

M.COM. COURSE STRUCTURE 2008

Regulations and Syllabus Relating to

M.Com. DEGREE EXAMINATION

(Revised Syllabus under Semester System with
Unit Pattern effective from 2008 – 09 admitted batch)

1. Candidates for admission into M.Com. Degree shall be required:
 - a) to have passed the B.Com. / B.B.M. Degree Examination of this University or an Examination of any other University recognised by the Academic Senate as equivalent thereto; and
 - b) to have undergone subsequently a further course of study extending over a period of four semesters, ordinarily consecutive.
2. The course and scope of instruction shall be as defined in the syllabus prescribed.
 - a) The candidates shall be required to take at the end of the semester of the course of study, examination as detailed in the Scheme of Examination. Examination in each paper shall, unless otherwise prescribed, be of three hours duration and carry 100 marks.
 - b) A Candidate appearing to the whole examination shall be declared to have passed the examination if he obtained a minimum of 5.0 SGPA in each semester. Otherwise the candidates shall be deemed to have failed in the examination. Candidates who have completed the course in each semester and have earned necessary attendance and progress certificates shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the earlier Semester examination(s). Such candidates may be permitted to appear for the examinations for earlier semester with the examinations of later semesters simultaneously.
3. The Scheme of Instruction and the Scheme of Examination shall be as given in Annexure 1.
4. Assessment in the Semester Examinations shall be made in accordance with regulations in Annexure II.
5. Candidates shall put in attendance at the college for not less than 75% of the total number of working days in an academic year. Condonation or shortage of attendance may be granted on the recommendation of the Principal of the College concerned provided that no condonation shall be recommended in the cases of candidates who have not put in attendance at the college at least 66% of the total number of working days. If a candidate represents the University officially at games, sports or other officially organized extracurricular activities, it will be deemed that he / she has attended the college on the days he / she is absent for the purpose.
6. The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination as follows on the basis of the total marks obtained by candidates in all the four Semester examinations including project report and viva-voce examination put together

Distinction	: CGPA 8.0 or more
First Class	: CGPA 6.0 or more but less than 8.0
Second Class	: CGPA 6.0 or more but less than 6.5
Pass	: CGPA 5.0 or more but less than 6.0.
- Only those candidates who appear and pass the examination in all the papers of all four semesters, including project report and viva-voce of the M.Com. Degree Examination at first appearance are eligible to be placed in the with distinction category. No candidate who has not passed all the papers relating to any semester at the first appearance shall be eligible for the award of any medals or prizes by the University and to receive certificates of rank obtained by them in the examination.
7. Improvement Provision: Candidates declared to have passed M.Com. Degree Examination obtaining third or second class may reappear again for the same examination to improve their class by appearing for the whole examination, semester-wise with the existing regulations and without further attendance at a college. Such reappearance shall be limited only to two chances within two years from the year of passing the examination. Such candidates are not required to cancel their earlier results unless they want to retain their later result.

8. Each paper is for 100 marks divided into external - 70 marks and internal - 30 marks. In case of Soft-skills, all the 100 marks are internal only. In the case of subjects having practical, external carries 50 marks and internal marks will be awarded as follows:

Internal Test: 30 and Practical Examination: 20

I Year : I Semester : 600 Marks

II Semester : 600 Marks

II Year : III Semester : 500 Marks

IV Semester : 500 Marks

Comprehensive Viva-Voce : 100 Marks

Project Report : 100 Marks

Grand Total : 2,400 Marks

9. Minimum number of hours per subject per week is six. The medium of instruction shall be in English.

ANNEXURE – I
M.Com. Courses Structure-2008
(Scheme of Instruction and Scheme of Examination)

1. M.Com. (Finance & Banking)
2. M.Com. (Accounting & Taxation)

First year common syllabus to both M.Com Second year one core paper and four optional papers in each M.Com.

I - Semester:		Marks=30+70Hrs/Week	Credits	
CP -101	Management Theory and Practice	100	4	4
CP -102	Business Environment (India & International)	100	4	4
CP -103	Advanced Management Accounting	100	4	4
CP -104	Business Economics	100	4	4
CP -105	Business Communication	100	4	4
CP -106	Softskills-I (Business and Spoken English)	100	4	4
II - Semester:				
CP -201	Quantitative Techniques for Business Decision	100	4	4
CP -202	IT for Business (Practicals: 20)	100	4	4
CP -203	Financial Management	100	4	4
CP -204	Human Resource Management	100	4	4
CP -205	Marketing Management	100	4	4
CP -206	Softskills-II (Personality Development & GD)	100	4	4
III - Semester:				
CP -301	Insurance Products & Management	100	4	4
	Four Papers from Specialization	400	4	4
IV - Semester:				(Each)
CP -401	Computer Applications in Accounting (Tally)	100	4	4
	(20marks/Practicals)			
	Four Papers from Specialisation	400	4	4
	Project Report	100	4	4
	Viva -voce	100	4	6
Grand Total		2400	98	

SPECIALISATIONS

Finance & Banking

3S– F1:	Strategic Financial Management
3S– F2:	Financial Markets and Services
3S– B1:	Advanced Banking
3S– B2:	Bank Financial Management
4S– F1:	Security Analysis and Portfolio Management
4S– F2:	Financial Derivatives
4S– B1:	Financial Institutions
4S– B2:	Banking and Technology

Accounting & Taxation

3S– A1	Corporate Accounting
3S– A2	International Accounting
3S– T1	Direct Taxes
3S– T2	Indirect Taxes
4S– A1	Strategic Cost Management
4S– A2	Management Control Systems.
4S– T1	VAT and Service Tax
4S– T2	Tax Planning and Management.

ANNEXURE II

Regulations Concerning Semester Examination :

a) Each paper shall, unless otherwise prescribed, be of three hours duration and carry 100 marks. However an element of practical exposure is introduced in respect of the students pursuing the M.Com. course on a regular basis in University Colleges, P.G. Centres and the P.G. Colleges. Regular candidates shall submit a dissertation from any subject of the course and shall take viva-voce.

b) The question paper (except courses having practical) shall be for 70 marks and divided into 5 units of equal weightage.

c) The Semester examination shall be based on the question paper set by an external paper setter and there shall be double valuation.

d) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination at the end of the next semester.

M.COM. (2008) - SEMESTER I
CP – 101: MANAGEMENT THEORY AND PRACTICE

Objectives:

To familiarise the students with basic management concepts and the process of organisation.

Unit – I:

Introduction: Concept of Management: Definition, Nature, Purpose, Scope and Significance – Evolution of Management Thought – Approaches to Management – Process of Management – External Environment Functions of Management.

Unit – II

Planning: Types of Plans – Objectives, Management by Objectives, Planning Premises Decision Making: Decision Making Process – Decision Tree Analysis – Linear Programming, Game Theory.

Unit – III

Organisation: Principles of Organization: Formal and Informal Organisation – Span of Control – Delegation of Authority – Centralisation and Decentralization – Line and Staff Conflict and Cooperation. Staffing Process The nature and Purpose of Staffing – Executive Development Programme (EDPs).

Unit – IV

Directing: Elements of Directing Communication – Importance, Process, Media, Barriers to Communication. Effective Communication. Motivation – Leadership – Concept, Styles, Theories – Managerial Grid: Likerts Four Systems of Leadership.

Unit – V

Process of Control, Techniques of control, PERT and CPM.

Suggested Books:

1. James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbirth Jr. – Management, Prentice Hall of India.
2. Heinz Wehrich and Harold Koontz, Essentials of Management – Tata McGraw Hill International.
3. Stephen Robbins and Mary Coulter, Management, Prentice Hall of India.
4. Bajaj: Management Processing and Organization, Excel Publications.
5. Tripathy and Reddy – Principles of Management – Tata McGraw Hill.
6. John F. Wilson – The Making of Modern Management, Oxford University Press.
7. Heiny Wehrich and Harold Koontz – Management, A Global Perspective – McGraw Hill International.
8. R.K. Suri, Organizational Behaviour, Wisdom Publication.
9. A. Pardhasaradhy & R. Satya Raju: Management Text and Cases, Prentice Hall of India.

CP – 102: INDIAN BUSINESS ENVIRONMENT

Objective:

To familiarize the students with the business environment prevailing in India and international and understand its implications to business.

Unit-I

Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II

Structure of Indian Economy; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy - Subsequent policy Statements.

Unit-III

Indian Companies -Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business- Competition Act 2002 - Emerging Trend in Indian Business Environment.

Unit – IV:

International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP Structural, Cyclical and Monetary Disequilibrium, Methods of Correction, Trade Barriers and Trade Strategy - Free Trade vs. Protection-World Financial Environment – Foreign Exchange Market Mechanism, Exchange Rate Determination, Euro Currency.

Unit – V

Globalisation: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trade Stocks – Their Objectives; WTO Origin, Objectives, Organisation Structure and Functioning – WTO and India.

Suggested Books:

1. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. Francis Cherunilam: Business Environment - Text & Cases.
4. M.Adhikari, Economic Environment of Business.
5. Pandey G.N., Environmental Management, Vikas Publishing House.
6. Raj Agarwal: Business Environment, Excel Publications.
7. Govt. of India, Latest Economic Survey.
8. Chari, S. N: International Business, Wiley India
9. Francis Cherunilam: International Business: Text and Cases, Prentice Hall of India.
10. E. Bhattacharya: International Business, Excel Publications.
11. Sundaram & Black: International Business Environment Text and Cases, PHI.
12. Sajahan: International Business, Mac-Milan India. New Delhi.

CP – 103: ADVANCED MANAGEMENT ACCOUNTING

Objective:

To develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Unit – I

Management Accounting – Nature and Scope – Management Accounting Vs Financial Accounting and Cost Accounting – Role of Management Accountant in a Modern Organisation.

Unit – II

Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even

Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

Unit – III

Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing During Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Partial Fulfilment of Special Order Vs Outsourcing Decisions – Make or Buy Decisions.

Unit – IV

Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

Unit – V

Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

Suggested Books:

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Delhi.

CP – 104: BUSINESS ECONOMICS

Objective:

To enable the students to understand economic concepts and theories and their application in management decision-making.

Unit - I:

Introduction: Nature and Scope of Business Economics; Objectives of the Firm – Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization Vs. Wealth Maximization; Demand Forecasting – Methods of forecasting demand for Existing and New Products, Criteria for Good Forecasting Method.

Unit - II:

Production Analysis and Cost Analysis: Production Function – Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and C.E.S. Production Function; Cost-Output Relationships – Short and Long Run; Cost Oriented Pricing Methods – Full Cost Pricing, Marginal Cost and Differential Cost Pricing.

Unit - III:

Market Analysis: Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly and Duopoly.

Unit - IV:

Profit Analysis: Meaning of Profit, Limiting Factors of Profit, Criteria for Standard Profit: Theories of Profit; Business Forecasting – Nature and Scope of Forecasting and Different Methods of Business Forecasting and their Advantages and Disadvantages.

Unit - V:

Macro Economic Concepts: National Income, Trade Cycles, Inflation, Monetary and Fiscal Policies.

Suggested Books:

1. Mukherjee Sampat: Business and Managerial Economics (In the Global Context), Third Edition, New Central Book Agency (P) Ltd., Kolkatta, 1996.
2. Dwivedi, D.N.: Managerial Economics, Vikas Publishing House Pvt. Ltd., 2003.
3. Dhingra, I.C., Essentials of Managerial Economics; Theory, Applications and Cases, Sultan Chand, New Delhi, 2003.
4. Mithani, D.M.: Managerial Economics; Theory and Applications, Himalaya Publishing House, 2003.
5. Mehta, P.L.: Managerial Economics, Text and Cases, S.Chand & Co., Delhi.
6. Varshney, R.L. and Maheswari, K.L.: Managerial Economics, S.Chand & Co, Delhi.
7. Dwivedi, D.N.: Macroeconomics; Theory and Policy, Tata McGraw Hill Publishing Company, 2002.
8. Gupta, G.S.: Macroeconomics; Theory and Applications, Tata McGraw Hill Publishing Company Ltd.
9. Yogesh Maheswari, Managerial Economics, 2nd Edition, Prentice Hall of India.

CP – 105: BUSINESS COMMUNICATIONS

Objective:

To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I

Importance of Communication in Business Organisations – Communication Objectives – Media of Communication: Written, Oral, Visual – Audio Visual Communication.

Unit – II

Interpersonal Communication – Interpersonal Communication – Communication Models: Exchange Theory – Johari Window – Transactional Analysis, Communication Styles.

Unit – III

Communication Barriers – Communication Gateways – Developing Listening Skills – Influence of Culture on Communication.

Unit – IV

Report Writing – Formal Reports – Informal Reports – Writing Good News and Bad News.

Unit – V

Meetings and Oral Presentations – Communication Through Visuals – Use of Electronic Media in Business Communication.

Suggested Books:

1. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organisational Communication – The Key stone of Managerial Effectiveness.
2. McGrath, Basic Managerial Skills for All, 5th ed., Prentice Hall of India.
3. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers, Mumbai.
4. Meenakshi Raman – Business Communication, Oxford University Press.
5. Bovee, Thill and Schatzman: Business Communication Today: Pearson Education.
6. Biswajit Das: Business Communication personality Development, Excel Publications.
7. Parag Diwan: Business Communication, Excel Publications.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
9. Dalmar Fisher, Communication in Organizations, A Jaico Book.
10. Scot Ober, Contemporary Business Communication, Wiley India, New Delhi.

CP – 106: SOFTSKILLS – I
(Business and Spoken English)

Objective:

To train students in English language to improve their oral and written business communication

Unit-I:

Business Correspondence: Meaning, Scope and Significance - Formal, informal and semiformal introductions – Describing company activities and structures – Describing job responsibilities – Understanding and writing letters - Differences between formal and informal writing – Use of formal vocabulary and functional language in business letter writing – Planning effective initial business letters and responses – email writing skills, call taking etiquette/skills/

Unit-II

Business Information: Completing forms with required details: Asking appropriate questions to gather information – Polite phrases of confirmation and communication breakdown- understanding native speaking accents and dialects; Functional language used in making verbal agreements – Effective techniques of making and accepting offers – Efficient written offer making and accepting.

Unit-III

Business Presentations: Basic presentation techniques – Use of information in presenting product features – Explaining technical features for simplification; Giving and interpreting numerical data, common useful business abbreviations and acronyms - Oral and written conventions for expressing numerical information in English – Pronunciation issues in expressing numbers and the alphabet.

Unit-IV

Business Reporting: Use of grammar in giving instructions– Effective presentation of oral instructions – effective presentation of written instructions, Presenting and describing company information: Vocabulary of describing graphical and numerical information – Expressing cause and result in English – Summarizing important information concisely.

Unit-V

Feedback and Evaluation: Giving feedback to others - Use of questions in self-assessment elicitation – Functional language of agreement/disagreement and opinion giving – Use of tone and intonation in good/bad feedback – Motivating others – Use of emphatic structures in English – Use of conditionals to discuss future possibilities – Discourse strategies for effective relationship – team building skills.

Suggested Books:

1. K. Srinivasa Krishna & B. Kuberudu: Business Communication and soft skills, excel, Hyderabad, 2008.
2. Seghal, M.K. Business Communication, Excel Books, New Delhi.
3. Mary Ellen Guffey, Business English.
4. Marie M. Stewart, Business & Communication
5. G.L. Handesson, P.R. Voiles, Business English & Communication.
6. Robert E. Barry, Pat Taylor Ellison, Business English for 21st Century.

SEMESTER - II

CP – 201: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Objective:

To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit – I

Functions, Linear, Quadratic, Logarithmic and Exponential Functions – Permutations and Combinations – Matrices – Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II

Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit – III

Concept of Probability – Probability Rules – Joint and Marginal Probability – Baye's Theorem – Probability Distributions – Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit – IV

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and Proportions of Small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V

Tests of Two Samples – Tests of Difference Between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness – Analysis of Variance.

Suggested Books:

1. K.V. Sivayya and K. Satya Rao, Business Mathematics.
2. R. Selvaraj, Quantitative Techniques, Excel Books, New Delhi.
3. Misra: Quantitative Techniques for Management, Excel Publications.
4. Barry Render, Ralph M. Stair Jr. & Michael E. Hanna, Quantitative Analysis for Management, 8th ed., Prentice Hall of India.
5. Levin, Krehbiel and Berenson, Business Statistics: A first course, Pearson Education Asia.
6. Nagar, Das – Basic Statistics, Oxford University Press.
7. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt. Ltd.
8. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2001.
9. C.R. Kothari, Quantitative Techniques, Vikas Publishers.
10. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishers, Mumbai.
11. Zameerudding, Khanna and Bhambri, Business Mathematics, Vikas Publishing House.

CP – 202: IT FOR BUSINESS

Objective:

To equip students with the basic information technologies available for improving managerial performance.

Unit-I

Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices

Unit-II

Software Concepts: Types of software – Software: its nature and qualities – Windows Operating System Functions.

Unit-III

MS Office- Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels.

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions - Ms Access: Tables and Queries.

Unit-IV

MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

Unit-V

E-COMMERCE – BUSINESS MODELS: Business To Business (B2B); Business To Consumer (B2C); E-payments – E-cash or Digital Cash, E-cheques, Credit Cards, Smart Cards, E-wallets and Debit Cards- Internet and Web Technologies

1. C.S.V. Murthy, E-commerce; Concepts, Models, Strategies, Himalaya Publishing House, 2004.
2. P.T. Joseph, S.J., E-Commerce: An Indian Perspectives; 2nd Edition, Prentice Hall of India, New Delhi.
3. Deepak Bharihoke, Fundamentals of IT, Excel Books, New Delhi.
4. Dhiraj Sharma, Foundation of IT, Excel Books New Delhi.

CP 203: FINANCIAL MANAGEMENT

Objective:

To develop an understanding of the Finance functions and relevant techniques of financial administration.

Unit – I:

Introduction: Nature, Scope and Objectives of Financial Management: Finance Function – Profit Goal vs. Wealth Goal Maximization; Techniques of Financial Analysis: Funds Flow Analysis and Ratio Analysis Role of Financial Manager in Modern Environment.

Unit – II:

INVESTMENT DECISION: Techniques of Appraisal; Process of Capital Budgeting – Risk Vs. Return Traditional and Modern Techniques. (including problems).

Unit – III:

FINANCING DECISIONS: Capital Structure – Determinants; Leverages – Financial, Operating and Combined: Cost of Capital. (including problems)

Unit – IV:

DIVIDEND AND RETAINED EARNINGS: Dividend Policy Decisions; Parameters, Dividend Models; Policies Regarding Retained Earnings.

Unit – V:

WORKING CAPITAL MANAGEMENT: Concept, Need and Determinants of Working Capital - Working Capital Cycle – Working Capital Policy.

Suggested Books:

1. Brearley, Richard and Myers, Steward: Principles of Corporate Finance, New York, McGraw Hill.
2. Soloman, Ezra, Theory of Financial Management, Columbia Press.
3. James C. Van Horne, Financial Management and Policy, Prentice Hall of India.
4. Weston J. Fred and Brigham, Eugne F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill.
6. Khan, M.Y. and Jain, Financial Management, Tata McGraw Hill.
7. Pandey, 1M, Financial Management, Delhi, Vikas Publishing House.
8. Ravi M. Kishore: Financial Management, Taxmann.
9. Sudhirbhat, Financial Management, Excel Books.

CP – 204: HUMAN RESOURCE MANAGEMENT

Objective:

To enable the students to familiarize with the main aspects of Human Resource Management at the organization level and apply the same in management of Human Resources.

Unit – I:

Human Resources Management: Concept, Significance and Evolution; Functions of HR Manager, Place of HR Department in Organization.

Unit – II:

Human Resource Planning: Significance – Methods and Techniques - Job Analysis – Recruitment and Selection Processes - Induction – Placement – Promotion and Transfers.

Unit – III:

Training and Development: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training and Development Programmes.

Unit – IV:

Wage and Salary Administration: Wage Concepts; Job Evaluation – Methods & Techniques Wage Structure & Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits – Performance Appraisal: Scope & Significance – Methods of Appraisal - Limitations of Appraisal.

Unit – V:

Industrial Relations: Significance, Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining - Employee Participation in Management.

Suggested Books:

1. Venkat Ratnam C.S., and Srivastava B.K., Personnel / Human Resource Management, Tata McGraw Hill.
2. Cynthia D. Fisher & Lyle F. Schoenfeldt, Human Resource Management, Wiley India, New Delhi.
3. N.K. Singh: Human Resources Management, Excel Publications.
4. Jyothi – Human Resource Management, Oxford University Press.
5. Gary Dessler, Human Resource Management.
6. Edwin B Flippo, Personnel Management.
7. Decenzo / Robbins, Personnel / Human Resource Management, 3rd Ed, John Wiley & Sons Pvt. Ltd.
8. P. Subba Rao, Human Resource Management, Himalaya Publishers, Mumbai.
9. Deepak Kumar, B. Human Resource Management, Excel Books.
10. Ghosh, HRD and Management, Vikas.
11. Ian Badwel, Len Holden: Human Resource Management – A Contemporary Perspective, Macmillan India Ltd.

CP – 205: MARKETING MANAGEMENT

Objective:

To develop an understanding of the concepts, strategies and issues involved in marketing and its Management.

Unit – I:

Importance of Marketing – Concepts – Approaches to the Study of Marketing – Marketing Environment.

Unit – II:

Consumer Behaviour – Market Segmentation – Market Targeting and Positioning – Marketing Information System and Research.

Unit – III:

Marketing Mix: Product Planning – New Product Development – Product Life Cycle – Branding Packaging – Product Mix Management.

Unit – IV:

Pricing: Objectives – Methods and Strategies – Distribution – Channel Selection and Management Retail Management.

Unit – V:

Promotion: Integrated Marketing Communications: Personal Selling – Advertising – Sales Promotion, Publicity and Public Relations – Direct Marketing: Evaluation of Communication Effort.

Suggested Books:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton & Futrell: Fundamentals of Marketing.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. S. Jayachandran: Marketing Management, Text and Cases, Excel Publications.
5. Tapan K. Panda, marketing management, Excel.
6. Zinkota & Kotabe: Marketing Management, Prentice Hall of India.
7. Joel R. Evans & Barry Berman: Marketing, Wiley India, New Delhi.
8. Mukesh Dhunna: Marketing Management, Wisdom Publication.
9. Rajiv Lal, John A. Quelch & V. Kasturi Rangan, Marketing Management, Tata McGraw Hill.

CP – 206: SOFTSKILLS – II
(Personality Development & GD)

Objective:

to equip students with the most needed personality characteristics of modern professional managers with an emphasis on positive thinking, creativity, goal-setting, time management, self-discipline and interview skills.

Unit - I:

CAREER PLANNING: Meaning And Importance – The Process Of Career Planning – Different Dimensions – Factors To Be Considered For Career Planning - Goal Setting - Positive Thinking

Unit - II :

PERSONALITY DEVELOPMENT: Intra-personal Skills - Inter-personal Skills - Communication Skills – Spoken, Written, Non-Verbal (Body Language), Listening skills - Time Management – Leadership – Creativity - Problem Solving - Strategic Planning.

Unit - III:

INTERVIEW PREPARATION: Art of Facing Interview - Resume Preparation- Preparation for Campus Interviews - Pre-requisites for Campus Interviews - Stress and Anxiety Management - Dress Code & Appearance.

Unit - IV

INTERVIEW PROCESS: Written Test - Group Discussion - Role-Play- Response to Oral Questions - Employer's Criteria.

Unit - V:

NEGOTIATION WITH PROSPECTIVE EMPLOYER: Terms and Conditions - Compensation Package - Place of Posting - Career, Succession - Multi-Skill Development.

Suggested Books:

1. Biswajit Das, Business Communication and Personality Development, Excel Books.
2. Subrahmanyam, et.al., Personality Development, Excel Books, New Delhi.

SEMESTER - III

(One Core Paper and Four Papers from Specialisation)

CP 301 : Insurance Products & Management

Unit – I:

Life Insurance Concept – Basic Principles of Life Insurance Utmost Good Faith- Insurance Interest – types of Life Insurance – Variations of Whole Life Insurance – Other types of Life Insurance.

Unit – II:

Life Insurance Contractual Provisions – Dividend Options – Non Forfeiture Options – Settlement Options – Additional Life Insurance Benefits – Insurance Pricing – Objectives of Rate Making – Rate Making in Life Insurance.

Unit – III:

Health and Disability – Income – Insurance – Types of Individual Health Insurance Coverage's – Individual Medical Expense Contractual – Group Insurance Group Life Insurance Plans – Group Medical Expense Insurance.

Unit – IV:

Employee Benefits – Retirement Plans –Fundamentals of Private Retirement Plans – Types of Qualified Retirement Plans – Profit Sharing Plans – Self Retirement Plans for Employed – Single Retirement Plans – Simplified Retirement Pension.

Unit – V:

Re-Insurance Reasons For Reinsurance- Types of Reinsurance – Alternatives to Traditional Reinsurance Functions of Reinsurance – Advantage and Disadvantage of Reinsurance.

Suggested Books:

1. George E. Rejoa, Principles of risk management and insurance, Pearson Education, New Delhi, 2004.
2. Black Jr. Skipper Jr. Health Insurance, Pearson Delhi, 2003.
3. M.N. Mishra, Insurance Principles and Practice, S. Chand, New Delhi, 2003.
4. M.J. Mathew, Insurance Principles and Practice, RBSA publishers, Jaipur 2005.

SEMESTER – IV

(One Core Paper and Four Papers from Specialisation)

CP 401: COMPUTER APPLICATIONS IN ACCOUNTING (TALLY)

Unit – I: Introduction to Computerised Accounting: Significance of Computerized Accounting – Advantages – Disadvantages – Computerised General Ledger System – Spreadsheet Software and Its Applications – Different Software Available in the Market Advantages – Disadvantages.

Unit – II: Accounting Software Tally (Ver. 7.2): Characteristics of the Software – Creation of a Company – Security Control – Configuration – Accounts Information – Creation of Ledgers – Vouchers – Types of Vouchers – Cost Center Budgets – Balance Sheet – Alteration of Vouchers – Audit – Trial – P & L a/c – Ratio Analysis – Security – Limitations of Tally – Short Cut Keys. (Lab – with practicals)

Unit – III: Tally's Forte (Reports): Displaying Reports – Characteristics – Objectives – Printing Reports – Display Account Books – Display Statement of Bank Reconciliation of Bank Accounts – Display Inventory Reports – Expert Usage. (Lab – with practicals)

Unit – IV: Inventory Handling Using Tally Ver 7.2 – A Practical Approach: Creation of Stock Groups – Creation of Stock Categories – Creation of Stock Items – Creation of Godown – Creation of Units of Measure – Inventory Vouchers. (Lab – with practicals)

Unit – V: Accounts of Banking Companies and Departmental Accounting: Objectives – Characteristics – Advantages – Disadvantages – Preparation of Accounts Using Tally in Departmental Accounts – Usefulness in Banks – Ledger Preparation – Guidelines of RBI for Profit & Loss Account – Expert Usage. (Lab – with practicals)

Suggested Books:

1. Computers and Common Sense, Robert Hunt & John Shelly, Prentice Hall of India, New Delhi.
2. Computers and Information Management, S.C. Bhatnagar, K.V. Ramani, Prentice Hall of India, New Delhi.
3. Management Information Systems and Data Processing, Bentley, Holt, Rinehart and Winston.
4. Principles of Data Base Management, Martin, Prentice Hall of India, New Delhi.
5. Introduction of Systems Software, Dhandhere, Tata-Mc Grawhill Publications, New Delhi.
6. Accounting Systems, M. Sulochana, K. Kameswara Rao & R. Kishore Kumar, Kalyani Publishers, Hyderabad.

SPECIALISATIONS
FINANCE & BANKING

- 3S- F1: Strategic Financial Management
- 3S- F2: Financial Markets and Services
- 3S- B1: Advanced Banking
- 3S- B2: Bank Financial Management
- 4S- F1: Security Analysis and Portfolio Management
- 4S- F2: Financial Derivatives
- 4S- B1: Financial Institutions
- 4S- B2: Banking and Technology

ACCOUNTING & TAXATION

- 3S- A1 Corporate Accounting
- 3S- A2 International Accounting
- 3S- T1 Direct Taxes
- 3S- T2 Indirect Taxes
- 4S- A1 Strategic Cost Management
- 4S- A2 Management Control Systems.
- 4S- T1 VAT and Service Tax
- 4S- T2 Tax Planning and Management.

SEMESTER – III (FINANCE & BANKING)

3S – F1: STRATEGIC FINANCIAL MANAGEMENT

Unit – I: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit – II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit – III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit – IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit –V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defences – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Suggested Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
2. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
3. James T. Gleason, Risk: The New Management Imperative in Finance, A Jaico Book.
4. Van Horn, JC. Financial Management and Policy, Prentice Hall.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.
6. Weston JF, Chung KS & Hoag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
7. Pandey IM, Financial Management, Vikas.
8. Shiva Ramu, S., Corporate Growth through Mergers & Acquisitions, Response Books (A Division of Sage Publications).
9. Khandawalla, PN, Innovative Corporate Turnarounds, Sage Publications.

3S – F2: FINANCIAL MARKETS AND SERVICES

Unit - I: Structure of Financial System – Role of Financial System in Economic Development- Financial Markets and Financial Instruments- Capital Markets – Money Markets –Primary Market Operations- Role of SEBI – Secondary Market Operations - Regulation – Functions of Stock Exchanges – Listing - Formalities -Financial Services Sector Problems and Reforms.

Unit - II: Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India - Merchant Banking – Meaning –Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Unit - III: Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Leasing – Types of Leases – Evaluation of Leasing Option. Vs. Borrowing.

Unit - IV: Credit Rating – Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting –Types of Factoring Arrangements- Factoring in the Indian Context.

Unit - V: Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

Suggested Books:

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management.
6. Verma J.C A manual of Merchant Banking.
7. West Lake. M, Factoring.
8. N. Vinaykan, A Profile of Indian Capital Market.

3S – B1: ADVANCED BANKING

Unit – I: Central Banking Concept – Central Banking Policy in Developed and Developing Economics – Functions – Note Issues – Banker to the Government; Banker to Commercial Banks – Credit Control – Techniques – Structure and Organization of RBI – Role of RBI as Central Bank.

Unit – II: Structure and Organisation of Central Bank in USA and UK – Objectives and Techniques of Central Banking Policy in Developed and Less Developed Countries – A Critical Study of Theory and Practice of Central Banking in USA and UK.

Unit – III: Development of Commercial Banking in UK, USA and India – Study of Nature and Structure of Commercial Banking in India and Abroad – Theories of Asset Management of Commercial Banks, Recent Developments in Commercial Banking in USA, UK and India. A Study of Money and Capital Markets in UK, USA and India.

Unit – IV: Economic Stabilization Policy – Objectives of Monetary Policy – Choosing Between Conflicting Objectives – Monetary Policy and Economic Stabilization – Fiscal Policy and Economic Stabilization – Interdependence of Monetary and Fiscal Policies – Debt Management Policy.

Unit –V: Financial Sector Reforms in India – Need for Reforms – Major Reforms After 1991 – Issues and Impact of Financial Reforms.

Suggestive Books:

1. Hawtrey "The art of Central Banking " Augustus M.Kelley Publishers, 1970 – New York.
2. Narendra Kumar – Bank Nationalism of India – A Symposium – Lalvani Publishing House, 1969 – Mumbai.
3. Pai Panandikar & N C Mehra – Rural Banking – National Institute of Bank Management – Mumbai.
4. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
5. Benjamin H Bankhurt – Banking Systems – Times of India Press – Mumbai.
6. Charless L Prather – Money & Banking – Richard.D.Irwin Inc. – Illinois
7. Mongia J.N. – Banking Around the world – Allied Publishers Pvt Ltd., Mumbai.
8. Bhole, L.M – Financial Institutions and Markets, Tat McGraw – Hill Publishing Company Limited, New Delhi, 2004.
9. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.

3S – B2: BANK FINANCIAL MANAGEMENT

Unit – I: CONCEPTUAL FRAMEWORK: Overview of Financial System – Introduction to Financial Management in Banks – Financial Analysis of Banks.

Unit – II: MANAGEMENT OF FUNDS: SOURCES: - Management of Owned Funds – Management of Borrowed Funds – Cost of Funds.

Unit – III: MANAGEMENT OF FUNDS: INVESTMENTS: Forms of Bank Investment – Long-term Investment – Short-term Investments – Investments in Guilds and other Financial Securities – Investment in Foreign Exchanges.

Unit – IV: RISK MANAGEMENT: Risk Management: An Overview – Estimating/Forecasting of Risks – Measuring Risks – Management of Risks – Asset-Liability Management.

Unit – V: SPECIAL ISSUES: Mergers and Acquisitions – Accounting Policies – Pricing of Bank Products & Services.

Suggested Books: To be typed

1. Edminister R.D, Financial Institution, Markets and Management.
2. Verma J.C. A manual of Merchant Banking.
3. Hawtrey "The art of Central Banking " Augustus M.Kelley Publishers, 1970 – Newyork.
4. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
5. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
6. Narendra Kumar – Bank Nationalism of India – A Symposium – Lalvani Publishing House, 1969 – Mumbai.
7. A.V. Rajwade, Foreign Exchange, International Finance and Risk Management, Academy of Business Studies, New Delhi.

SEMESTER – III (ACCOUNTING & TAXATION)

3S – A1: CORPORATE ACCOUNTING

Unit - I: Corporate Financial Accounting: Objectives-Scope - Role of Corporate Accountant- Analysis and Interpretation of Financial Statements - Inflation Accounting.

Unit - II: Valuation of Shares: Need for Valuation of Shares – Factors Effecting Value of Shares – Methods of Valuation – Impact of Earnings on Share Valuation – Role of Fundamental Analysis and Technical Analysis in Share Valuation – Fair Value of a Share – Buy Back of Equity Shares.

Unit - III: Consolidated Financial Statements: Definition of Parent or Holding and its Subsidiary – Need for Consolidated Financial Statement – Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary – Consolidation of Profit and Loss Account – Consolidated Statement of Changes in Financial Position.

Unit - IV: Accounting Standards: Objectives – Advantages and Disadvantages of Accounting Standards – Accounting Standards Board (ASB) – Compliance with Accounting Standards – International Accounting Standards and Linkage with Indian Accounting Standards – Accounting Standards Under US GAAP and Indian GAAP.

Unit - V: Financial Reporting: Concept, Objectives – Users Purpose of Financial Reporting and Specific Purpose of Report – Segment Reporting – Difficulties in Segment Reporting– Interim Reporting – Problems in Interim Reporting – Improving Financial Reporting – Value Added Statements – Disclosure of Value Added Statements – Economic Value Added – Human Resource Reporting - Environmental Reporting.

Suggested Books:

1. Advanced Accounting – Corporate Accounting Vol. 2 – Ashok Sehgal & Deepak Sehgal, Taxmann Allied Services Pvt Ltd, New Delhi.
2. Advanced Accounting – Volume – 2; R.L. Gupta & Radhaswami S. Chand & Co. Delhi.
3. Financial Accounting: A Managerial Perspective, R. Narayana Swamy, Prentice Hall of India.
4. Financial Accounting for Business Managers: Asish K. Bhattacharyya, Prentice Hall of India.
5. Human Resource Accounting – D. Prabhakara Rao.
6. Advanced Accounts – Chakravarthy – Oxford Publishers.
7. Modern Accountancy Vol.2 – A. Mukharjee and M. Hanieff – Tata McGraw hill publishing Company. New Delhi.
8. Financial Accounting – A Managerial Perspective – R. Narayana Swami – Prentice Hall of India, New Delhi.
9. Corporate Accounting – S.N. Maheswari & S.K. Maheswari, Vikas Publishing House, New Delhi.

3S – A2: INTERNATIONAL ACCOUNTING

Unit – I: International Dimensions of Accounting – Definition and Importance of International Accounting – Scope of International Accounting – Status of International Accounting in India.

Unit – II: Internationalisation of Accounting Profession – Harmonization of Accounting Practices – Comparative Analysis Between US GAAP, Indian GAAP and IAS – Models of Uniformity in Accounting.

Unit – III: Accounting for Currency Translation – Need – Foreign Exchange and Procedural Issues – Practices.

Unit – IV: Transfer Pricing – Definition – Evolution and Approaches to Transfer Pricing in International Business with Special Reference to Multinational Corporations – Indian Experience.

Unit – V: International Dimensions of Financial Reporting – Introduction – Transactional Reporting – Considerations Reporting Practices – Recent Changes – Indian Experience.

Suggested Books:

1. 'International Accounting' – Dr. Shirin Rathore, Prentice Hall of India Pvt. Ltd., New Delhi.
2. FDC Choi and G.G. Mueller, 'An introduction to multinational Accounting' (Prentice Hall, 1982).
3. 'International Accounting and financial reporting, Rueshhoff (Norlin G)
4. 'International Accounting – A User perspective Shahorkh M. Suddagaran, TAXMAN INDIA. 2000.
5. "Advanced Financial Accounting". Richard E Baker, Valdean C. Lembke Thomases King, McGraw-Hill Higher Education, Irwin, 2005.
6. "Comparative International Accounting" Christopher Nobes & Robert Parker, Pearson Education, 2002, New Delhi.

3S – T1: DIRECT TAXES

Unit – I: Income Tax Act 1961: Basic Concepts, Income, Agriculture Income -Residential Status and Incidence of Tax - Incomes Exempt from Tax.

Unit – II: Income from Salaries: Chargeability, Deductions, Perquisites, Computation of Salary Income.

Unit – III: Income from House Property, Chargeability, and Computation of Income.

Unit – IV: Income from Business & Professions - Capital Gains and Income from Other Sources –Computation of Total Income.

Unit – V: Wealth Tax Act, 1957 – Chargeability – Incidence of Tax – Assets – Deemed Assets - Assets Exempt from Wealth Tax - Return of Wealth and Assessment – Rates of Tax - Computation of Net Wealth.

Suggested Books:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

3S – T2: INDIRECT TAXES

Unit – I: Excise Duty - Introduction – Laws Relating to Excise Duty – Nature of Excise Duty – Basic Concepts – Taxable Event for Excise Duty – Types of Excise Duties – Exempted Goods.

Unit – II: Excisable Goods – Classification of Goods – Valuation of Goods.

Unit – III: CENVAT – Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services.

Unit – IV: Customs Duty - Introduction – Basic Concepts – Scope and Coverage of Customs Duty - Nature of Customs Duty – Classification for Customs – Types of Custom Duties. Exemptions from Customs Duty – Valuation for Customs Duty.

Unit – V: Customs Procedures: Import Procedures - Export Procedures - Baggage, Courier and Post – Warehousing in Customs – Duty Draw Back.

Suggested Books:

1. V.S. Datey, Indirect Taxes Law & Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. V.K.Sareen and Ajay Sharma, Indirect Tax laws, Kalyani Publications, New Delhi.

SEMESTER – IV (FINANCE & BANKING)

4S – F1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit – I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment. Investment Process; Sources of Investment Information. Security Markets – Primary and Secondary – Market Indices.

Unit – II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks, Systematic Vs Non-systematic Risk. Measurement of Total Risk.

Unit – III: Fundamental Analysis – Economy, Industry and Company Analysis, Intrinsic Value Approach to Valuation of Bonds, Preference Shares and Equity Shares.

Unit – IV: Technical Analysis – Concept and Tools of Techniques Analysis – Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit – V: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Sharpe Single Index Model and Capital Asset Pricing Model. Efficient Frontier and Selection of Optimal Portfolio. Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation.

Suggested Books:

1. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management; Prentice Hall of India.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India.
4. S. Kevin, Portfolio Management, Prentice Hall of India.
5. J.C. Francis, Investments – Analysis and Management, McGraw Hill Int.
6. Elton, EJ & Grober, MJ, Modern Portfolio Theory and Investment Analysis, John Wiley.
7. Avadhani, VA, SAPM, Himalaya Publishers.
8. Bhalla, VK Investment Management, S Chand.
9. Punitavathy Pandian, SAPM, Vikas.
10. Preeti Singh, Investment Management, Himalaya Publishers.

4S – F2 FINANCIAL DERIVATIVES

Unit - I: Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit - II: Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit - III: Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

Unit - IV: Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Books:

1. Hull C. John, "Options, Futures and Other Derivatives", Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options" Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Pameswaran, "Futures Markets: Theory and Practice" Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

4S – B1: FINANCIAL INSTITUTIONS

Unit – I: Origin – Concept – Definition – Structure – Role of Financial Institutions.

Unit – II: Non-Bank Financial Companies – Introduction – Concept – Definition – Scope and Meaning – Role.

Unit – III: NBFCs – Structure – Growth – Regulation of NBFCs.- An Overview of the Present Position of NBFCs.

Unit – IV: Non – Bank Statutory Financial Organisations – Concept – Structure – Nature, Functions and Role of NBFCs.

Unit – V: Financial Performance of Non-Banking Statutory Financial Organisations – Investment Pattern – Strengthening of NBFCs. – Reforms in NBFCs.

Suggested Books:

1. Bhole, L.M – Financial Institutions and Markets, Tat McGraw – Hill Publishing Company Limited, New Delhi, 2005.
2. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
3. Indian Banks Association, Indian Banking Year Book 2004, Mumbai, 2005.
4. RBI, Report on Trends and Progress of Banking in India, various issues, Mumbai.

4S – B2: BANKING AND TECHNOLOGY

Unit – I: IT IN BANKING: AN INTRODUCTION: - Information Technology and Its Implications – Information Technology – Indian Banking Scenario – Initiatives and Trends.

Unit – II: IT APPLICATIONS IN BANKING: Computer-based Information System for Banking – Electronic Banking – Electronic Fund Management.

Unit – III: ENABLING TECHNOLOGIES OF MODERN BANKING: Electronic Commerce and Banking – Supply Chain Management – Customer Relationship Management – Integrated Communication Networks for Banks.

Unit – IV: SECURITY AND CONTROL SYSTEMS: Computer Security and Disaster Management – System Audit and Computer Crime – Security and Control Aspects of Emerging Banking Technologies.

Unit – V: PLANNING AND IMPLEMENTATION OF INFORMATION SYSTEM: Security and Control Aspects of Emerging Banking Technologies – Data Warehousing and Data Mining – Designing and Implementing Computerization in Banking Sector.

Suggested Books:

1. Hawtrey "The art of Central Banking " Augustus M.Kelley Publishers, 1970 – Newyork.
2. Vasant Desai – Indian Banking – Nature and Problems – Himalaya Publications House – Mumbai.
3. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
4. R.G. Murdick, J.E. Ross and J. R. clagget, Information systems for modern management, PHI.
5. Charlie Kaufman, Radia Perlman and Mike Speciner, Network Security – Private Communication in a Public World, Pearson / PHI.
6. Steve Hedley – Statutes on IT & E-Commerce, Oxford University Press.

SEMESTER – IV
(ACCOUNTING & TAXATION)

4S – A1: STRATEGIC COST MANAGEMENT

Unit – I: Cost Management – Nature and Scope – Management of Value Chain – Tools of Cost Management. Product Costing Systems – Concepts and Design Issues.

Unit – II: Activity Based Costing System – Meaning and Scope – Limitations of Traditional Costing Allocation Methods – Application of ABC System – Activity – Based Management – Concept and Scope – Target Costing – Benchmark Costing.

Unit – III: Quality Cost Systems – Meaning and Application – Conflict Between Quality and Cost – Trade-off Between Quality and Price – Value Analysis – Life Cycle Costing – Learning Curve Analysis – JIT.

Unit – IV: Cost Estimation – Methods – Costing Engineering – Using Regression Analysis – Evaluating Performance – Variance Analysis – Kaizen Costing.

Unit – V: Cost Control and Cost Reduction – Managerial and Technical Aspects – Meeting the Cost Reduction Challenges Role of Cost Accountant.

Suggested Books:

1. 'Cost Management' – Strategies for Business Decisions HILTON, MAHER and SELT, Tata McGraw Hill, II ed. 2002.
2. 'Cost Accounting' – Principles and Practice, B.M.Lall Nigam, Prentice Hall of India.
3. Cost Accounting: Theory and Practice, Bhabatosh Benarjee, Prentice Hall of India.
4. 'Principles of Quality Costs' Principles, Implementation and Use Jack Companella, Prentice Hall of India Pvt. Ltd. 2000 (3rd Ed.)
5. 'Cost Accounting' – Jain and Narang.
6. 'Cost Accounting' – A Managerial Emphasis' Chrles Tn Horngren.
7. 'Cost Accounting' – B. Benerjee, World Press, Calcutta.

4S – A2: MANAGEMENT CONTROL SYSTEMS

Unit -I: Management Control: Objectives- Basic Concepts- The Formula Control Systems, Characteristics of Management Control Systems- Inter Relationship Among Strategic Planning, Management Control and Operational Control – Designing and Introduction of Management Control System – Management Control System and Responsibility Accounting -Informal Management Controls.

Unit -II: Structure of Management Control : Need for Delegation- Responsibility Centers – Expense Centers -Revenue Centers – Profit Centers- Investment Centers, Research and Development Centers – Administrative and Support Centers – Performance of Expense Centers – Revenue Centers – Profit Centers – Investment centers – Organizational Structure of Responsibility Centers – Transfer Pricing – Objectives – Methods – Pricing Corporate Services and Administration of Transfer Prices.

Unit -III: Management Control Process: Strategic Planning – Nature, Analysis of New Programmes – Ongoing Programmes – Strategic Planning Process – Programming and Budgeting – Budget Preparation Process; Performance Evaluation – Performance Evaluation Systems Interactive Control – Analysing and Reporting – Types of Reports – Report Preparation – MIS – MIS & Computers.

Unit -IV: Special Applications: Controls for Differentiated Strategies – Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Service Organizations; Professional Services – Financial Services – Healthcare Service Organizations – Management Control in Non-profit Organizations – Characteristics – Measuring Output – Pricing Management Structure – Control in NPOs.

Unit -V: Management Control in Multinational and Multi project Corporations (MNCs): Objectives, Characteristics, Performance Measurement of Subsidiaries Reporting System – Need for MIS Between Parent and Subsidiary Companies – Structure of Multi Project Organization – Characteristics, Project Planning and Control Techniques, Control Indicators in Multi Project Organizations.

Suggested Books:

1. Management control Systems – Robert Anthony and Vijay Govindarajan Tata – McGrawhill publishing Company, New Delhi.
2. Management Control Systems, N. Ghosh, Prentice Hall of India.
3. Management information and control systems – Dr. Sushila Madan. Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Management Control systems Text and Cases – Subhash Sharma Tata- McGrawhill publishing Company, New Delhi.

4S – T1: VAT AND SERVICE TAX

Unit – I: A.P. VAT Act, 2005 – Basic Concepts – Salient Features of VAT – Incidence of VAT – Exempted Goods.

Unit – II: Registration of Dealers – Determination of Taxable Value – Calculation of VAT Payable.

Unit – III: Procedure and Administration of the Act - Maintenance of Books of Accounts by Dealers – Assessment Procedure.

Unit – IV: Service Tax: Nature of Service Tax - Service Provider and Service Receiver, Individual Service, CENVAT Vs. Service Tax – Exemptions.

Unit – V: Procedures of Service Tax: Registration, Maintenance of Records, Payment of Service Tax, Taxable Services – Computation of Service Tax.

Suggested Books:

1. Kul Bhushan, How to deal with VAT, Pearson Education, Pvt. Ltd., New Delhi.
2. A.P. VAT Bill, 2005, Govt. of A.P. Commercial Taxes Department.
3. V.S. Datey, Indirect Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.

4S – T2: TAX PLANING AND MANAGEMENT

Unit – I: Introduction: Tax Planning and Management – Tax Avoidance, Tax Planning, Tax Evasion – Tax Evasion in India – Measures of the State for Tax Evasion.

Unit – II: Tax Planning for Salaried Persons.

Unit – III: Tax Planning for Firms and HUF.

Unit – IV: Tax Planning for Companies.

Unit – V: Tax Planning for Small Business.

Suggested Books:

1. Dr. V.K. Singhnia & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.