

**SYLLABUS FOR  
MASTER OF COMMERCE  
Course**

**(w.e.f. 2020-21 Academic Session)**



**DEPARTMENT OF COMMERCE  
THE UNIVERSITY OF BURDWAN**

## Course description

The curriculum of the 'Master of Commerce' has been designed in the following manner:

1. This curriculum has been designed to offer a Postgraduate Degree in Commerce named as M.Com.

2. This course carries 1020 marks (102 credits) in total. Distribution of these 1020 marks has been made as under:

**Core courses:** 750 marks (75 credits) (Fifteen courses including Project of 50 marks each);

**Major Elective courses:** 200 marks (20 credits) (Four courses of 50 marks each);

**Minor elective courses:** 50 marks (5 credits) (One paper) [Here student is required to pursue one course from another department of this University and it will be called a minor elective course. In Semester-III a student shall opt for Minor Electives of at least 5 credits from the sister departments or may be in the form of Course from SWAYAM platform, subject to prior approval of the departmental committee and University Authorities and uniformity of academic calendar]

**Compulsory course:** 20 marks (2 credits) [there will be a compulsory social outreach programme component in the syllabus where the student would have to submit a report on the social outreach work done by him/her].

3. For all courses except COM 302, COM 402 and COM 405 total marks (50) of each paper will have two parts—20% for international assessment and 80 % for written examination. Thus 40 marks in each paper would be for end-semester examination. 10 marks would be allotted for continuous assessment through term papers/project report/class tests/viva voce etc., modalities for which would be decided by the Departmental Committee.

4. Each course of 50 marks will be equally distributed in two modules. The module -1 will consist of units 1-3 and module -2 will be composed of units 4-6. From each module three questions will be set taking one from each unit and the students will be required to answer two from each module. Thus, in each course (except courses COM 302, COM 402 and COM 405), the students will be required to answer four questions – two from each module. Each question will be of 10 marks.

However, in the courses of Computer Application in Business - I (COM 302) and Computer Application in Business - II (COM 402), module-1 will include the theoretical part involving 30 marks and module-2 will include the practical part involving 20 marks which will be earmarked for the 'Practical' part. And no marks for international assessment will be allotted in this paper.

5. There will be one course in fourth semester on Project Work (Com 405) with 50 marks. For this course each student will have to select one topic on which the student will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from a field survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work (Course - Com 405) there will be 40 marks on the written project report and 10 marks for the presentation and the viva voce. In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce to be conducted by a board of examiners. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be

submitted before the starting of the fourth semester final examination. The panel of external and internal members for the evaluation of the submitted project reports will be recommended by the P.G. Board of Studies in Commerce. Similarly the panel of members of the viva voce board will also be recommended by the Chairman, P.G. Board. The allocation of the submitted project reports among the members of the panel for evaluation will be done by the Chairman, PGBS. Similarly allocation of the students among the boards of examiners for viva voce will also be done by the Chairman, PGBS. There will be spot assessment of the submitted written reports on the dates to be determined by the PGBS. The dates of viva voce and presentation will also be determined by the Chairman, PGBS.

6. Each paper of 50 marks shall be of 5 credits. A candidate is required to pursue 101 credits (for 95 credits from the department and 4 credits from other departments or SWAYAM platform and 2 credits from Social Outreach Programme) to earn an M.Com degree. Each paper of 5 credits shall have a 5 hour session of lectures per week over a period of one semester of 16 weeks for the teaching learning process.

**Programme Outcomes (PO):**

- » PO1: Deep understanding of advanced topics in accounting, finance, and taxation, empowering students for strategic decision-making and leadership
- » PO2: Development of comprehensive knowledge to manage diverse business functions and prepare students for multifaceted roles
- » PO3: Empowerment of students to excel as academicians, professionals, and leaders by honing both technical and soft skills

**Programme Specific Outcomes (PSOs):**

- » PSO1: Advanced understanding of core commerce areas and their application to real world scenarios
- » PSO2: Development of critical thinking and analytical skills to solve complex business problems
- » PSO3: Proficiency in research, data analysis, and interpretation to inform business decisions
- » PSO4: Development of leadership and managerial skills for effective team leadership and strategic decision-making
- PSO5: Understanding of business ethics, corporate governance, and sustainable practices in decision-making

### Structure of M. Com Curriculum

#### M. Com (1<sup>st</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM 101	Organizational Behaviour and Human Resource Management (OBHRM)	Core Course	(5-0-0)	5	50
COM 102	Corporate Governance and Sustainability (CGS)	Core Course	(5-0-0)	5	50
COM 103	Managerial Economics (ME)	Core Course	(5-0-0)	5	50
COM 104	Statistics for Business Decisions (SBD)	Core Course	(5-0-0)	5	50
COM 105	Accounting for Managerial Decisions (AMD)	Core Course	(5-0-0)	5	50

#### M. Com (2<sup>nd</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM201	Financial Reporting and Financial Statement Analysis (FRFSA)	Core Course	(5-0-0)	5	50
COM 202	Operations Research (OR)	Core Course	(5-0-0)	5	50
COM 203	International Business (IB)	Core Course	(5-0-0)	5	50
COM 204	Advanced Financial Management (AFM)	Core Course	(5-0-0)	5	50
COM 205	Marketing Management and Strategic Management (MMSM)	Core Course	(5-0-0)	5	50

#### M. Com (3<sup>rd</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
COM301	Direct and Indirect Taxes (DIT)	Core Course	(5-0-0)	5	50
COM302	Computer Applications in Business – I (CAB I)	Core Course	(3-0-2)	5	50
<b>Any one course from the following major electives</b>					
COM303A	Strategic Financial Management (SFM)	Major Elective	(5-0-0)	5	50
COM 303B	Principles & Practices of Banking (PPB)	Major Elective	(5-0-0)	5	50
COM 303C	Advanced Auditing and Assurance (AAA)	Major Elective	(5-0-0)	5	50

<b>Any one course from the following major electives</b>					
COM304A	Security Analysis and Portfolio Management (SAPM)	Major Elective	(5-0-0)	5	50
COM 304B	Principles & Practice of Insurance (PPI)	Major Elective	(5-0-0)	5	50
COM 304C	International Accounting (IA)	Major Elective	(5-0-0)	5	50
In this semester, <b>5 credit points</b> are to be earned by way of perusing <i>minor elective paper offered other department of this University or may be in the form of Course from SWAYAM platform</i> , subject to the prior approval of the appropriate University authorities.					
COM 305A	Basic Accounting and Finance (AF)	Minor Elective for extra-departmental students	(4-0-0)	4	50
COM 305B	Personal Finance (PF)	Minor Elective for extra-departmental students	(4-0-0)	4	50

#### **M. Com (4<sup>th</sup> SEMESTER)**

<b>Course Code</b>	<b>Course Title</b>	<b>Course Type</b>	<b>(L-T-P)</b>	<b>Credit</b>	<b>Marks</b>
COM 400	Social Outreach (SO)	Compulsory	(0-0-2)	2	20
COM 401	Strategic Cost Management (SCM)	Core Course	(5-0-0)	5	50
COM 402	Computer Applications in Business – II (CAB II)	Core Course	(3-0-2)	5	50
<b>Any one course from the following major electives</b>					
COM 403A	Business Valuation (BV)	Major Elective	(5-0-0)	5	50
COM 403B	Management of Commercial Banks & Insurance (MCBI)	Major Elective	(5-0-0)	5	50
COM 403C	Corporate Reporting I (CR I)	Major Elective	(5-0-0)	5	50
<b>Any one course from the following major electives</b>					
COM 404A	Financial Institutions and Financial Derivatives (FIFD)	Major Elective	(5-0-0)	5	50
COM 404B	Management of Risk in Banking & Insurance (MRBI)	Major Elective	(5-0-0)	5	50
COM 404C	Corporate Reporting II (CR II)	Major Elective	(5-0-0)	5	50
COM 405	Project Work	Core Course	(0-0-5)	5	50

## **M. Com (1<sup>st</sup> SEMESTER)**

### **COM 101: ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT (OBHRM)**

#### **Course Objective:**

The primary objective of this course is to equip students with a foundational and practical understanding of organisational behaviour and human resource management. It aims to integrate theories of individual and group dynamics, motivation, leadership, organisational culture and change, along with HRM practices such as recruitment, training, performance appraisal, and industrial relations. This holistic perspective prepares students to understand, manage, and improve people-related processes in dynamic business environments.

#### **Learning Outcomes:**

After completion of the course, students will be able to:

1. Understand and apply key organisational behaviour theories, including classical, neo-classical, and contemporary perspectives, to analyse structures, behaviours, and the bureaucratization of organisations.
2. Interpret individual and group behaviour in organisations, including personality, perception, group dynamics, conflict, power, politics, and change management using tools like the Johari Window and Lewin's Change Model.
3. Apply motivational and leadership theories to enhance organisational effectiveness and distinguish between leadership and management styles in practical workplace settings.
4. Comprehend and implement key HRM functions, including human resource planning, recruitment, selection, and training, with an emphasis on contemporary trends and international labour standards like ILO conventions and the UNGC principles.
5. Evaluate HR practices related to performance management and industrial relations, including training evaluation methods, performance appraisal systems, employee discipline, collective bargaining, and strategies for employee empowerment.

#### **Module-1**

**Unit 1: Organisation, Organisation Theory and Organisational Behaviour:** Modern Foundation of Organisational Studies, Organizational Theories and Behaviour: Classical, Neo-classical and Contemporary, Flat and Tall structures. Bureaucratization of organisations. Organisational Behaviour-concepts, determinants, challenges and opportunities. Case Studies.

[LH: 10]

**Unit 2: Individual, Group and Group Dynamics in Organisation:** Important determinants of individual behaviour – Personality, Perception, Attitude, Values, Learning and Job Satisfaction; Group: Concept and types, Difference between Groups and teams, Process of Group formation, Group Cohesiveness, foundation of Group behaviour, Creativity and Group Decision Making;

Concepts of Group Dynamics, Johari Window. Organisational power and politics: Concept, Managing politics in organisation, Conflict: Concept, Sources, Resolution, Organisational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change. Organisational Culture and Stress Management: Concept and determinants of organisational culture, Individual and organisational factors to stress. Case Studies.

[LH: 15]

### **Unit 3: Motivation and Leadership:**

Motivation: Meaning, Contemporary theories of motivation, Motivation and organisational effectiveness. Motivation and Behaviour modification, Leadership: Meaning, Importance, Leadership styles, Theories, Leaders Vs. Managers, Contemporary issues in Leadership. Case Studies.

[LH: 15]

## **Module-2**

**Unit 4: Introduction to Human Resource Management:** Conceptual Framework of HRM, Trends Shaping HRM, Models of HRM, Decent Work, UNGC Labour Principles, Introduction to ILO Conventions and Recommendations, Recent Trends in HRM, Human Resource Planning, Recruitment & Selection.

[LH: 15]

**Unit 5: Training, Development and Performance Management:** Training Needs Analysis, Approaches to Training Needs Analysis, Training & Development Methods, Rationale for Evaluation, Types of Evaluation Techniques & Instruments, Performance Management, Performance Management Cycle, Performance Appraisal: Methods, Potential Appraisal, Competency Mapping.

[LH: 15]

**Unit 6: Industrial Relations (IRs):** Industrial Relations, Industrial Disputes, Employee Discipline, Morale and productivity, Employee Empowerment, Worker's Participation in the Management, Collective Bargaining.

[LH: 10]

### **Suggested Readings:**

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

## **COM 102: CORPORATE GOVERNANCE AND SUSTAINABILITY (CGS)**

### **Course Objective:**

The primary objective of this paper is to provide students with a thorough understanding of the theoretical foundations, ethical considerations, regulatory frameworks, and global practices related to corporate governance and sustainability. The course also aims to familiarize learners with national and international committee recommendations, legislative provisions, and reporting standards that guide responsible corporate behavior and long-term value creation.

### **Learning Outcomes:**

After completion of the course, students will be able to:

1. Explain the ethical principles and dilemmas in business decision-making and apply ethical reasoning to resolve issues of corporate misconduct and governance failure.
2. Understand and critically evaluate corporate governance systems, global reforms, and the factors contributing to corporate misgovernance using real-life case studies.
3. Interpret and apply key regulatory frameworks, including provisions of the Companies Act, 2013, SEBI (LODR) Regulations, and CSR mandates under Schedule VII, in corporate governance practices.
4. Assess the significance of sustainability and socially responsible business practices, including ESG (Environmental, Social, and Governance), Triple Bottom Line (TBL), and their alignment with the Sustainable Development Goals (SDGs).
5. Analyze global reporting frameworks and climate-related financial disclosure standards, including GRI, TCFD, ISO26000, and sustainability indices, and compare country-level approaches to ESG regulation and compliance.

### **Module -1**

**Unit 1: Business Ethics:** Ethics: Concept, Ethical problems and principles in business, Moral issues in business: Ethical dilemma Vs. Ethical Issue, Ethical Risk, Case Study.

[LH: 10]

**Unit 2: Corporate Governance:** Corporate Governance – Concept, importance, Issues; Two version Governance Chain Model, Corporate Governance System; Corporate Mis-Governance – Concept, Factors Responsible for Mis-Governance, Global Initiatives and Reforms, Case Study.

[LH: 15]

**Unit 3: Principles, Committees and Regulatory Framework of Corporate Governance:** International Efforts in CSR; Committees on Corporate Governance - International scenario; Indian scenario; Principles Provisions of the Companies Act, 2013 for Corporate Governance; Scope for CSR Activities under Schedule VII, SEBI (LODR) Regulations, 2015 (with latest amendment).

[LH: 15]



## Module-2

**Unit-4: Socially Responsible Business (SRB):** Idea of Sustainability and its meaning for business—ESG and TBL. Basic idea and various components of SRB and their linkage with SDG; Analysis of Business cases. [LH: 15]

**Unit-5: Reporting Framework and Standards:** Sustainability reporting framework and standards (GRI, OECD, Global Compact, AA1000, ISO26000); Framework for ESG ratios; Dow Jones Sustainability Index, FTSE4GOOD Index. [LH: 15]

**Unit-6: Climate-Related Financial Disclosure:** Climate-related risks, opportunities and financial impacts; Recommendations of the task force (TCFD) —Governance, Strategy, Risk Management, Metrics & Targets; Guidance for the Financial and Non-financial Sectors; Select Disclosure Frameworks -- Governments and Exchange Listing Requirements & Indices-- Country comparisons. [LH: 10]

### Suggested Readings:

1. Agarwal, S.K., *Corporate Social Responsibility in India*, SAGE Publications Pvt. Ltd,
2. Boatright, J.R., *Ethics and the Conduct of Business*, Pearson Education.
3. Daniel Esty, Andrew Winston, *Green to Gold*, John Wiley & Sons Inc.
4. Khorakiwala, K., Kapur and Sengupta, E., *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.
5. Philip Kotler, *Corporate Social Responsibility*, Nancy Lee, John Wiley & Sons Inc.
6. Prahalad, C.K., *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing.
7. Velasquez, M.G. *Business Ethics: Concepts and Cases*, Prentice Hall of India
8. Websites of GRI, UNGC, UNDP, MCA of GOI etc.

## COM 103: MANAGERIAL ECONOMICS (ME)

**Objective:** The objective of the course is to acquaint the students with the concepts of economic theory and their applications in managerial decision making.

**Learning Outcomes:** After the completion of the course, the learners will be able to

1. Integrate economic theory with business practice
2. Identify the gap between the problems of economic theory and practical management
3. Develop case studies in an effort to make practical contributions

### Module-1

**Unit 1: Nature and Scope of Managerial Economics :**Relation of managerial economics with economic theory, decision sciences, and functional areas of business; Optimizing Behaviour of Decision Makers - Methods of constrained optimization, New Management Tools for Optimization; Measuring and maximizing economic profit – Economic cost of using resources, Economic profit versus accounting profit, Maximizing the value of the firm, Equivalence of value maximization and profit maximization; Fundamental concepts affecting business decisions – Incremental principle, Opportunity cost principle, Discounting principle, Equi-marginal principle; The Framework of Managerial Economics. [LH:10]

**Unit 2: Market Structures:** Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Price Determination under Different Market Conditions - Perfect competition, Monopoly, Natural monopoly, Monopolistic competition and Oligopoly.

[LH: 15]

**Unit 3: Pricing Mechanism:** Methods of price determination in practice –Break even pricing, Rate of return pricing, Peak load pricing, Going rate pricing, Pricing of new products – Skimming price, Penetration price, Product line pricing, Price discrimination - International price discrimination and dumping, Two-part tariff, Transfer pricing.

[LH: 15]

## **Module-2**

**Unit 4: Risk and Uncertainties in Managerial Decision Making:** Distinction between risk and uncertainty; Measuring risk with probability distributions; One stage decision making problems - Different criteria for decision making under risk and uncertainty; Multi-stage decision making problems – Decision tree; Expected utility theory; Adjusting the Valuation Model for Risk; Uncertainty model in two person zero sum game and non-zero sum game; Games with mixed strategies.

[LH: 10]

**Unit 5: Organisational Goals:** Neoclassical theory of the firm – assumptions, theoretical framework, limitations, predictions; A representative model of average cost pricing; Bain's Limit-pricing theory; A critique of the Neoclassical theory of the firm – The Marginalist Controversy; Alternative theories of firm - Managerial theories of firm (i.e. Baumol's model of sales maximization, Marris's model of managerial enterprises and Williamson's model of managerial discretion), Behavioural theory of Cyert and March, Enlightened Stakeholder theory

[LH:15]

**Unit 6: Government and Business:** Interaction of Government, Business, and the Public; Market Competition and Social Economic Efficiency; Market Failure and the Role of Government Intervention - Market power and role of antitrust policy, Natural monopoly and regulated price, Externalities and government measure to internalize the external costs, Public goods and need for government provisioning, Imperfect information and government role in disseminating useful information; Regulation versus Deregulation Controversy; Transition from Regulation – Deregulation - Liberalization: Indian Experience; Redefining the Role of Government on Business: Experience from Global Financial Crisis.

[LH: 15]

### **Suggested Readings:**

1. Bertucci, G. &Alberti, A. *Globalization and the Role of the State: Challenges and Perspectives*
2. Dean, J.: *Managerial Economics*, PHI Learning Private Limited, Delhi.
3. Hirschey, M. & Pappas, J.L.: *Managerial Economics*, The Dryden Press
4. Jensen, M. C. (2001). Value maximization, stakeholder theory, and the corporate objective function. *European Financial Management*, 7(3), 297-314.
5. Keat, P.G., & Young, P.K.Y: *Managerial Economics - Economic Tools for Today's Decision Makers*, Pearson Education.
6. Koutsoyiannis, A.: *Modern Microeconomics*, Macmillan
7. OECD. *Business, Government and Regulation*

8. Peterson, C.H., Lewis, W.C., & Jain, S.K.: *Managerial Economics*, Pearson Education.
9. Salvatore, D. & Srivastava, R.: *Managerial Economics*, Oxford University Press
10. Thomas, C.R., Maurice, S.C., Sarkar, S.: *Managerial Economics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
11. Tirole J.: *The Theory of Industrial Organization*, Cambridge MIT Press.

## **COM 104: STATISTICS FOR BUSINESS DECISIONS (SBD)**

**Objective:** This course is designed to provide students with a solid foundation in statistical concepts, methods, and applications relevant to business decision-making. It aims to develop both conceptual understanding and practical analytical skills, enabling students to interpret data, solve problems, and make informed business decisions using statistical tools.

**Learning Outcomes:** After completion of the course, students will be able to:

1. Understand and apply key concepts of probability, including major probability theorems and commonly used probability distributions, along with their practical applications in business.
2. Identify and analyze issues related to sampling methods and sampling distributions, and assess their implications for data analysis.
3. Explain the principles of hypothesis testing and perform statistical tests to support decision-making.
4. Apply multiple regression analysis to explore relationships between variables and make predictive assessments in a business context.
5. Utilize Statistical Quality Control (SQC) techniques to monitor, maintain, and improve quality in business processes.

### **Module- 1**

**Unit 1: Probability and Random variable:** Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities; Random variable and its distribution; Mathematical Expectations and Variance of a random variable. [LH:15]

**Unit 2: Probability distributions:** Probability function, Distribution function; Probability mass functions of Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Probability density function of Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distribution; Joint probability distribution function. [LH:15]

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

## Module- 2

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

[LH:15]

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

[LH:15]

**Unit 6: Statistical Quality Control:** Meaning and scope; Control limits, specification limits, tolerance limits; Chance causes, Assignable causes; Process control, product control; Technique of control charts; Problems of drawing , R charts.

[LH:10]

### Suggested Readings:

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

## COM 105: ACCOUNTING FOR MANAGERIAL DECISIONS (AMD)

**Objective:** The course aims to provide the students with an in-depth knowledge of the decision-making tools and techniques involved in management accounting to understand the concept and its application in managerial decision-making.

**Learning Outcomes:** After completion of the course, the students will be able to:

1. Make a thorough discussion on the objectives, nature, scope, and basic cost concepts in managerial decision-making and the creation of a database for operational control & decision-making.
2. Discuss the various management accounting methods and techniques and their importance for managerial decision-making.
3. Explain how marginal and absorption costing techniques are applied in decisions involving determining product mix, pricing, and adding or abandoning a product.
4. Prepare and interpret budgets as planning and control instruments.
5. Discuss the significance of relevant accounting and reporting.
6. Describe the process of evaluating the divisional performance of a company.

## Module-1

**Unit 1: Introduction:** Objectives, Nature, Scope, Creation of Database for Operational Control & Decision making and Basic Cost Concepts in decision making.

[LH: 10]

**Unit 2: Marginal Costing and C-V-P Analysis:** Fundamental points of difference between Marginal Costing and Absorption Costing-essential and simplifying assumptions in Marginal Costing. The Marginal Cost concepts and their significance from a decision point of view. The concept of contribution, its various forms and uses in decision-making; the concepts of BEP, P/V Ratio, M/S etc. and their significance. Application of the above concepts in decisions involving determination of product-mix, pricing of products, adding or abandoning a product etc.

[LH: 15]

**Unit 3: Short term decision making:** Make or buy decision, Shut down or Continue decision, Export vs. Local sale decision, Expand or Contract decision, Sell or Further process decision, Change vs Status quo decision, Marketing decisions etc.

[LH: 15]

## Module-2

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

[LH: 15]

**Unit 5: Responsibility Accounting:** Introduction, Meaning and significance of responsibility accounting; Prerequisites for responsibility accounting, Meaning of responsibility centers; Types of responsibility centers; Relevance of Responsibility Reporting, Limitations of Responsibility Accounting.

[LH: 10]

**Unit 6: Divisional Performance Measurement:** Periodic evaluation of performance – overall and divisional profit as a yardstick for periodic performance evaluation – The problems of measurement – Theory of Balance Score Card.

[LH: 15]

### Suggested Readings:

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

**M. Com(2<sup>nd</sup> SEMESTER)**

**COM 201: FINANCIAL REPORTING AND FINANCIAL STATEMENT ANALYSIS  
(FRFSA)**

**Objective:** This course aims to provide students with a comprehensive understanding of Indian Accounting Standards and the framework within which they operate. It also introduces students to the principles and practices of Financial Statement Analysis (FSA), equipping them with the analytical tools and techniques necessary to evaluate a company's financial health and performance effectively.

**Learning Outcomes:** After completion of the course , students will be able to:

1. Understand and articulate the foundational concepts of Accounting Standards, with a focused overview of Indian Accounting Standards (Ind AS).
2. Analyze key issues and applications related to Ind AS 108 (Operating Segments) and Ind AS 115 (Revenue from Contracts with Customers).
3. Explain the purpose, scope, and historical evolution of financial statement analysis in a business context.
4. Differentiate between traditional and modern approaches to FSA, and apply statistical measures commonly used in financial analysis.
5. Interpret fund flow and cash flow statements to assess a company's financial performance, liquidity, and position.
6. Explain the concept of corporate distress, and evaluate models used for predicting corporate failure.

**Module-1**

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

[LH: 15]

**Unit 2: Revenue from Contracts with Customers (IND AS 115):** Core Principles, Identifying a Contract, Performance Obligations, Transaction Price, Recognising Revenue, Contract Costs

[LH: 15]

**Unit-3: Segmental Reporting:** Introduction, Ind AS- 108, Disclosure requirements, Case study.

[LH: 10]

**Module-2**

**Unit 4: Financial Statement Analysis (FSA):** Financial Statement: Meaning, Nature, Objectives, Importance, Different Types and Limitations, Presentation of financial statements as per Ind-AS 1, Conceptual Framework of FSA, Steps, Objectives and Historical Development of FSA, Traditional and Modern Approaches to FSA, Statistical Measures commonly used in FSA.

[LH: 10]

**Unit 5: Fund Flow Analysis and Cash Flow Analysis:** Fund Flow Statements (FFS) - Concept of Fund, Meaning of FFS, Sources and uses of Fund, Steps in preparing FFS, Importance and Limitations of FFS, Cash Flow Statements (CFS)- Meaning of CFS, FFS vs. CFS, Sources and Uses of cash, Preparation of CFS as per Ind AS 7, SEBI Guidelines for CFS, Cash Flow information based Ratios, Interpretation of Information derived from FFS and CFS.

[LH: 15]

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

[LH: 15]

**Suggested Readings:**

1. Ghosh, T.P., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
1. B.D. Chatterjee., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
2. Rawat, D.S., *Students' GuidetoIndASs*,Taxmann publication.
3. Foster, G.: *Financial Statement Analysis*,Prentice Hall.
4. Lev. B.: *Financial Statement Analysis– A New Approach*, Prentice Hall.
5. Sur, D.: *Financial Statement Analysis – A Comprehensive Approach*,Excel Books.
6. Wild, J.D., Subhramanyam, K.R. and Halsey, R.F.: *Financial Statement Analysis*,McGraw Hill Education India Pvt. Ltd.

**COM 202: OPERATIONS RESEARCH (OR)**

**Objective:** The objective of the course is to acquaint the students with the multi-disciplinary problem oriented approach in making business decisions for the operations under the control of management executives.

**Learning Outcomes:** After the completion of the course, the learners will be able to

1. Develop the ability to apply quantitative models in solving complex management problems
2. Use one of the open source reference software (e.g. TORA) specially designed in solving real-life operations research problems.

**Module- 1**

**Unit 1: Linear Programming Problem:** Linear programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality.

[LH:10]

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

[LH:20]

**Unit 3: Replacement Theory:** Basic concept; Failure mechanism of items; Methodology of replacement problems; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Replacement of items that fail completely; Limitations of replacement.

[LH:10]

**Module- 2**

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

[LH:15]

**Unit 5: Simulation:** Basic concept; Elements of simulation process; Advantages and limitations of simulations; Simulation models-deterministic and probabilistic (Monte-Carlo); Inventory simulation; Queuing simulation; Network simulation; Application of simulation in different fields. [LH:10]

**Unit 6: Network Analysis:** Network diagram; Time estimates for activity; Determination of floats; Critical Path Method; Program Evaluation and Review Technique; Project crashing, scheduling and leveling. [LH:15]

**Suggested Readings:**

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

**COM 203: INTERNATIONAL BUSINESS (IB)**

**Objective:** The objective of the course is to introduce learners to the development of international economic theory so as to understand the changing scenario of world economy and their applications in international economic policy.

**Learning Outcomes:** After the completion of the course, the learners will be able to

1. Explore intellectual advances in this dynamic field of study
2. Develop case studies on different modes of international business and their risk management operations

**Module- 1**

**Unit 1: Trends of International Business:** Meaning, Nature and scope of international business; Multinational Corporations; Functional operations of International Business; Modes of international Business- Foreign trade, Foreign investment (Foreign Direct Investment, Foreign Portfolio Investment), Contractual entry mode (Franchising contract, Licensing contract, Management contract, Turn-key projects); Modes of FDI- Greenfield investment, Merger and Acquisitions, Brownfield investment; Changing scenario of international business under Globalization.

[LH: 10]

**Unit 2: Balance Of Payments (BOPs) and its Adjustment Mechanism:** BOPs accounting; Layout of BOPs as per IMF BOP Manual; Equilibrium and disequilibrium of BOPs; National Income Accounting and BOPs; Capital account convertibility; Adjustment of BOP with fixed and flexible exchange rates; Adjustment of BOP and economic policy - Internal and external balance, Monetary - Fiscal policy mix, Devaluation, Direct control

[LH: 20]

**Unit 3: International Monetary System and Regional Economic Cooperation:** Evolution of international monetary system– Specific commodity standard, Classical gold standard, Interwar period, Bretton Woods system, Collapse of the Bretton Woods system, Smithsonian



arrangement, Exchange rate regime since 1973 to present; Different forms of Regional cooperation; Theory of Custom Union- concept of trade creation and trade diversion, the effect of trade creating custom union, the effect of trade diverting custom union [LH: 10]

## **Module- 2**

**Unit 4: Foreign Exchange Market:** Foreign exchange market – structure, functions, participants, trading and turnover; Major foreign exchange markets – spot, forward, futures, options and swaps; Quotations of exchange rates, spot and forward quote, cross rates; Nominal, real and effective exchange rates; Determination of exchange rate in spot and forward market – International Parity theories; Currency arbitrage, Covered and Uncovered interest rate arbitrage; Forward market hedging. [LH: 15]

**Unit 5: Foreign Exchange Exposure Management:** Types of exposure –translation, transaction and economic exposure, Measurement of economic exposure, Determinants of operating exposure, Internal and external techniques of hedging [LH: 10]

**Unit 6: Foreign Exchange Derivatives and Risk Management:** Market for derivatives, currency futures, options and swaps; Currency risk management. [LH: 15]

### **Suggested Readings:**

1. Apte,P.G.: *International Financial Management*, Tata McGraw Hill Education.
2. Dekaert, G.,Hodrick, R.G.: *International Financial Management*, PHI.
3. Eun, C.S. &Resnick, B.G.: *International Financial Management*, Tata McGraw Hill.
4. Levi, M.D.: *International Finance*, Routledge.
5. Mithani, D.M.: *International Economics*, Himalaya Publishing House.
6. Salvatore, D.: *International Economics*, John Wiley and Sons Inc.
7. Shapiro, A.C.: *Multinational Financial Management*, Wiley
8. Sharan, V.: *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi
9. Soderstein, B and Reed, G.: *International Economics*, Macmillan

## **COM 204: ADVANCED FINANCIAL MANAGEMENT (AFM)**

**Objective:** This course is designed to provide students with a comprehensive understanding of the core objectives and key decision areas in financial management. It aims to develop analytical and decision-making skills in areas such as investment, financing, working capital, and dividend policies.

**Learning Outcomes:** After completion of the course, students will be able to:

1. Clearly explain the fundamental objectives and scope of financial management in a corporate context.
2. Analyze capital budgeting decisions using a range of techniques under both certainty and uncertainty, enhancing investment decision-making skills.
3. Understand various concepts of the cost of capital and apply appropriate methods to compute it for financial planning and valuation.
4. Evaluate different theories of capital structure and critically assess their practical limitations.

5. Describe working capital management using both balance sheet and operating cycle approaches, including strategies for financing working capital and the concept of working capital leverage.
6. Demonstrate knowledge of managing key components of working capital such as inventory, receivables, and payables.
7. Assess and compare various dividend models and understand their implications for corporate financial policy.

### **Module-1**

**Unit-1:Introduction:** Nature, scope and objectives of financial management; Measurement of shareholders' wealth; Discounted cash flows (DCF); Finance as a strategic function; Role of a finance manager; Concepts of Risk, Return and Time value of money; Financial decision making and types of financial decisions; Risk-return trade off in financial decisions; Agency problem and agency costs. [LH: 10]

**Unit-2:Capital Budgeting Decision:** Nature, significance and types of capital budgeting decisions; Capital budgeting process; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present value (NPV), Equivalent Annual NPV, and Internal rate of return (IRR), Incremental IRR, Modified IRR and Profitability index; Capital budgeting decision under inflation, capital rationing and multi period budget constraints; Capital budgeting decision under risk and uncertainty; Techniques for incorporating risk and uncertainty in capital budgeting decisions- Risk Adjusted Discount Rate Method (RADR), Certainty Equivalent method, DCF Break Even Analysis, Probability distribution method, Decision tree analysis, Sensitivity analysis and Scenario planning. [LH: 15]

**Unit-3: Cost of Capital and Capital Structure Decision:** Specific costs of capital, weighted average cost of capital, weighted marginal cost of capital; Theories of capital structure- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory; Signaling theory and effect of information asymmetry on capital structure; Determination of beta of levered firm and optimal capital structure; Factors affecting choice of Capital structure in practice. [LH: 15]

### **Module-2**

**Unit-4: Management of Working Capital:** Balance Sheet and Operating Cycle approaches to analysis of working capital and their implications, Sources of working capital finance, Different strategies of financing working capital, Working capital leverage. [LH: 10]

**Unit-5: Management of Major Components of Working Capital:** Inventory Management, Receivables Management, Cash Management. [LH: 15]

**Unit-6: Dividend Policy and Firm Value:** Concept of dividend policy, Various dividend models. [LH: 15]

**Suggested Readings:**

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

**COM 205: MARKETING MANAGEMENT AND STRATEGIC MANAGEMENT  
(MMSM)****Objective:**

The primary objective of this course is to enable students to understand the conceptual foundations and practical dimensions of strategic marketing and management decision-making. Through the integration of marketing strategies, consumer behavior insights, and strategic management frameworks, the course aims to prepare students for making informed and effective managerial decisions in competitive environments, with a focus on real-world applications and case-based learning.

**Learning Outcomes:**

After completion of the course, students will be able to:

1. Comprehend and apply strategic marketing principles, including segmentation, targeting, positioning (STP), and emerging marketing trends such as digital, rural, and green marketing, especially in the Indian context.
2. Analyze consumer behavior through various psychological and social models, and effectively apply CRM concepts, customer value frameworks, and ethical considerations in marketing decisions.
3. Design and evaluate integrated marketing communication and distribution strategies, including advertising objectives, media mix selection, sales team management, and logistics planning.
4. Understand and utilize key strategic management tools and models, such as Porter's Five Forces and internal resource analysis, to assess business environments and formulate competitive strategies.
5. Develop and implement business strategies using frameworks like the portfolio approach and balanced scorecard, while considering organizational culture, leadership, and execution challenges in real-world case scenarios.

**Module– 1**

**Unit 1: Basic Concepts:** Marketing management process- a strategic perspective; Marketing Environment; Issues in marketing & its strategy – STP model and its relevance; Issues, salient features and applications of emerging trends in Marketing in India: e-Marketing, Direct Marketing, Rural Marketing, Green Marketing; Marketing strategies for service firms – 7Ps.

[LH: 15]

**Unit 2: Consumer Behaviour:** Basic models of Buyer Behaviour; Customer Relationship Management (CRM): concepts, goals, process; Customer Value and Satisfaction, Theories and Models of Consumer Behaviour; Negotiation, Reciprocity; Dealing with Customers' Customer; Social, Ethical and Legal Aspects of Marketing; Consumerism and Consumer Protection in India, Marketing Research - An overview [LH: 15]

**Unit 3: Marketing Communication and Distribution:** Marketing Communication and its stages with brief orientation of various theories, Communication mix; Advertising media, Defining Advertising Goals for Measuring Advertising Results (DAGMAR) approach, Integrated Marketing Communications, Distribution logistics – concept, importance and major logistic decisions, Marketing channels, Managing a Sales Team (Basics of Motivation & Training of Sales Force). [LH: 10]

### **Module- 2**

**Unit 4: Introduction to Strategic Management:** Strategy, Strategic Management and related issues; Strategic Intent – Vision, Mission, Objective, Drucker's Performance Area, Bennis's Core Problem; Strategic Management Process; External Analysis and Diagnosis. Industry Analysis: Michael Porter's Five-Forces Model; Analysis of Internal Resources and Capabilities. Case Studies. [LH: 15]

**Unit 5: Strategic Options:** Alternative Grand Strategies: Stability, Growth, Retrenchment and Combinations – Mergers, Acquisitions and Joint Ventures; implementing competitive strategies-offensive & defensive moves; Michael Porter's Concept of Generic Strategies and Competitive advantage. Case Studies. [LH: 10]

**Unit 6: Choice of Strategy and Strategy Implementation:** Strategic Choice – The Portfolio Approach; Interrelationship between formulation and implementation; Important Issues in Strategy Implementation; Culture and Strategic Leadership; Concept of Balanced Scorecard,.Case Studies. [LH: 15]

### **Suggested Readings:**

1. Kotler, Philip: Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Willam J. and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
3. Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi.
4. Ramswamy, V. S. and Namakumari, S. : Marketing Management, Mcmillan India, New Delhi.
5. Mamoria, C, B: Principles and Practice of Marketing in India, KitabMahal, Allahabad.
6. Ansoff, H. Igor. Implanting Strategic Management, PHI, Englewood Cliffs, New Jersey.
7. Jauch, L. R. and Glueck, W.F., Business Policy and Strategic Management, McGraw Hill, New York.
8. David, Fred R., Strategic Management, Pearson Education
9. Kazmi, A., Business Policy and Strategic Management, McGraw Hill.
10. Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. Strategic Management: A Methodological Approach. Addison-Wesley.
11. Haberberg and Rieple. Strategic Management: Theory and Application. Oxford.
12. Grant, Contemporary Strategic Management, Wiley

## **M. Com(3<sup>rd</sup> SEMESTER)**

### **COM 301: DIRECT AND INDIRECT TAXES (DIT)**

#### **Objectives:**

The objective of the course is to equip the students with the knowledge of various provisions of the Income Tax Act, 1961 and GST Acts in the Indian context.

**Learning Outcome:** After completion of the course, the students will be able to:

1. Compute the income under various heads of income, taxable income and income tax liability for different persons.
2. Comply with the provisions of GST Acts to determine the value of taxable supply, the input tax credit available and the amount of GST liability.
3. Work as a tax professional in various corporate houses.
4. Independently work as a tax practitioner to offer services related to online return filing and tax planning.

#### **Module- 1**

##### **Direct Tax**

**Unit-1:Income under the Head Capital Gain:** Concept, Capital Assets, Transfer, Chargeability, Computation and Taxability of Capital Gains under different cases. [LH:10]

**Unit-2:Corporate Tax Planning:** Basic concepts-Tax Planning, Tax Avoidance, Tax Evasion and Tax Management, Tax planning considerations relating to- Forms and Nature of business, Sources of Fund, Management and Investment Decisions like own or lease, retain or replace, make or buy, Capital Structure Decision, Restructuring of Businesses including Amalgamation, Demerger and Takeover. [LH:15]

**Unit-3: Transfer Pricing:** Concept, Arm's Length Price, Methods, Relevant provisions on transfer pricing under Income Tax Act, 1961.

[LH: 15]

#### **Module- 2**

##### **Goods & Services Tax (GST) & Customs Duty**

**Unit 4: GST:** Introduction to GST, Registration under GST, Supply under GST, Exemption, Place of Supply.

[LH: 10]

**Unit 5: Time and Value of Supply:** Introduction, Relevance, definitions, Time of supply of Goods, Time of supply of Services, Value of supply of Goods, Value of supply of services.

[LH:15]

**Unit 6: GST Procedure & Customs Duty:** GST Input Tax Credit mechanism, GST Returns, GST Audit & Assessment, Customs Tariff, Valuation procedure for Imported and Exported Goods, Procedure of Import & Export and Customs Procedure.

[LH: 15]

**Suggested Readings:**

1. Singhanian, V.K. and Kapil, Direct Taxes, Taxmann Publications, New Delhi
2. Ahuja and Gupta, Tax Planning, Bharat Publishers
3. Income Tax Act, 1961 (Amended as per the recent Finance Act)
4. The Central Goods and Services Tax, 2017 (Bare Act)
5. The Integrated Goods and Services Tax, 2017 (Bare Act)
6. The Union Territory Goods and Services Tax, 2017 (Bare Act)
7. The Goods and Services Tax (Compensation to States), 2017(Bare Act)
8. Indirect Taxes: Law and Practice, V.S.Datey, Taxmann.
9. The Constitution (One hundred and First Amendment) Act, 2016.
10. GST Ready Reckoner, V.S. Datey, Taxmann.
11. All about GST, V.S. Datey, Taxmann.
12. Basics GST, Nitya Tax Associates, Taxmann.

**COM 302: COMPUTER APPLICATIONS IN BUSINESS – I (CAB-I)**

**Objective:** The course aims to provide students with in-depth knowledge about the application of computers in accounting, finance, banking, and marketing, as well as research and develop the students' skills in the operating part by applying the essential software commonly used in business.

**Learning Outcomes: After completion of the course, the students will be able to:**

1. Make a thorough discussion on computerized data processing and representation, including methods and application of data processing system, data structure, computer coding system, and computer arithmetic.
2. Explain the concept of designing Computerized Commercial Applications and general forms of business application, account payable, payroll accounting, finished goods inventory control, sales order processing system, materials inventory control, and financial accounting.
3. Discuss in detail the applications of E-commerce in the manufacturing, retail, and service sector.
4. Narrate the concept of mobile commerce, E-payment system, and security issues in E-commerce.
5. Describe the process of performing several calculations by using a relevant excel model.
6. Discuss the process of E-filing income tax.

**Theory [30 Marks]**

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

**Unit 2: Design of Computerised Commercial Applications:** Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting. [LH: 15]

**Unit 3: Business applications of E-Commerce:** Nature. Types Trade cycle, Supply chain, E-commerce application in Manufacturing, Wholesale, Retail and Service sector, Mobile commerce, Electronic Payment- System, Security issues in E-Commerce. [LH:15]

**Practical [20 Marks]**

- |  |          |
|--|----------|
| 1. Financial Modeling Using Excel          | [LH: 25] |
| 2. Introduction to E filing of Income Tax. | [LH: 15] |

**Suggested Readings:**

1. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, E-Commerce: Fundamentals and Applications, Wiley.
3. Laudon, E-Commerce, Pearson Education India.
4. *Mastering Excel-2000*, Premium edition, (BPB Publication).

**COM 303A: STRATEGIC FINANCIAL MANAGEMENT (SFM)**

**Objective:** This course is designed to equip students with a deep understanding of strategic financial decision-making, focusing on identifying and evaluating financial strategies aimed at maximizing shareholder value. It emphasizes real-world applications and critical issues faced by modern financial managers.

**Learning Outcomes:** After completion of the course , students will be able to:

1. Explain the concepts of operating, financial, and total leverage, and evaluate their impact on a firm's risk and return.
2. Analyze key issues related to dividend policy, including dividend stability, bonus shares, and stock splits, and assess their strategic implications.
3. Provide a comprehensive overview of lease financing, including its evolution and current trends in the Indian financial environment.
4. Examine the different forms of corporate restructuring, including divestitures, spin-offs, and strategic realignments.
5. Understand the core concepts of mergers and acquisitions, and analyze the legal and regulatory frameworks governing them, including relevant provisions under SEBI and the Companies Act, 2013.
6. Discuss both the conceptual framework and legal regulations surrounding share repurchases, and evaluate the current landscape of buyback practices in India.

### Module-1

**Unit 1: Concept of Leverage:** Business and Financial risks, Operating Leverage, Financial Leverage, Financial Leverage and Trading on Equity, Financial Leverage and Equity shareholders' return, EBIT-EPS Analysis, Total Leverage.

[LH:15]

**Unit 2: Dividend Decision:** Rationale for paying dividend, Determinants of Dividend Policy, Rationale for Dividend Stability, Bonus Dividend, Stock Splits.

[LH: 10]

**Unit 3: Lease Financing:** Concept of leasing, types of lease agreements, methods of lease financing, Difference between hire purchase and lease financing, Leasing in India.

[LH: 15]

### Module- 2

**Unit 4: Corporate Restructuring:** Corporate restructuring and its various forms; motives, benefits, valuation and financing; Leveraged buyouts; Management buyouts; Demerger, split up, Spin offs; Divestiture; Case study.

[LH: 15]

**Unit 5: Mergers and Acquisitions:** Meaning of Merger & Acquisition and purpose, valuation of the target, reverse merger, legal and regulatory requirements Companies Act, 2013. The SEBI Takeover Regulation Code, 1997, Case study.

[LH: 15]

**Unit 6: Share Repurchases:** Introduction, Legal aspects of share repurchases, Methods of share repurchases, Motives behind share repurchases, Share repurchases activities in India. Case study.

[LH: 10]

#### Suggested Readings:

1. Chandra, P., *Financial Management-Theory and Practice*, Tata McGraw Hill.
2. Khan, M.Y. and Jain, P.K., *Financial Management-Text and Problems*, Tata McGraw Hill.
3. Pandey, I. M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
4. Van Horne, J C., *Financial Management and Policy*, Prentice Hall of India.
5. Chakraborty, S.K., K.K., Rao, and Sen, P.K., *Financial Management and Control-Text and Cases*, Macmillan India Ltd.
6. Schall, L.D. and Haley, C.W., *Introduction to Financial Management*, Tata McGraw Hill

### COM 303B: PRINCIPLES & PRACTICES OF BANKING (PPB)

**Objective:** The course aims to familiarize the students with the issues associated with the principles and practices of banking.

**Learning Outcomes:** After completion of the course, the students will be able to:

1. Understand the theories relating to banking operations
2. Present an overview of new changes in the banking sector in India.
3. Analyze the different accounting procedures to prepare the financial statements of banks.

### Module –1

**Unit 1: Banks and Banking System:** Role & functions of banks-Regulatory provisions, Banking structure, Different Deposit Products, Principles of lending, Various credit facilities –



fund based and non-fund based facilities, Credit Appraisal Techniques, Pledge, Hypothecation, Mortgage, Reverse mortgage, Securitization, Asymmetric information in credit market.

[LH:10]

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

[LH:10]

**Unit 3: Emerging Areas in Banking:** Evolution of Indian banking sector; Reform in Banking; Electronic fund management; Electronic funds transfer systems; Banking innovations-Universal Banking, Islamic Banking, Woman Banks, SME Banking, Payment Bank, Small Bank, Mobile Banking, Merchant Banking, Investment Banking, Retail Banking.

[LH:20]

## Module –2

**Unit 4: Accounting for Banks:** Preparations, presentation and disclosure of different financial statements.

[LH:10]

**Unit 5: Banker-Customer Relationship:** Definitions of a Banker and a Customer Features of the relationship, Banker's duty of secrecy, Appropriation of accounts, Garnishee Order Law of limitation, Termination of relationship.

[LH:10]

**Unit 6: Measurement of Financial Performance of Banks:** Analysis and Interpretation of Key Financial Performance Indicators.

[LH:20]

### Suggested Readings:

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

## **COM 303C: ADVANCED AUDITING AND ASSURANCE SERVICES(AAA)**

**Objectives:** The basic objective of this course is to equip students with the knowledge and skills to assess the accuracy, reliability and compliance of financial records and systems with established standards and regulations.

**Learning Outcomes:** After successful completion of this course, students will be able to:

1. Develop a comprehensive understanding of auditing principles, standards and the role of audits in ensuring transparency and compliance.
2. Acquire skills in audit planning, risk assessment, internal control evaluation and fraud detection.
3. Learn to prepare detailed audit reports.
4. Gain knowledge of ethical responsibilities and legal requirements in auditing practices.

### **Module - 1**

**Unit 1:Audit strategy, planning and programme:** Planning the flow of audit work; drafting of reports; audit strategy, planning, programme, and importance of supervision; review of audit notes and working papers; principal's ultimate responsibility; extent of delegation; control over the quality of audit work; reliance on the work of other auditor, auditor's independence, internal auditor or an expert. [LH: 10]

**Unit 2.Standards on Auditing:** Definition, Scope, Objectives and Significance, Procedure of Issuing Standards, Structure of the Standards Issued by the AASB, Role of IAASB, Statements on Standard Auditing Practices and Guidance Notes. [LH: 15]

**Unit 3.Internal Control, Risk Assessment and Audit Committee:** Elements of Internal Control System, Internal Check and Internal Audit, Evaluation of Internal Control System, Internal Control Checklist, Internal Control Questionnaire, Tests of Internal Control, Relationship between Internal Auditor and Statutory Auditor, Management and operational audit: nature and purpose, specific areas involving review of internal control, Aspects relating to concurrent audit, Professional Scepticism, Concept of Audit Risk-Application of Concept of Materiality – Relationship between Audit Risk and Materiality, Audit Committee- its significance and formation, Role of Audit Committee on Corporate Governance Practices of companies. [LH: 15]

### **Module- 2**

**Unit 4.Government Audit:** Concept, Comptroller and Auditor General (C&AG) – Duties and Power, Expenditure Audit and Audit Receipts, Constitutional Role and C&AG, Audit of Local Bodies and Not-for-Profit organisation [LH: 10].

**Unit 5.Special Audit and recent trends in Auditing:** Special features of audit of banks, insurance companies, co-operative societies, mutual funds, financial institutions, non-banking financial companies; Special audit assignments like audit of bank borrowers, audit of stock

exchange brokers and depositories; Secretarial Audit: Objectives, Benefits, Qualification and Appointment of Secretarial Audit, Secretarial Standards (SSs) under the Companies Act, 2013- A brief outline of SSs issued by the ICSI, Scope and Functions of Secretarial Standard Board, Energy audit; risk-based auditing, Systems audit; Safety audit – Concept, Benefit; Audit in Computerised Information System (CIS) Environment, Electronic Data Processing Auditing.

[LH: 15]

**Unit 6. Professional Ethics and Professional Misconduct:** Code of Ethics with special reference to the relevant provisions of The Chartered Accountants Act, 1949 and the Regulations thereunder, Fundamental Principles of Professional Accountants, Professional Misconduct and Negligence, Schedules of the Chartered Accountants Act, 1949 relating to Professional Misconduct, Equity into Charges of Misconduct of the Chartered Accountants.

[LH: 15]

**Suggested Readings:**

1. Bansal, S, *Advanced Auditing and Professional Ethics*, Bestworld Publications Pvt. Ltd.
2. Basu, B.K, *An Insight into auditing – A Multidimensional Approach*, Basushree Book Stall.
3. Basu, S.K, *Auditing and Assurance*, Pearson Edition (2<sup>nd</sup>), 2015
4. Guiding Notes on Audit and Auditing Standards, ICAI, New Delhi.
5. Gupta, K., *Contemporary Auditing*, Tata McGraw Hill.
6. ICSI, Secretarial Standard
7. Tandon, B.N, *Auditing Practice*, Sultan Chand, New Delhi

**COM 304A: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAPM)**

**Objectives:**

The course aims to provide students with a thorough understanding of security analysis and portfolio management by introducing the principles of investment, risk-return assessment, and security valuation through both fundamental and technical analysis. It also covers key theories in asset pricing and market efficiency, and equips learners with tools to construct, manage, and evaluate investment portfolios effectively in dynamic capital markets.

**Learning Outcomes:**

1. Understand the structure and functioning of securities markets, including different types of securities, major stock exchanges, indices (including ESG), and investment processes.
2. Apply fundamental and technical analysis techniques to evaluate individual securities based on economic, industry, and company-specific factors.
3. Critically assess the efficiency of capital markets, explore the relevance of Efficient Market Hypothesis (EMH), and examine the role of behavioral finance in investment decisions.

4. Construct and manage diversified investment portfolios using modern portfolio theories such as the Markowitz model, Single and Multi-Index models, and perform strategic asset allocation.
5. Evaluate portfolio performance using risk-adjusted return measures, and apply CAPM and Arbitrage Pricing Theory (APT) to assess security pricing and investment performance.

### **Module-1**

**Unit–1:** Introduction: Securities- concept, types and characteristics; Overview of securities market; Major stock exchanges of India and major international stock exchanges; Stock market indices and their construction (with a special mentioning of ESG indices); Investment- concept, types and processes; Risk and Return- concept, types and measurements.

[LH :10]

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

[LH: 20]

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

[LH :10]

### **Module-2**

**Unit–4: Portfolio Management:** Portfolio theory; Portfolio selection - The Markowitz principles, The Single-Index Model, Multi-Index Models; Asset allocation.

[LH: 15]

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

[LH:15]

**Unit – 6: Performance Measurement:** Concept of and framework for evaluating portfolio performance; Risk adjusted measures of performance; Decomposition of performance.

[LH:10]

### **Suggested Readings:**

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

## COM 304B: PRINCIPLES & PRACTICE OF INSURANCE (PPI)

**Objective:** The course aims to familiarize the students with the issues associated with the principles and practices of insurance.

**Learning Outcomes:** After completion of the course, the students will be able to:

1. Understand the theories relating to insurance and its evolution
2. Present an overview of new changes in the insurance sector in India.
3. Analyze the different accounting procedures to prepare the financial statements of insurance companies.

### Module–1

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

[LH: 15]

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

[LH: 15]

**Unit 3: Emerging Areas:** Health insurance, Postal Life Insurance, Credit Insurance, Marine Insurance.

[LH: 10]

### Module–2

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

[LH: 15]

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

[LH: 15]

**Unit 6: Measurement of Financial Performance of Insurance Companies:** Analysis and Interpretation of Key Financial Performance Indicators.

[LH: 10]

### Suggested Readings:

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

## COM 304C: INTERNATIONAL ACCOUNTING (IA)

**Objective:** This course aims to provide students with a clear conceptual understanding of the international accounting framework. It focuses on the significance, adoption, and application of International Financial Reporting Standards (IFRS) in preparing and presenting financial statements in a global business environment.

**Learning Outcomes:** After completion of the course , students will be able to:

1. Explain the evolution, relevance, and core principles of International Accounting, including International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).
2. Understand the concept and importance of Convergence in accounting standards, and describe the process and benefits of harmonizing national standards with IFRS.
3. Analyze key accounting issues and reporting requirements as addressed in IAS 12, IAS 19, IAS 21, IAS 37 and IFRS 13.

### Module- 1

**Unit 1: International Accounting, International Standards, Organizations and Convergence:** Meaning, importance, Factors making contributions towards development of International Accounting, Usefulness, Supporting and Deterring Forces of International Standards, International and Regional Efforts in Standards setting, Organizations in promoting Convergence, Concept, Significance and Process of Convergence, IFRS-Concept, usefulness, Trends in Implementation of IFRS, Problems associated with IFRS implementation.

[LH: 10]

**Unit 2: Effects of Changes in Foreign Exchange Rates (IAS 21):** Objectives, Scope, Definition, Measurement, Initial and Subsequent recognition, Reporting and Tax effects.

[LH: 15]

**Unit 3: Fair Value Measurement (IFRS 13):** Objective, Scope, Measurement, Valuation, Fair value hierarchy, Disclosure.

[LH: 15]

### Module- 2

**Unit 4: Income Taxes (IAS 12):** Objective, Scope, Definitions, Deferred Tax Asset, Deferred Tax Liability, Disclosure.

[LH: 15]

**Unit 5: Employee Benefits (IAS 19):** Objective, Scope, Definitions, Different types of Employee Benefits, Disclosures.

[LH: 15]

**Unit 6: Provisions, Contingent Liabilities and Contingent Assets (IAS 37):** Objective, Scope, Definitions, Recognition, Measurement and Disclosures.

[LH: 10]

### Suggested Readings:

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

## COM 305A: BASIC ACCOUNTING AND FINANCE (AF)

**Objective:** This course is designed for students from non-commerce backgrounds, providing them with a foundational understanding of key concepts in Financial Accounting, Cost Accounting, Management Accounting, and Financial Management. The course aims to build essential financial literacy and prepare students for further study or practical application in business settings.

**Learning Outcomes:** After completion of the course , students will be able to:

1. Understand the fundamental concepts of bookkeeping and the structure of books of accounts in a business.
2. Prepare basic financial statements for sole proprietorships and partnership firms, including income statements and balance sheets.
3. Gain a working knowledge of key cost and management accounting tools such as the Cost Sheet, Marginal Costing, and Ratio Analysis.
4. Present a broad overview of the core decision-making areas within Financial Management, including investment, financing, and dividend decisions.
5. Explain the basic principles of capital budgeting and capital structure, and their relevance to financial planning.
6. Describe the essential components of working capital management and understand its role in ensuring liquidity and operational efficiency.

### Module-1

**Unit 1: Introduction to Financial Accounting:** Accounting of transaction, Golden rules of accounting, Concept of debit and credit, Double entry system, Cash basis and accrual basis of accounting, Journal, Ledger, Cash Book, Trial Balance.

[LH:10]

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

[LH: 15]

**Unit 3: Introduction to Cost & Management Accounting:** Concept and classification of costs, Cost Sheet, Basic issues associated with Marginal costing and Ratio Analysis.

[LH: 15]

### Module-2

**Unit 4: Introduction to Finance:** Importance of finance in business, Different functions of finance, Sources of finance and their merits and demerits, Time value of money, Cost of capital.

[LH: 15]

**Unit 5: Basic issues in Capital Budgeting decision and Capital Structure decision**

[LH: 15]

**Unit 6: Basic issues in Working Capital Management**

[LH: 10]

### Suggested Readings:

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

## COM 305B: PERSONAL FINANCE (PF)

### Objective:

The focus of this paper is to empower non-commerce students to gain adequate knowledge of effectively managing personal finance.

### Learning Outcome:

After completion of the course, the students will be able to:

1. Form a positive financial attitude which will lead to favorable financial behavior.
2. Comprehend the process of developing an appropriate long-term investment strategy.
3. Understand the importance of mitigating the risk by opting right insurance products.
4. Appreciate the role of mutual fund schemes to generate wealth by reducing risk.
5. Handle income tax-related issues at the individual level.

### Module- 1

**Unit 1: Introduction:** Overview of Personal Financial Planning, Time Value of Money, Simple Interest, Compound Interest, Annuities.

[LH:15]

**Unit 2: Financial System and Investment Alternatives:** Investment, Gambling, Speculation, Interest Rate and Money Market Instruments, Basic Concepts of Capital Market, Housing Finance and Securitization, Credit Cards, Payment Wallets , e-wallets.

[LH:15]

**Unit 3: Insurance and Related Matters:** Life Assurance, General Insurance, Health Insurance.

[LH:10]

### Module- 2

**Unit 4: Mutual Fund:** Concepts of risk & return, concept of mutual fund, Asset Management Company, understanding of the risk appetite of the investors, types of mutual fund, different options/plans of mutual fund, Lump Sum Investment Plan versus Systematic Investment Plan (SIP), Net Asset Value (NAV), evaluation of the different mutual funds, use of mobile apps and software in tracking mutual fund investment, cases.

[LH: 15]

**Unit 5:Tax Planning & Management:** Concepts of Tax planning, tax evasion, tax management & tax avoidance, tax planning tools available for individuals (salaried & small business owners), calculation of tax, payment of tax, TDS, Advance Payment of Tax, filling of Income Tax Returns, responding to notices issued by Income Tax Authority, cases.

[LH: 15]

**Unit 6: Estate & Retirement Planning:** Indian Succession Act, Power of Attorney, challenges to the retirement income, interplay between interest & inflation: '*Dosa-economics*', developing proper retirement plan, tax & investment planning for retired persons, social security and medical insurance, Employees Provident Fund, Gratuity, Public Provident Fund, NPS, investment avenues, cases.

[LH:10]

### Suggested Readings:

1. K Redhead , Personal finance and investments, Routhledge
2. Kapoor, Jack R., Personal Finance, McGraw Hill Publishing Co.
3. Vickie Bajtelsmit, Personal Finance, Wiley.
4. William Brueggeman, Jeffrey Fisher, Real Estate Finance & Investments.
5. Pathak, B. Indian Financial System, Pearson
6. Rejda, George E. & McNamara, M. (2013). Principles of Risk Management and Insurance, 12th Edition, Pearson Education.
7. Bodie, Kane and Marcus, Investments, Mc-Grawhill.



## **M. Com (4<sup>th</sup> SEMESTER)**

### **COM 400: SOCIAL OUTREACH (SO)**

Students have to participate in the Social Outreach program of the department and to submit a report based on their experience. The main objective of this course is the engagement of the students in various welfare programs conducted by the social institutions. Evaluation pattern would be as follows:

- Report writing: 10 marks
- Presentation and viva-voce: 10 marks (in the presence of external experts from other Departments of the Home University)

### **COM 401: STRATEGIC COST MANAGEMENT (SCM)**

**Objective:** The primary objective of the present paper is to make the target group of students know about the different conceptual perspectives and issues of cost management in competitive scenarios with special emphasis on some practical evidence.

#### **Learning Outcome:**

After completion of the course, students will be able to:

1. Link the theoretical perspective of strategic cost management with the practical field in different situations.
2. Get a job in the Corporate sector in managerial position having the capacity to take appropriate managerial decisions in a competitive environment highlighting on the cost leadership content.

#### **Module-1**

**Unit 1: Strategic Cost Management and Control:** Conceptual Framework, Traditional costing Vs Strategic Costing, Different types of strategic costing and their relevance- Target Costing, Life Cycle Costing, Strategic cost reduction techniques and value chain analysis, Kaizen Costing, Business Process Re-engineering (BPR), Balanced Scorecard and Benchmarking  
[LH:10]

**Unit 2: Activity Based Cost Management:** Meaning, Stages in ABC, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision Making Tool.  
[LH: 15]

**Unit 3: Service Costing:** Introduction, Collection of Costing data in service sector, Costing methods used in service sector, Pricing by Service Sector, Transport, Canteen, Hotel, Boiler House, Power House, Hospital.  
[LH: 15]

#### **Module-2**

**Unit 4: Standard Costing and Variance Analysis:** Introduction, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances, Reporting of Variances, Accounting Procedure for Standard Cost, Disposition of Variances.  
[LH: 20]

**Unit 5: Transfer Pricing:** Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing, Conflict between a division and the company.

[LH:10]

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

[LH: 10]

**Suggested Readings:**

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

**COM 402: COMPUTER APPLICATIONS IN BUSINESS-II (CAB-II)**

**Objective:** The course aims to provide students with more advanced knowledge about the application of computers in business as well as develop the students' skills in operating parts by applying the essential software commonly used in commercial fields.

**Learning Outcomes:** After completion of the course, the students will be able to:

1. Discuss Enterprise Resource Planning (ERP) thoroughly, including various ERP Systems and ERP Software packages.
2. Discuss the concept of a transaction processing system and transaction processing cycle.
3. Explain the Database Management system including its purpose, instances and schemes.
4. Describe the process of Table handling-create, modify, delete, insert and Query using SQL commands.
5. Narrate the process of using Computer-Based Business Application and Accounting Package and RDBMS.

**Theory [30 Marks]**

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

[LH: 15]

**Unit-2: Transaction Processing System:** Concept of Transaction Processing System, Transaction processing cycle, Components of the transaction processing system.

[LH: 10]

**Unit-3: Introduction to DBMS and RDBMS:** Concept of DBMS, Purpose of Database system, instances and schemes, DDL, DML, database users. Entity-Relationship Model: Concept of Entity and Entity Set, attributes, Concept of keys, ERD. The relational database model, relation

and its instances, table and tuple, data types. Table handling-create, modify, delete, insert, Query using SQL commands. [LH: 15]

### **PRACTICAL**

**[20 Marks]**

1. Computer- Based Business Application and Accounting Package

[LH: 20]

2. RDBMS

[LH: 20]

### **Suggested Readings:**

1. H. Korth, Database Management Systems, (Tata McGraw Hill).
2. Ivan Bayross, Database Concepts and Systems, (SPD).
3. M. Abbey, Oracle 8i- A Beginner's Guide, Oracle press, (TMH).
4. A. K. Nadhani, Tally.ERP 9, (BPB Publications).

### **COM 403A: BUSINESS VALUATION (BV)**

#### **Objective:**

This course aims to equip students with a comprehensive understanding of business valuation techniques, ranging from traditional equity and firm valuation methods to relative and probabilistic approaches. Emphasis is placed on practical application across diverse contexts including start-ups, private firms, financial institutions, and M&A scenarios, alongside bond valuation and scenario-based analysis to support sound investment and strategic decision-making.

#### **Learning Outcomes:**

1. Understand the foundational concepts and approaches of business and equity valuation, including dividend discount and free cash flow models.
2. Apply firm valuation techniques using cost of capital, adjusted present value, and free cash flow to the firm methods.
3. Analyze and compare companies using relative valuation metrics such as P/E ratio, EV/EBITDA, and Tobin's Q.
4. Evaluate complex valuation scenarios, including those involving financial service firms, loss-making entities, start-ups, and private businesses, especially in the context of mergers and acquisitions.
5. Use probabilistic valuation tools, such as scenario analysis, decision trees, and simulations, to incorporate uncertainty into valuation decisions.

### **Module-1**

**Unit 1: Introduction to Business Valuation:** Concept and Issues of valuation, Approaches to Equity Valuation- Dividend Discount Models, Free Cash Flow to Equity Models.

[LH:20]

**Unit 2: Firm Valuation:** Free Cash Flow to the Firm, Cost of capital approach and adjusted present value approach to firm valuation.

[LH: 10]

**Unit 3: Relative Valuation:** Fundamental Principles of Relative Valuation, Price-Earnings Ratio, PEG Ratio, Enterprise Value to EBITDA Multiple, Price to Book Equity, Tobin's Q, Revenue Multiples.

[LH:10]

### **Module-2**

**Unit 4: Specific issues in Valuation:** Valuing Financial Service Firms and Firms with Negative Earnings, Valuing Start-up Firms, Valuing Private Firms, Business Valuation vis-à-vis Mergers and Acquisitions.

[LH :15]

**Unit 5: Bond Valuation:** Characteristics of Bonds, Bond Yields, Price-Yield Relationship, Interest Rate Sensitivity, Duration, Immunisation.

[LH:15]

**Unit 6: Probabilistic Approaches in Valuation:** Scenario Analysis, Decision Trees, Simulations.

[LH :10]

### **Suggested Readings:**

1. Damodaran, A (2012), "Investment Valuation", University Edition, Wiley.
2. Damodaran, A., *Valuation*, John Wiley & Sons.
3. Fabozzi, F.J (2011), "Bond Markets, Analysis and Strategies", Pearson.
4. Palepu, K. G., Peek, E. and Bernard, V.L. *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.

## **COM 403B: MANAGEMENT OF COMMERCIAL BANKS & INSURANCE (MCBI)**

### **Module –I**

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

[LH: 10]

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

[LH: 10]

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

[LH: 20]

## Module –2

**Unit 4: Underwriting management in insurance:** Scope of insurance underwriting, Underwriting in life insurance, Underwriting in general insurance, Underwriting and Ratemaking.

[LH: 15]

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

[LH: 15]

**Unit6: Management of Private Insurance Companies:** Privatisation of insurance industry, Impact of privatization on insurance product diversification, Role of IRDA in regulating insurance sector in India.

[LH: 10]

### Suggested Readings:

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

## COM 403C: CORPORATE REPORTING I(CR I)

### Objective:

The fundamental objective of this paper is to empower the students to gain adequate knowledge of the Indian accounting standards (Ind-AS) which are already harmonized with International Financial Reporting Standards.

### Learning Outcome:

After completion of the course, students will be able to:

1. Apply the knowledge in preparing the book of accounts in accordance with the Ind-AS as issued by the Ministry of Corporate Affairs, Government of India.
2. Work as an accountant in various corporate houses in India.
3. Work as accountants abroad as the current Ind-AS are at par with IFRSs.

## Module-1

**Unit-1: Assets:** Inventories (Ind AS 2); Plant, Property and Equipment (Ind AS 16); Impairment of Assets (Ind AS 36).

[LH:15]

**Unit 2: Consolidation of Financial Statements (IND AS 110):** Basic Concepts, Chain Holding, Triangle Holding, Cross Holding.

[LH: 15]

**Unit 3: Accounting, Representation and Disclosure of Financial Instruments (IND AS 109, IND AS 32 and IND AS 107):** Definitions, Distinction between Equity and Financial Liability,

Measurement, Recognition, De-recognition, Accounting for Compound Financial Instruments, Impairment of Financial Assets.

[LH: 10]

## **Module-2**

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

[LH: 10]

**Unit-5: Business Combination (Ind AS 103):** Introduction, Definition, Accounting for Business Combination.

[LH: 15]

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

[LH:15]

### **Suggested Readings:**

1. Ghosh, T.P., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
2. B.D. Chatterjee., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
3. Rawat, D.S., *Students' Guide to IndASs*, Taxmann publication.
4. Ghosh, T.P., *Economic Value Added: A Tool for Business Planning*, ICWAI Publication.

## **COM 404A: FINANCIAL INSTITUTIONS AND FINANCIAL DERIVATIVES (FIFD)**

**Objective:** The course aims to familiarize the students with the issues associated with the financial institutions and derivative instruments.

**Learning Outcomes:** After completion of the course, students will be able to:

1. Understand the theories relating to financial system with special reference to the Indian economy
2. Present an overview of new changes in the banking and non-banking sector in India.
3. Analyze the different financial derivative instruments in mitigating financial risks.

## **Module –1**

**Unit I: Economy and the Financial System:** Structure of financial system; Relationship between financial system and economic development – theoretical framework and empirical evidences; The economic basis of financial intermediation; Meaning and process of financial development – financial development indicators and financial development index; Theories of the impact of financial development on savings and investment.

[LH:15]

**Unit II: Banking and Non-Banking Institutions:** Evolution of Indian Banking Sector; Growth and structure of commercial banks in India; Theories of asset management of commercial banks; Credit creation of commercial banks; Universal banking; Small banks and Payments banks; First and Second Generation Reforms of the banking sector in India. NBFI; Micro Finance Institutions; Small savings, Provident Funds and Pension Funds

[LH:15]

**Unit III: Regulatory and Promotional Institutions:** Regulatory structure of the financial institutions and markets; Origins, Organization and Subsidiaries of RBI; Functions of RBI -

traditional and promotional; Monetary Management – monetary policy framework, monetary policy transmission, quantitative and qualitative measures, recent policy rates and reserve ratios; Regulation of the Capital Market-SEBI; Regulation of the insurance market-IRDA.

[LH:10]

### Module-2

**Unit 4: Introduction to Derivatives:** Concept of derivatives, Types of derivatives, Features of financial derivatives, Historical Background, Importance of derivatives, Market Players, Operation of derivative market.

[LH:10]

**Unit 5: Forwards and Futures:** Concept of forwards and futures, Pay-off of futures, Margin accounting system in futures, Measurement of interest rates, Pricing of futures contract, Hedging strategies with futures.

[LH:10]

**Unit 6: Options and Swaps:** Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Payoffs and trading strategies involving options, The Greek letters.

[LH:20]

### Suggested Readings:

1. Bhole, L.M.: *Financial Markets and Institutions*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
2. Pathak, B.V.: *Indian Financial System*, Pearson Education, New Delhi
3. Khan, M.Y.: *Indian Financial System*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Varshney, P.N. and Mittal, D.K.: *Indian Financial System*, Sultan Chand & Sons, New Delhi.
5. Mishkin, F. S. and Eakins, S.G.: *Financial Markets and Institutions*, Pearson Education, New Delhi
6. Reserve Bank of India: *Functions and Working of RBI*, Reserve Bank Staff College, Chennai.
7. Reserve Bank of India: *RBI Bulletin and Report on Currency & Finance*. Different issues.
8. Hull, J. C. and Basu, S., *Options, Futures and Other Derivatives Securities*, Pearson.
9. Dubofsky, D. et al., *Derivatives Valuation and Risk Management*, Oxford University Press.
10. Klob, R. W., *Futures, Options and Swaps*, Blackwell Publishing, Oxford.
11. Gupta, S. L., *Financial Derivatives*, PHI.
12. Vohra, N.D. and Bagri, B. R., *Futures and options*, Tata McGraw-Hill Publishing Company Ltd.

### COM 404B: MANAGEMENT OF RISK IN BANKING & INSURANCE (MRBI)

**Objective:** The course aims to familiarize the students with the issues associated with the risk management in banking and insurance sector.

**Learning Outcomes:** After completion of the course, the students will be able to:

1. Understand the application of actuarial science in calculating risk and premium thereof
2. Analyze the liquidity and investment management practice of banks.

## Module –1

**Unit 1: Risk management through insurance:** Meaning of risk – objective risk and subjective risk; Chance of loss; Basic categories of risk – pure risk, speculative risk, fundamental risk, particular risk, enterprise risk; Burden of risk on society; Methods of handling risk; Law of large numbers – the mathematical foundation of insurance; Risk management – meaning, objectives, steps in risk management process, loss exposures and its treatment techniques (risk control, risk financing), loss forecasting; Actuaries profession

[LH:15]

**Unit 2: Actuarial Practice on Life Contingencies:** Mortality tables; Premium – law of large numbers, classic criteria of premium, factors influencing premium, natural and level premium system, risk premium, net premium, office premium, tabular premium; Calculation of net single premium and net annual level premium; Calculation of table premium and bonus; Policy reserve, Determining the cost of life insurance; Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

[LH:15]

**Unit 3: Actuarial Practice on Joint-life Annuities and Assurances:** Annuity; Standard international actuarial notations under conventional life insurance contracts; Multiple state models – the alive-dead model, the accidental death model, the permanent disability model, the disability income insurance model, the joint life and last survivor model; Some ethical issues in life insurance.

[LH:10]

## Module –2

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

[LH: 15]

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

[LH: 15]

**Unit 6: NPA Management:** Classification of assets, Provisioning requirement, NPA Accounting.

[LH: 10]

### Suggested Readings:

1. Dickson, D.C.M.: *Actuarial Mathematics for Life Contingent Risks*, Cambridge University Press.
2. Dorfman. M. S. *Introduction to Risk Management and Insurance*, 10<sup>th</sup> Edition, Pearson Education, Delhi.
3. Gupta, S. L. & Mittal, A. *Principles of Insurance & Risk Management*, Sultan Chand & Sons.
4. Karve, S.L.: *Principles of Life Insurance*, Himalaya Publishing House.



5. Rejda, George E. & McNamara, M. *Principles of Risk Management and Insurance*, 12th Edition, Pearson Education.
6. Sherris, M.: *Principles of Actuarial Science*, McGraw Hill.
7. Trieschman, J.S, Hoyt, R. & Sommer, D. *Risk Management and Insurance*, 12<sup>th</sup> Edition, South Western College Publishing, Cincinnati, Ohio.

## **COM 405C: CORPORATE REPORTING II (CR II)**

**Objective:** This course aims to develop a strong theoretical foundation among students on emerging and contemporary issues in the field of accounting. It also seeks to equip students with the practical knowledge and skills required to understand and apply these advanced accounting concepts in real-world business environments..

**Learning Outcomes:** After completion of the course , students will be able to:

1. Provide an overview of Accounting for Intangible Assets with specific reference to the provisions and implications of Ind AS 38.
2. Analyze the financial reporting practices of diverse financial entities such as mutual funds, NBFCs, merchant bankers, and stock brokers.
3. Explain the concept of Value Added Accounting (VAA), demonstrate the preparation of a Value Added Statement, and assess the current status of VAA in Indian corporate reporting.
4. Describe the principles of Human Resource Accounting (HRA), discuss key HR valuation models, and evaluate HRA practices adopted by Indian companies.
5. Understand the fundamental concepts of Environmental Accounting, and assess current practices of environmental reporting and disclosure in India.
6. Discuss the concept of Inflation Accounting (IA), compare various approaches to IA, and evaluate its application and relevance in the Indian accounting landscape.

### **Module-1**

**Unit-1: Accounting for Intangibles:** Ind AS 38: Recognition, Measurement & Disclosure principles, Intellectual Capital, Brand accounting, Accounting for Goodwill and Other intangible assets.

[LH: 15]

**Unit-2: Contemporary Reporting & Disclosure Practice:** Mutual Funds, NBFCs, Merchant Bankers and Stock Brokers, EPS, Related Party Disclosure, Interim Reporting.

[LH: 15]

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

[LH: 10]

### **Module-2**

**Unit-4: Human Resource Accounting:** Meaning, Objectives, Basic Premises, Significance, HR Valuation models, Indian Practices.

[LH:15]

**Unit-5: Environment Accounting:** Environmental Hazards, meaning of environment accounting, advantages and problems of environment accounting, environmental disclosure

practices in India, Environment audit, objects of environment audit and process of environment audit.

[LH: 10]

**Unit-6: Inflation Accounting:** Limitations of conventional accounting, CPP, CCA, Indian Practices.

[LH:15]

**Suggested Readings:**

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

**COM 405: PROJECT WORK (PW)**

In the Project Work, each student will have to select one topic on which he/she will conduct a study and submit a report in not less than 5000 words. This report may be based on primary data collected from a field survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work (Course - Com 405) there will be 40 marks on the written project report and 10 marks for the presentation and the viva voce. In this course, each student will have to make a presentation on the report submitted by him/her and face a viva voce to be conducted by a board of examiners. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination.

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