recommendation.

### Text Books:

1. Prasanna Chandra – Financial Management Theory and Practice, Tate McGraw Hill 7<sup>th</sup> edition 2008
2. V.E. Ramamurthy, Working Capital Management IFMR Madras – 34.

### Reference Books.

1. Gitmen L.J – Basic Managerial Finance Harper & Raw
2. Weston J.F and Copeland T.E Managerial Finance, Dryden P. New York 1995.
3. I.M Pandy – Financial Management, Vikas Pub, New Delhi
4. Financial Management – Taxmann’s Publications – 2008.
5. Working Capital Management – Bhattacharya, Hrishikes 2007.

**Theory and Problem: - 80:20**

## MCOM 427 - CORPORATE LEGAL FRAME WORK

### SOFT CORE

(3 CREDITS)

**Objective:** This paper aims at familiarizing the executives of the corporate bodies the legal frame work in which he/she is working. The knowledge of this part may help him/ her from not committing any mistake but taking wise decisions within the legal frame work.

**UNIT I:** Indian Contract Act, 1872. Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract, discharge of contract, consequences of breach of contract.

**UNIT II:** Sale of Goods Act: Definitions, conditions and warranties; Transfer of property, rights of unpaid seller.

**UNIT III:** The Negotiable Instruments Act, 1881 Definitions, types of negotiable instruments; Negotiation; Holder and holder in due course; payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.

**UNIT IV:** The Companies Act, 1956: Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership Meetings and resolution; Company managements; Winding up and dissolution of companies.

**UNIT V:** Foreign Exchange Management Act 200 – Nature, Scope

#### **Text Books:**

1. N.D. Kapoor, Mercantile Law, Sultan Chand, New Delhi.
2. Avadhaani V.A SEBI Guidelines and Listing of Companies, Himalaya publishing House, Delhi. 1<sup>st</sup> edition 1996
3. SEBI Act 1992, Nabhi Publication, Delhi.
4. Taxman's Masters Guide to Companies Act, 1998

#### **Reference Books:**

1. The Negotiable Instruments Act, 1881
2. Singh, Avtar; Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co
3. Bhandari ML: Guide to Company Law procedure - Vols I, II and III Jain Book Agency, New Delhi.
4. Ramaiya A: Guide to companies Act; Wadhwa publishing Nagpur.

## MCOM 428 - FUND MANAGEMENT IN COMMERCIAL BANKS

### SOFTCORE

(3 CREDITS)

**Objectives:** To give insights to the students about the concept of fund and its management Practice with respect to Banking Organisation

**UNIT I:** Nature and Scope of Fund Management – Allocation of funds – III of Misallocation of funds Based Committee Norms – Management of capital Funds in Commercial Banks; Meaning and function of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy

**UNIT II:** Liquidity Management in Commercial Funds and Asset Liability Management 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 function of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.

**UNIT III:** Management of Reserves: Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; cash management in commercial banks. secondary Reserves: Nature and function of secondary reserves; factors influencing secondary reserves; Estimation and management of secondary reserves.

**UNIT IV:** Management of Bank Deposits: Relevance of marketing approach to deposit mobilization In banks; Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.

**UNIT V:** Management of Bank Loans: Characteristics of commercial loans: Loan policy in a commercial bank, evaluating loan application - credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks in India. Management of Bank Investments: Nature and principles of security investment of commercial banks; formulating investment policy; Volume and pattern of investment of commercial banks in India.- Structure and pattern of income and expenditure in commercial banks in India

### Text Books:

1. Cates David, "Liquidity Lessons for the '90s" Bank Management April 1990
2. Matten Chris, Managing Bank Capital, New York, John Wiley & Sons 1996
3. Neelam C. Gulati 'Principle of Banking Management" Excel Books, New Delhi 2010
4. P. Subba Rao, "Principles of Practices of Bank Management, Himalaya Publishing House, Bombay 1988.

### Reference Books:

1. Jadhav, Narendra: Challenges to Indian Banking ed. Macmillan, New Delhi
2. Joel, Bessis; Risk Management in Banking John Wiley.
3. Sinkey, Joseph F, Jr: Commercial Banks Financial Management, Prentices Hall Delhi.
4. Smith, T.R Fire Insurance Theory & Practice, Stone & Cox
5. Turner, H.S. Principles of Marine Insurance, Store and Cox
6. S. Singh Yogesh Singh, Risk Management in Banks, Excel Books, 2008
7. Bharati V. Rathok, Indian Financial System, Pearson Edn, 2006

## MCOM 429 - OPERATIONS RESEARCH

**SOFT CORE**

**(3 CREDITS)**

**Objectives:** To provide an understanding of Operations Research techniques used for managerial decision making

**UNIT I:** Operation Research: Concept and Significance of operations Research Evolution of operations research; Steps in designing operations research studies; Operations research models.

**UNIT II:** Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

**UNIT III:** Waiting Line Models: Waiters and Services; Mathematical distribution of queues; Basic models of queuing theory and applications.

**UNIT IV:** Inventory Control: Deterministic models and probabilistic models.

**UNIT V:** Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies. Net – Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

### **Text Books:**

1. Sharma J.K.: Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi 3rd edition 2006
2. R. Panneerselvam – Operation Research Prentice Hall of India Private Ltd., New Delhi.(2007)2<sup>nd</sup> edition
3. Hiller & Lieberman “introduction to Operations Research Tata McGRaw Hill, New Delhi (2009) 8<sup>th</sup> ed.

### **Reference Books:**

1. Vazsonyi, Andrew and Herbert F.Spriner: Quantitative Analysis for Business, Prentice Hall, New Delhi.Special Indian edition
2. Vohra, N.D.: Quantitative Techniques in Management, Tata McGraw – Hill, New Delhi. 2008
3. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision second edition, Prentice Hall of India.
4. Hamdy A. Tata Operations Research An introduction Prentice Hall of India sixth edition 2000
5. Tulsian P.C.& Vishal Pandey “Quantitative Techniques” Pearson education, New Delhi 2004
6. Hiller Fredrick S and Lieberman Gerald J “Introduction to Operations Research, TataMcGraw Hill, New Delhi 2003,8<sup>th</sup> edition.

**Theory and Problem: - 60:40**

## MCOM 430 - ECONOMETRICS FOR FINANCE

**SOFT CORE**

**(3 CREDITS)**

**Objectives:** To introduce the application of econometric tools used for financial analysis

- UNIT I:** Financial econometrics – Introduction - Return in Financial modeling –Econometric package for modelling finance data: Univariate time series - Introduction - modeling and forecasting – moving average - Autoregressive Experimental smoothing forecasting in econometrics - Multivariate - Introduction – Simultaneous equations bias - Finance estimation procedure – Vector autoregressive models – VAR with exogenous variables.
- UNIT II:** Modelling longrun relationship in Finance – Introduction – Stationarity and Unit root testing – Cointegration – Models of parameter estimation – Equilibrium correction models - Modelling volatility and Correlations - - Introduction – Models for volatility – Historical, Implied Autoregressive volatility models – Generalised ARCH, GARCH models
- UNIT III :** Switching models – Introduction – Seasonalities in financial market – modeling – Estimating simple piecewise linear function – Markov switching models
- UNIT IV:** Panel data – Introduction – Fixed effects model - time fixed effects model Random effects model
- UNIT V:** Limited dependant variable models\_ introduction - Linear Probability model - Logit model - Probit model - Choosing between logit and probit model – Estimation of limited dependant variable models.

### **Text Books:**

1. Introduction of Econometrics – G.S. Maddala – Willy Indian Edition 3<sup>rd</sup> edition 2007
2. Econometrics – Baltagi Badi – Meidalberg Publication – 1999
3. Basic Econometrics – D. Gujarati 4<sup>th</sup> ed. Tata McGraw Hill New York- 2010

### **Reference Books**

1. Introductory Econometrics for Finance Cambridge University Press, 2009
2. Ruey S. Tsay Analysis of Financial Time Series, A. John Wiley & Sons INC. Publication 2002
3. Econometric methods J. Johnson 3<sup>rd</sup> ed. McGraw Hill, NewYork.- 1984
4. Financial Econometrics, Peijie Wong Routledge Taylor & Francis Group London & NewYork, Second Edition 2009
5. Davidson, Rusell and James G. Mackinnon'Estimation and inference in Econometrics, Oxford University Press 1992.

**Theory and Problem: - 60:40**

## MCOM 431 - EXPORT FINANCE

### SOFT CORE

(3 CREDITS)

**Objective:** To provide comprehensive knowledge to the students on various aspects of export trade such as export financing, documentation, payment terms, credit risk and institution for promoting exports.

**Unit – I:** Global Trade & Finance – Foreign Trade Policy, Procedure & Documentation; Balance of Payment – Visible & Invisible Trade; Customs & Excise – Procedure & Documentation; Shipment Finance – Pre & Post, Sources of Funds; Financing Instruments; Forex & Export Management.

**Unit – II:** Pre-Shipment Finance - Forms of Credit, Purpose, Selection Criteria, Credit Terms; Domestic Currency Loans; Letter of Credit – Types & Procedures; Export Bills – Purchase, Negotiation, Discounting, Rediscounting; Procedures of Settlement.

**Unit – III:** Post Shipment Finance – Forms of Credit, Purpose, Selection Criteria, Credit Terms; Foreign Currency Loans – Merits & Limitations, Procedures, Repayment; Credit Risk – Assessment & Management.

**Unit –IV:** Financing Strategies – Import Vs Export Financing Strategies – Framework, Determinants, Implementation & Management; Financial Collaboration - Competitive Advantage, Market Expansion,; Hybrid Financing Strategies.

**Unit V:** Financing Institutions & Export Promotion – Role of World Trade Organization, Economic Unions, Reserve Bank of India, EXIM Bank of India, Export Credit Guarantee Corporation, Banks & Financial Institutions; Export Promotion – Export Councils & Boards, Export Oriented Units, Special Economic Zones, Economic Promotion Zones, Economic Processing Zones, Agricultural Export Processing Zones; Logistics Financing for Export Promotion – Issues & Challenges, Case Studies.

#### Text Books:

1. The Handbook of International Trade and Finance Andera Grath 2008, British Library cataloging – in – publication data -ISBN 9780749453206
2. Agrawal D.K (2003), 'Text Book of Logistics and Supply Chain Management', Mac Millan Publishers India Ltd. 2003

#### Reference Books:

1. Anders Grath (2008), The Handbook of International Trade and Finance, Kogan Page Publishers 2008 Reprint
2. James Calvin Baker (2003), Financing International Trade, Greenwood Publishing Group. 2003 latest edition
3. Nabhi's Manual, "New Import Export Policy and Handbook of Procedures", Vol.1 2002-07: As Amended Upto 4.4.2002, Oscar Publications.
4. David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, (2005) 'Fundamentals of Logistics Management', Mc Graw Hill. 2006 reprint



## **MCOM 400 - STOCK MARKET INVESTMENT**

**(FOR NON-COMMERCE STUDENTS)**

**SOFT CORE**

**(3 CREDITS)**

**Objectives:** The objective of this course is to enable the students from students other than Commerce to understand the concepts, tools and techniques of investment in stock market

**UNIT I:** Investment: Basics of Investment – Investment, Speculation and Gambling – Investment Environment – Investment Categories – SEBI

**UNIT II:** Stock Market: Markets for Securities and their functions – Primary Markets – Secondary Markets – Processes of buying and selling securities – Types of securities – Security Market Indicators.

**UNIT III:** Risk – Return Framework: Security Returns – Measurement of Returns – Concept of Risk – Systematic Risk – and unsystematic Risk

**UNIT IV:** Security Valuation: Bond Valuation – Preference Share Valuation – Equity Share Valuation.

**UNIT V:** Fundamental Analysis: Basics of Economic Analysis and Industry Analysis – Company Analysis – Non Financial parameters – financial Parameters – Analysis of financial statements.

**UNIT VI:** Technical Analysis: The Dow Theory – Technical indicators of the overall market – Indicators for individual stocks – Charting Techniques.

### **Text Books:**

1. Avadhani V.a. Securities Analysis and Portfolio management, Himalaya Publishing House, Delhi 2008
2. Preethi Singh: Investment Management, Himalaya Publishing, Delhi, 2009.

### **Reference Books**

1. Bhalla V.K., Investment Management, S. Chand & Co, New Delhi, 2009
2. Fisher and Jordan: Security Analysis and Portfolio Management , Prentice Hall, New Delhi, 2008

## MCOM 511 - PROJECT MANAGEMENT

**HARD CORE**

**(4 CREDITS)**

**Objectives:** To facilitate the students in enriching knowledge on the Nature, scope and process of Project Management

**Unit- 1:** Concepts of Project Management: Project – Meaning – Nature- Types of project; project life cycle; Project management – nature and scope of project management ; Project management as a profession; Role of project manager.

**Unit– II:** Project identification and formula: Project environment – identification of investment opportunities – project screening – prefeasibility study – project selection; project formulation – stages in project formulation – stages in project formulation; project report preparation; planning Commission’s guidelines for project formulation.

**Unit – III:** Project Appraisal: Objectives, essential of a project methodology – Market appraisal – Technical appraisal – Financial appraisal –Commercial appraisal- Managerial appraisal- Social Cost Benefit Analysis (SCBA) – L&M approach & UNIDO approach – SCBA in India

**Unit – IV:** Project planning and Scheduling: objectives – process of planning - components of good planning – project designing and project scheduling and time estimate – Estimation of cost of project and means of financing.

**Unit –V:** Project Execution and Administration: Project contracting: Contract pricing, Types – Project organisation: Forms of organisation; Project direction; Project communication; Project coordination; Factors influencing effective project management – project over runs: Causes, Types and effects of over runs - Project Control: Control techniques – PERT, CPM: – Project review – Project audit.

### Text Books

1. Prasanna Chandra, : Project Preparation, Appraisal and Implementation’ Tata McGraw Hill Delhi. 1987
2. Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.
3. N.P. Agarwal, B.K. Mishra Project Management, Ramesh Book Depot, Jaipur 2006

### References Books

1. Pitale, R.L: Project Appraisal Techniques, Oxford and IBH. Publishing Pvt. Ltd., New Delhi 1982.
2. Timothy, D.R. and W.R. Sewell: Project Appraisal and Review, Macmillan, India.
3. Little I.M.D. and Mirrless JA: Project Appraisal and Planning for Developing Countries, London Heinemann Education Books. 1974
4. Dennis Lock, Project Management Wildwood House Ltd., 1986  
Handbook of P.M. jaico Publishing House, Mumbai 1997
5. P.K. Joy, “Total Project Managemnent, Macmillan India Ltd., New Delhi 1996
6. David I Cleloyd, ”Project Management” McGraw Hill, New Delhi 1999

## MCOM 512 - PORTFOLIO MANAGEMENT

**HARD CORE**

**(3 CREDITS)**

**Objectives:** To equip students to construct portfolios select optimal portfolio and decide to change the portfolios based on evaluation

**UNIT I:** Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.

**UNIT II:** Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities; Markowitz risk – return optimisation.

**UNIT III:** Single Index and Factor Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimisation solution – Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models.

**UNIT IV:** Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; recent developments.

**UNIT V:** Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

### **Text Books:**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 3<sup>rd</sup> Edition, Tata McGraw Hill Publishing Ltd., Noida 2008.

### **Reference Books:**

1. M. Ranganatham, Investment Analysis and Portfolio Management, Pearson Education, 2005.
2. Dhanesh Khatri, Security Analysis and Portfolio Management, Macmillan, Delhi 2010.
3. Donald B. Fisher, Ronald J. Jordon Security Analysis and Portfolio Management,, Prentice Hall of India.
4. ZVI Bodia, alex Kane, Alan J. marcus, Pitabas Mohanty Investments, Tata McGraw Hill Publishing Company Ltd., Delhi 2006.
5. Samir Barua K, Portfolio Management, Tata McGraw Hill Publishing Ltd., Noida 2004.

**Theory and Problem: - 40:60**

## **MCOM 513 - CORPORATE TAX PLANNING AND MANAGEMENT**

### **HARD CORE**

**(4 CREDITS)**

**Objective:** To understand the innovative ideas in corporate tax in India and to give expert advices to whom is required regarding various tax issues for decision making

- UNIT I:** Tax Planning and Tax Management - Introduction -Tax planning Vs Tax Management, - Tax avoidance Vs Tax evasions:
- UNIT II:** Corporate taxation: - Computation income from business – Depreciations -MAT, Dividend Distribution Tax- Tax on Income distributed to Unit holders – Tax incentives to the exporters
- UNIT III:** Tax Planning and Corporate Decisions:- Tax Planning for new business - Capital Structure Decision-Dividend Distribution Decision, Own or Lease, Make or Buy Decision, Shutdown or Continue Decisions, Repair or Replace, Sale of Assets used for Scientific Research
- UNIT IV:** Tax Issues Relating to Business Restructuring:-amalgamation& Demerger.- various provisions
- UNIT V:** Tax payments - TDS – TCS – Advance payment of Tax

### **Text Books:**

1. V.K. Singhania and Monica Singhania Corporate Tax Planning and Business Tax Procedure Taxmann Publication Ltd., 14<sup>th</sup> edition 2010
2. Sally Jones and Shelley Rhodes Principal of Taxation for business and Investment Planning Tata McGraw Hill 4<sup>th</sup> edition 2010.

### **Reference Books**

1. V.K. Singhania and Kapil Singhania “Direct Tax Laws and Practice Taxmann Publication 43<sup>rd</sup> edition 2010
2. H.C. Mehrotra and S.P. Goyal Income Tax Law and Accounts Sahitya Bhawan Publications 51<sup>st</sup> edition 2010
3. Gaur and Narang Income Tax Law and practice Kalyani Publication 38<sup>th</sup> edition 2010
4. R.K. Agarwal Tax Planning for Companies, Hindu Law Publisher 14<sup>th</sup> edition 2008
5. V.K. Singhania and Kapil Singhania Corporate Tax Planning and Management Taxmann Publication 12<sup>th</sup> edition 2008
6. Kaushal Kumar Agrawal Direct Tax Planning and Management Atlantic Publication 5<sup>th</sup> edition 2006..

**Theory and Problem: - 40:60**

## MCOM 514 - INTERNATIONAL FINANCE

**HARD CORE**

**(3 CREDITS)**

**Objective:** To equip students with tools and methods of analyzing aspects related to international financial systems, Balance of Payments and International financial markets, besides making them aware of mitigating forex risk.

**UNIT I:** International Monetary and Financial System: Importance of international finance; Bretton Woods conference and afterwards, IMF and the World Bank; European monetary system – meaning and scope - Multilateral Financial Institutions: Role of IMF, IBRD and other development banks, International investors and foreign investment institutions

**UNIT II:** Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit. Current Developments: International indebtedness; Capital account convertibility – pros and cons; Innovations in international finance instruments

**Unit III:** International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries. International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

**UNIT IV:** Foreign Exchange markets: determining exchange rates; fixed and flexible exchange rate system; exchange rate theories; participants in the foreign exchange markets; foreign exchange markets – cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.

**UNIT V:** Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures – internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques. Management of Risk in Foreign Exchange Markets: Forex derivatives – swaps, future and option and forward contracts.

### Text Books:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009, 5<sup>th</sup> edition
2. International Financial management: V.K. bhalla, Anmol Publications Isbn 81-261-2641-8 (5<sup>th</sup> revised edition)
3. Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi. 2006, 8<sup>th</sup> edition

### Reference Books:

1. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi. 2004
2. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York. 2007
3. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, International Edition.
4. Levi, Maurice D: International Finance, McGraw – Hill, International Edition. 2005 & Reprint 2009
5. Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition.
6. Yadav, Surendra S, P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
7. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.
8. O'Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.

**Theory and Problem: - 20:80**

**MCOM 516- COMPUTER AIDED MULTIVARIATE DATA ANALYSIS  
FOR DECISIONMAKING**

**HARD CORE**

**(4 CREDITS)**

- Unit – I:** Introduction – Meaning, Definition- Concept, Measurement scales Measurement errors Types of multivariate techniques – Guideline for Multivariate Analysis and interpretative. A structured approach to Multivariate model building.
- Unit – II:** Factor analysis – Meaning, Objectives, Assumptions, Process of deriving Factors and assessing overall fitness, Criteria for the number of Factors to Extract - Interpreting the Factors – Rotation of Factors – Varimax – Significance of Factor Loadings Unit – III Multiple Regression Analysis – Simple regression, Multiple Regression Objectives of Multiple Regression – Assumptions – Estimating the Regression model and assessing the overall model Fit – Interpreting the Regression variate – Assessing Multi co linearity
- Unit – IV:** Multiple Discriminate Analysis – Key terms – Objectives & Decision Process – Calculating Discriminate Z Scores – Potency Index – Rotation Loadings – Case wise Diagnostics – Assessing Overall Fit
- Unit – V:** Multivariate analysis of Variance – MANOVA – Univariate t test – Multivariate ANOVA – Two group case: Hotelling's T square – group MONOVA – Post hoc Tests – Interpreting results
- Unit – VI:** Conjoint Analysis – Key terms and Objectives – Stimuli – Managerial Applications – adaptive Conjoint – Full profile Versus Choice based Conjoint – Canonical Correlation Analysis – Objectives & Assumptions Deriving Canonical Functions – Weights and Loadings – Validation and Diagnosis

**Text Books:**

1. Hair, Anderson, Tatham and Black., Multivariate Data Analysis, Pearson Education (Singapore) Pvt Ltd, Singapore
2. Johnson RA and DW Wichern., Applied Multivariate Statistical Analysis, Upper Saddle River, NJ, Prentice Hall

**Reference Books.**

1. Affif and Clark., Computer Aided Multivariate Analysis, Lifetime Learning Publications, California
2. SPSS, Inc., SPSS advanced Statistics Guide, Chicago, SPSS
3. SAS Institute, Inc., SAS User's Guide: Statistics, Version 6, Cary, NC ., SAS Institute

**Theory and Problem: - 40:60**

## MCOM 517 - ADVANCED COST ACCOUNTING

**HARD CORE:**

**(4 CREDITS)**

**Objective:** The Objective of this course is to enable the students to understand and apply cost accounting tools and techniques used for taking managerial decisions

**UNIT I:** Introduction – Evolution of cost Accounting – Scope and importance of Cost Accounting – Functions and objectives of Cost Accounting – Evaluation of Cost Accounting – Installation of a Costing System – Classification of Costs – Methods and Techniques of Costing – Marginal Costing vs. Absorption Costing.

**UNIT II** Cost Recording: Non Integral Accounting – Reconciliation of Cost and Financial Accounting – Integral Accounting – Activity Based Costing – Life Cycle Costing and Target Costing

**UNIT III:** Cost Accumulation: Specific order Costing – Job Order Costing – Batch Costing – Contract Costing.

**UNIT IV:** Cost Accumulation: Operation Costing – Unit or output Costing – Operating Costing – Process Costing including concept of Equivalent Production – Joint products and By Products Costing

**UNIT V:** Cost Reporting: Performance Measurement and Reporting – Divisional Performance Analysis – Transfer Pricing – Inter-Process Profit – Uniform Costing and Inter-firm comparison.

### Text Books:

1. Jain S. P and K.L. Narang : K.L: Advanced Costing, Kalyani Publishers Ludhiana 2009
2. M.Y.Khan and P.K. Jain: Cost Accounting, TataMcGraw Hill Co., New Delhi 2009

### Reference Books::

1. Jawaharlal & Seema Srivatsava: Cost Accounting, TataMcGraw Hill, New Delhi 2009
2. Colin Drury: Management & Cost Accounting, CENGAGE Learning India (P) Ltd NewDelhi 2000
3. Charles T. Horagren:cost Accouting: A Managerial EmphasisPearson Prentice Hall, New Delhi 2009.
4. Maheswari S.N. Advanced Cost Accounting, Sultan Chand & Sons, New Delhi 2008.
5. Saxena and C.D. Vashist: Advanced Cost and Management Accounting, Text, Sultan Chand and Sons, New Delhi 2008.
6. HANSEN & MOWEN: Cost Management – Accounting and Control, Thomson Asia Pvt. Ltd., Bangalore, 2004

**Theory and Problem: 20:80**

**COMM 518 COMMODITY DERIVATIVES: MARKETS & APPLICATIONS**

**SOFT CORE**

**3 CREDITS**



## **MCOM 519- ENTREPRENEURIAL DEVELOPMENT & SMALL BUSINESS MANAGEMENT**

### **SOFT CORE**

**(3 CREDITS)**

**Objectives:** To impart knowledge on the basics of entrepreneurship and to give necessary inputs for the creation of the new ventures

**UNIT I:** Entrepreneurship: : Definition - Meaning importance. – changes in the concept of entrepreneurs – Innovation: Concepts and types – Innovation as the essence of entrepreneurship – source of innovation.

**UNIT II:** Entrepreneurial Environment: Significance – Internal and External environment forces – Psychological, social, cultural, political, legal and economic forces.

**Unit III:** Entrepreneurial Development: Programmes Importance – places for the development of entrepreneurship – Stimulation: Entrepreneurial awareness, exposure, motivation and attitude – support – Entrepreneurial education, training, assistance – Sustenance – Entrepreneurial Commitment

**UNIT IV:** Institutions involved in Developing Entrepreneurship in MSME Sector: Entrepreneurship –Institutions involved in Financing the beginning Entrepreneurs search got Business ideas, Project Formulation and Consultancy Services available.

**Unit V:** Entrepreneurial Culture –Entrepreneurial Society – Intrapreneurship, Development needs of women and rural entrepreneurship.

### **Text Books:**

1. Gupta and Srinivasan, Entrepreneurial development Sultan Chand & sons, New Delhi 1999.
2. Vasant Desai, "Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House< Mumbai 1999

### **Reference Books:**

1. S.K. Khanka, "Entrepreneurial Development, S. Chand & Company Ltd., New Delhi 2001.
2. P. Saravanavel, Entrepreneurial Development, ESS Pee Kay Publishing House, Madras 1997
3. Robert D. Hisrich Michael P. Peters, Dean A Shepherd "Entrepreneurship McGraw Hill, New Delhi 2005
4. B.S. Bhatia & G.S. Batra "Entrepreneurship & Small Business Management, Deep & Deep Publication Ltd., New Delhi 2003.
5. Poornima M. Charantimath "Entrepreneurship Development small business enterprises Pearson Edu. 2006.

## MCOM 520 - ENTERPRISE RESOURCE PLANNING

**SOFT CORE**

**(3 CREDITS)**

**objective:**

- To understand the concept, use and importance of database.
- To understand the functionalities in ERP software and
- To understand the benefits of business integration through ERP.

**UNIT I:** Enterprise resource planning systems: Evolution of ERP need of ERP, Growth of ERP – MRPI, MRP II and ERP. Popular ERP packages; ERP for small and medium enterprises. ERP as Integrated Management Information System, Benefits of ERP. ERP vs Traditional Information Systems

**UNIT II:** Business Process Reengineering- need and challenges, Management concerns about BPR. BPR to build business model for ERP. ERP & Competitive advantage, Basic Constituents of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package

**UNIT III:** Overview and Functionalities in ERP packages: SAP R/3, PEOPLE SOFT, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL, Survey of Indian ERP Packages regarding their Coverage, performance & cost

**UNIT IV:** Implementation of ERP; project management for ERP implementation; issues in ERP Implementation; configuration and customization of ERP package. Case study of ERP Implementation.

**UNIT V:** Past implementation of ERP – Maintenance of ERP – Organisational and Industrial Impact; success and failures of ERP systems. – Future trends in ERP systems

**Text Books:**

1. Venkata Krishnan, N.K. Enterprise Resource Planning, Prentice Hall, New Delhi 2006.
2. Enterprise Resource Planning – Alexis Leon, Tata McGraw Hill, New Delhi 2008
3. Alexis Leon, ERPdemystified, Second edition, Tata McGraw Hill 2006.

**Reference Books::**

1. Elmasri and Nawathe: Fundamentals of Database System, Pearson Education Asia, New Delhi 2011.
2. Robinson, Celeste: Access 2000, BPB Publications, New Delhi 199.
3. Thomson A. Brady, Enterprise Resource Planning, Thomson Technology. 2001
4. Enterprise Resource Planning – Concepts and Practices by Vinod Kumar Garg & N K Venkatakrishna, PHI 2006
5. Desai Bipin: An introduction to Database System, Galgotia Publications, New Delhi. 2003

## MCOM 521 - FINANCIAL SERVICES MARKETING

### SOFT CORE

(3 CREDITS)

**Objectives:** To keep abreast the emerging financial services

**Unit I:** Indian Financial Markets structure and its role-overview of capital Markets, Instruments and their functions, Primary Market : types of issues, Public Issue – Bonus Issue – Rights Issue, Private Placement, Book Building, Bidding, Price band etc. Derivatives Market – F& O. SEBI Guidelines.

**Unit II:** SEBI, Capital Market Regulator – objectives – Functions & Powers – Investor protection – Issue of Guidelines

**Unit III:** Stock Exchanges in India (Secondary Market) – Organisation – Byelaws – Membership–Demutualisation–Advantages and disadvantages of Demutualisation – Role and Functions of Stock Exchanges – OTCEL, NSE, BSE, indices – Construction of Indices – Trading mechanism; Demat form of Trading – on-line electronic Trading.

**Unit IV:** NSDL, CSDL Depository Services, Depository Participants and their roll, Financial Intermediaries and their services; Merchant bankers, Leasing Finance Companies, Loan Syndication, Forfeiting, Venture Capital Funds, Factoring Custodial Services. –Credit rating in India, Mutual Funds, types and Schemes – SEBI Guidelines..

**Unit V:** Offshore Financing Instruments; ADRS, GDRS, ECBs, FCP, Financial Information need and Sources

#### **Text Books:.**

1. Khan M.Y Financial Services, Tata McGraw Hill, 1998
2. Varshney, P.N. Indian Financial System, Sultan Chand & Sons, 200

#### **Reference Books:**

1. Vasant Desai, The Indian Financial system, Himalaya Publishing House
2. Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House, 2001
3. Sontomero and Bastel, Financial Markets, Instruments and Institutions, McGraw Hill, 1998

## MCOM 522 - FOREX MANAGEMENT

**SOFT CORE**

**(3 CREDITS)**

**Objectives:** The objective of this course is to enable the students to understand concepts and techniques of foreign exchange and apply the same in arriving at the foreign exchange contracts and managing the exchange risk

**UNIT I:** Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate – Interest Rate Parity Theory.

**UNIT II:** Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control

**UNIT III:** Foreign Exchange Transactions - Purchase and Sale Transactions – Spot and Forward Transactions –Ready Exchange Rates – Principal types of Buying Rates – Principal types of Selling Rates – Ready Rates based on Cross Rates.

**UNIT IV:** Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract.

**UNIT V:** Exchange Risk Management – currency Futures and Option Contracts – Financial Swaps – Forward Rates Agreement – Interest Rate Options. Inter Bank Deals (Theoretical Aspects only)

### **Text Books:**

1. C. Jeavanandam: Foreign Exchange Practice and Concepts, Sultan Chand & Sons, New Delhi. 2008
2. Apte P.G. International Financial Management TataMcGraw Hill, New Delhi 2009

### **Reference Books:**

1. Alan C. Shapiro: Multinational Financial Management Prentice-Hall of India, New Delhi. 2008
2. CHEUL S EUN & BRUCE GRESNICK, International Financial Management TataMcGraw Hill Co., New Delhi 2010.

**Theory and Problem: - 40:60**

## MCOM 523 - FINANCIAL STATEMENT ANALYSIS

### HARD CORE

(4 CREDITS)

- UNIT I:** Framework for Financial Statement Analysis- International reporting standards-Principal financial statements-Other sources of financial information-Role of auditor- Accrual concept of income-Revenue and expense recognition-Recognition methods-Nonrecurring Items-Quality of Earnings-Statement of Shareholders equity
- UNIT II:** Cash flow statement an international perspective-Analysis of cash flow information-Ratios an integrated analysis-Economic characteristics and strategies-Earnings per share and other ratios used in valuation-Patterns of ratio disclosure-Market based research-Modern portfolio theory-Efficient market hypothesis-Implications for empirical research for Financial statement analysis
- UNIT III:** Analysis of inventory-comparison of information provided by alternative methods-Financial ratios LIFO versus FIFO-Analysis of long-lived assets-Capitalization versus expensing-Analytical adjustments for capitalization versus expensing-Analysis of fixed asset disclosure-Analysis of income tax-Deferred tax analytical issues
- UNIT IV:** Analysis of Financing Liabilities-Bond covenants-Leases and off-balance sheet debt-Pension and other employee benefits-Analysis of pension plan disclosure-Analysis of interoperate investments-Analysis of marketable securities
- UNIT V:** Derivatives and hedging activities-hedging techniques-Analysis of hedging disclosures-Financial statement analysis a synthesis-Adjustments to reported income-Accounting and financed based measures of risk-Credit risk-Equity risk
- UNIT VI:** Valuation and forecasting-Asset based valuation models-Tobin's Q-Discounted cash flow valuation models-EBO model-Forecasting models-Comparison with analyst forecast-alpha growth.

### Reference Books

1. White I Gerald, Sondhi C Ashwinpaul,Fried Dov. "The analysis and use of financial Statements" Wiley India 2007
2. Wild J John, K.R Subramanyam, Halsey F. Robert "Financial Statement Analysis" Tata McGraw-Hill 2007.
3. Stice K Earl , Stice D James " Financial Accounting Reporting and Analysis" South-Western 2006

**Theory and Problem: - 60:40**

## MCOM 524 - STRATEGIC FINANCIAL MANAGEMENT

HARD CORE

(3 CREDITS)

**Objectives:** To create understanding among students regarding the application of Strategic Management concepts in Finance Area

- UNIT I:** Nature and Value by Strategic Management – Dimensions of Strategic Decisions - Benefits and risks of Strategic Management -Financial policy and strategic Planning; Components of financial strategy; Objectives and goals; Strategic planning process. Linkage between corporate strategy and financial strategy; Corporate strategy and high technology investment Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management.
- UNIT II:** Investments Decisions under Risk uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; corporate strategy and high technology investments.
- UNIT III:** Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; option financing, warrants, convertibles and exchangeable.- Managing Financial risk with derivatives
- UNIT IV:** Expansion and Financial, Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.
- UNIT V:** Leasing & Venture capital: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee and Lease versus buy decision. Venture capital concept and developments in India; Process and methods of financing, fiscal incentives.

### Text Book

1. Allen D: An introduction to Strategic Financial Management, CIMA/Kogan page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill Delhi.
3. Julian, Lowenthal, Survival, Strategic for Financial Services, John Wiley, 2002.

### Reference Books

1. Hull J.C Options, Futures and other Derivative Securities, Prentice Hall of India Delhi
2. Mattoo, P.K. Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi.
3. Pandey, I.M. Financial Management Vikas Publications, Delhi.
4. Smith, C.W C.W Smithson., and D.S Wilford; Managing Financial Risk., Harper and Row New york.
5. My. Khan, Indian Financial System, Tata McGraw Hill, 2001

**Theory and Problem: - 80:20**

## MCOM 525 - MULTINATIONAL FINANCIAL MANAGEMENT

### HARD CORE

(3 CREDITS)

**Objective:** To develop basic understanding on financial management of MNC's with special emphasis on cost of capital, Portfolio investment, International taxation and managing political risk

- UNIT I:** Multinational Financial Management: Growth and importance of international finance- Types of risk in international finance- Reward in international finance. Political risk: Measures of political risk, management of risk, political risk, analysis in capital budgeting.
- UNIT II:** Multinational Working Capital Management: Short term overseas financing sources; International Management of cash, accounts receivable and inventory management.
- UNIT III:** Multinational Investment Decisions: Capital Budgeting for Multinational corporation -, Financing Decision: Cost of capital for foreign investment and designing financial structure.
- UNIT IV:** Portfolio Investment: Benefits of international portfolio investment - spreading risk international capital asset pricing -, international; diversification.
- UNIT V:** International Tax Management- Corporate tax-, value Added Tax (VAT-, Withholding Taxes, Duties and tariffs; Branch verse subsidiary taxes; tax haven. International accounting – tax management and reporting: Foreign currency transaction,; Multinational transfer pricing and performance measurement consolidated financial reporting international accounting standards.

### Text Books:

1. Shapiro, Alan C: Multinational Financial Management Prentice Hall, New Delhi 8<sup>th</sup> edition 2006
2. Fundamentals of International Financial Management – by Kevin S ISBN -978-81-203-3791-6.

1.

### Reference Books:

1. Apte P.G. International Financial Management, Tata McGraw hill New Delhi. 2009 5<sup>th</sup> edition
2. Buckley, Adrian multinational finance, Prentice Hall New Delhi. 2004
3. Eitman D.K and A. I Stenehill: Multinational Business cash Finance, Addison Wesley. 2009
4. Henning C.N., W piggot and W. H. Scott International financial Management, McGraw Hill Int. Ed., New York.
5. Levi Maurice D: International Finance, McGraw-Hill, International Edition.2005 reprint 2009
6. Rodriquefe, R.M. and E.E. Carter: International Financial Management Prentice Hall, International Edition
7. Interntional and Financial Management: V.K. Bhalla, Anmol Publications ISBN -81-261-2641-8 (5<sup>th</sup> revised and enlarged edition)

**Theory and Problem: - 40:60**

## MCOM 526 - EQUITY DERIVATIVES AND RISK MANAGEMENT

### HARD CORE

(3 CREDITS)

**Objectives:** To help students to understand the concepts and to equip them to take positions for investment and trading in options and futures market .

**UNIT I:** Introduction: meaning and purpose of derivatives; forward contracts Future contracts options, swaps and other derivatives; Type of trader; Trading future contracts; Specification of the future contracts; Operation of margins, Settlement and regulations. - Derivatives Market in India: –regulation, working and trading activity

**UNIT II:** Sources of Financial Risk: Credit Vs market, default risk foreign exchange risk, interest rate risk, purchasing power risk etc.; System and non-systematic risk - Managing Market Risk: Hedging schemes –schemes –delta hedging, theta gamma relationship in delta theta and gamma; Vega and rho; Portfolio insurance.

**UNIT III:** Options: Types of options; Options trading; Margins; Valuation of options; Binomial Option; Pricing Modal; Black -Scholes model, for Call Option; Valuation of put Options; Index options; option market exchange traded options, over- the counter options, quotes trading, margins, clearing, regulation and taxations; Warrants and convertibles.

**UNIT IV:** Futures: Hedgers and speculators; Future contracts; Future market –clearing house margins, trading future positions and taxation; Future prices and spot prices; Forward prices; vs. future prices; Futures vs options.

**UNIT V:** SWAPS: Mechanics of interest rate swaps, valuation of interest rate, swaps currency swaps and its valuation credit risk and swaps.

### Text Books:

1. John C. Hull, Sankarshan Basu, Options, Futures and other Derivatives, Pearson Education, Noida 2010

### Reference Books:

1. Stafford Johnson, Introduction to Derivatives, Oxford University Press, 2009
2. David A & Thomas W. Miller, Derivatives valuation and Risk Management, Oxford University Press 2003.
3. Robert A strong, Derivatives: An Introduction, Thomson South-Western, 2002
4. Don M. Chance & Robert Brook, s Derivatives & Risk Management, South Western Cenage Learning, 2008
5. Rene M. Stuly, Risk Management & Derivatives, Thomson south Western, 2007.

**Theory and Problem: - 40:60**



## MCOM 527 - INDIRECT TAXES MANAGEMENT

Soft Core

(3 CREDITS)

**Objective:** To understand the indirect tax provisions and recent amendments regarding indirect tax system in India, that can contribute to expert opinion to finalise management decisions in connection with various indirect tax issues.

**UNIT I:** Indian tax system - Direct and Indirect Taxes, - Principle of taxation - Taxable capacity -  
- scope and functioning, indirect taxes Vs Direct Taxes – Indirect Taxes Reforms

**UNIT II:** Introduction to Central Excises, Classification of Goods, Valuation under Central Excise – Assessment – Procedures – Demands, Recovery and Refund – MODVAT to CENVAT:- Exempted Goods/Output services.

**UNIT III:** Introduction to Customs Duty – Types of Customs Duty – Valuation for customs duty – Procedures for imports and Export Baggage – Postal articles – Stores Exemptions – Remissions – Demand Recovery – Refunds Exports Incentives – CESTAT (Customs Excise and Service Tax Appellate Tribunal

**UNIT IV:** Introduction to Central Sales Tax – Sale of purchase in the course of interstate trade – Sale or purchase of goods outside state – Sale or purchase in the course of export or import – Quantum of CST payable – Restriction on taxation under CST ACT – GST (Goods and Service Tax)- Sales Tax Planning.

**UNIT V:** VAT and Service Tax - Introduction to VAT – Goods & Dealers – Categories of Sales – Assessment & Audit – Dealers – Accounting Treatment – Introduction to Service Tax, Value of Taxable Service – Exemptions from Service Tax – Classification of Service – Procedures of Service Tax – Export of Service & Import of Service .

### Text Books:

1. Dately V.S.: Indirect taxes – Laws and Practice, Tax Mann Publication (P) Ltd., New Delhi.24<sup>th</sup> edn 2010
2. V. Balachandran: Indirect Taxes, Sultan Chand & Sons, New Delhi.11<sup>th</sup> edition 2006

### Reference Books:

1. V.K. singhania and Monica Singhania Students guide to Income Tax including Service Tax and VAT Taxmann Publication 44<sup>th</sup> edition 2010
2. V.S. Dately elements at Central Excise and Customs Law Taxmann Publication 5<sup>th</sup> edition 2007
3. B.C. Datta Laymen's guide to GST Taxmann Publication 4<sup>th</sup> edition 2011
4. V.S. Dately Service Tax and VAT Taxmann Publication 13<sup>th</sup> edition 2009
5. V.s. Dately Indirect Tax Gows Problems and Solutions Taxmann Publication 3<sup>rd</sup> edition 2010..

**Theory and Problem: - 70:30**

## MCOM 528 - MANAGEMENT INFORMATION SYSTEM

### SOFT CORE

(3 CREDITS)

**Objective:** Instead of the executives taking managerial decision on the basis of institution this aims at training the executives as to how to make the data bases decisions so as to be right.

**UNIT I:** Introduction: Concept, evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

**UNIT II:** Information and Managerial Effectiveness: Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.

**UNIT III:** Information Systems: Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing system, MIS decision support system, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

**UNIT IV:** System Development Life Cycle: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit - Development and Management of Data Bases: Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalization process.

**UNIT V:** Data Communication and Networking: Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing - Implementation, Evaluation and Maintenance of System: Methods and steps in implementation of system; Approaches and process of evaluating MIS. Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures

### Text Books:

1. Management Information Systems” Kenneth J London, Jane P. Loudon, Pearson, 2007
2. “Management Information Systems” W.S. Jawadewar, Tata McGraw Hill Editions, 2004

### References

1. Award, E.M.: System Analysis and Design; Galgotia Publications, New Delhi.
2. Kumar, Muneesh: Business Information Systems, Vikas publishing House, New Delhi.
3. Laudon, Kenneth C and Jane P. Laudon: Management Information Systems: Organization and Technology, Prentice Hall, New Delhi.
4. Murdick Robert G., Joel E. Ross and James R. Calggett: Information System for Modern Management, Prentice Hall, New Delhi.
5. O’Brien James: Management Information Systems, Tata – McGraw Hill, New Delhi.
6. Rajaraman, V: Analysis and Design of Information Systems, Prentice hall, New Delhi.

## MCOM 529 - STRATEGIC MANAGEMENT

### SOFT CORE

(3 CREDITS)

**Objective:** As the executives have to take strategic decisions depending upon the changing political, economic and social conditions prevalent in the country and elsewhere, this subject aims at familiarizing them with different aspects of strategy and evaluating the decisions based upon the basic/strategic situation.

**UNIT I:** Concepts of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies. Outsourcing Strategy

**UNIT II:** Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

**UNIT III:** Strategy Formulation and Choice of alternatives: Strategies – modernization, diversification integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice – industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies – cost leadership, differentiation, focus, value chain analysis, benchmarking, service blue printing.

**UNIT IV:** Functional Strategies: Marketing, production/operations and R&D plans and policies. Functional strategies: Personnel and financial plans and policies - Strategy Implementation: Inter – relationship between formulation and implementation- Issues in strategy implementation; Resource allocation.

**UNIT V:** Strategy and Structure: structural considerations, structures for strategies; Organizational design and change. Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

### Text Books:

1. Bhattachary, S.K. and N.Venkataramin: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House, New Delhi. 1<sup>st</sup> edition 1983
2. Sharma, R.A Strategic Management in Indian Companies, Deep and Publications, New Delhi.
3. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw – Hill international Edition 4<sup>th</sup> edition 1984

### Reference Books:

1. Budhiraja, S.B. and M.B Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
2. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hameresh, Michael E. Porter Business Policy Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
3. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
4. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
5. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw – Hill international Edition.
6. H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

## MCOM 530 - E – COMMERCE

### SOFT CORE

( 3 CREDITS)

#### Objectives:

1. To understand basics concept of E-commerce
2. To understand E-Commerce model
3. To emphasise Electronic payment system
4. To understand E-Commerce Security and Legal issue

**UNIT I:** Introduction to e-commerce: Meaning and concept: electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business application of e-commerce; need for e-commerce; E-Commerce Consumer applications, E-Commerce Organisation applications e-commerce as an electronic trading system special features. Internet Concept and technologies: concept and evolution of Internet; web technologies – global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; benefits of hypertext, URLs, HTTP , HTTPD servers, HTML, HTML forms and CGI gateway service.

**UNIT II:** Business models of e-commerce and Infrastructure: E-commerce models; supply chain management, product and service digitations remote servicing, procurement; on line marketing and advertising e-commerce resources and infrastructure resources and planning for infrastructure. E -Business: Workflow management, mass customization and product differentiation; Organization restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

**UNIT III:** Electronic Payment System: Special features required in payment systems for e-commerce, Types of e-payment systems; E-cash and currency servers, e-cheques Digital token based credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risk of e-payment System; Risk management options in e-payment system; Components of an effective electronic payment system.

**UNIT IV:** Business to Business E-commerce: Needs and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.

**UNIT V:** Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, source of threats, security tools and risk-management approach e-commerce security and a rational Security policy for e-commerce: Corporate Digital Library; I.T. Act 2000.

#### Text Books:

1. Kalakafa Whinston Pearson - Frontiers of electronic Commerce 1996
2. P.T. Joseph S.J., E-Commerce, second edition PHI 2007., PHI Pvt. Ltd., New Delhi (third)

#### Reference Books:

1. Agarwal, K.N and Deeksha Ararwalar; Business on the Net; What's and How's of E-Commerce; Macmillan, New Delhi. 2006
2. Agarwal, K.N and Deeksha Ararwala: Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi. 200
3. Cady, Glcc Harrab and McGregor Pat: mastering the Internet, BPB Publication, and New Delhi. 1996
4. Diwan, Prag and Sunil Sharma: Electronic Commerce – A Manager's Guide to E – Business , Vanity Books International, Delhi. (out of published) 2002
5. Minoli and Minol; Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi. 2007
6. O'Brien J: Management Information Systems, Tata McGraw Hill, New Delhi. 2008