



Kristu Jayanti College

AUTONOMOUS Bengaluru

Reaccredited 'A' Grade by NAAC | Affiliated to Bangalore University

Master of Commerce -Financial Analysis (FA) with CIMA

Curriculum: 2017-19 (Batch)

Faculty of Commerce and Management

Department of Commerce (PG)

CURRICULUM OVERVIEW

1: Programme Objectives

- Master of Commerce – Financial Analysis (FA) with CIMA Programme is to impart to the students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.
- The programme enables the students to obtain CIMA qualification which is the joint venture between AICPA (American Institute of Chartered Public Accountants), USA and CIMA (Chartered Institute of Management Accountants), UK and CGMA Recognition after two years of relevant experience in Auditing, Taxation, Accounting and Finance Industry.
- M.Com FA with CIMA is eligible for gaining 11 papers exemptions out of 16 Papers.
- To equip students to build their professional qualification
- To impart experiential learning to provide practical exposure on the subjects

2: Eligibility

Candidates who have completed graduate programme in commerce or management from any university which is approved and recognized by UGC or its equivalent are eligible for admission into this Programme.

3: Attendance

1. A student should have 85 percentage of attendance in each course at the end of semester.
2. Any student who is not complying with this requirement will not be allowed to appear for End Semester Examination.
3. In case a student does not appear for the examination due to shortage of attendance, the student has to repeat that semester to make up for the attendance and the student will have to pay the fees for that semester as applicable.
4. A student who participates in co-curricular and extra-curricular activities is eligible to get attendance provided if he/she submits the requisition form with prior approval from the concerned faculty-in-charge and Principal.

4: Assessment Regulations

Evaluation is based on Continuous Internal Assessment (CIA) and End Semester Examination.

5 a) Passing Criteria

- No minimum pass mark for CIA
- ESE (End Semester Examination) alone 40% - (40% marks out of 70, that is 28 marks)
- (ESE + CIA) aggregate 50 % or 50 marks out of 100
- Student should have obtained the total credits for the programme to obtain the degree.

5 b) End Semester Examination (ESE)

The semester examination for the theory and practical will be held at the end of the semester. The time table will be notified three weeks before the examination. The duration of the examination will be three hours. It will be conducted for 70 marks.

Eligibility to appear ESE

- Student should have secured minimum 85% attendance in each course
- Applied for the Examination and has paid the Examination Fee
- Cleared all dues

5 c) Continuous Internal Assessment (CIA) :

Component	Marks
CIA I : Term Examination	15
CIA II : One Assignment	5
CIA III : One Seminar	5
CIA IV : Case Study Analysis / Mini Project (To be decided by the Course Teacher)	5
Total	30

5 d) Credit Structure

All programmes under autonomy batch will follow credit system.

The following credit structure will be followed for courses having 15 weeks of classes.

Hours per week	Credits
3 Hours	2
4 Hours	3
5 Hours	4
6 Hours	5

Maximum credits for M.Com Financial Analysis with CIMAProgramme is 104.

5 e) Question paper pattern for ESE

Section A

7 questions out of 9. Two marks each (7X2=14)

Section B

4 questions out of 7. Five marks each (4X5=20)

Section C

3 questions out of 5. Twelve marks each (3X12=36)

5 f) Grading

Marks card will indicate the marks, percentage obtained, grade and grade point average.

The Grade Point Average will be calculated as follows:

For each course, multiply the Grade Point with the number of Credits earned; divide the sum of the product by the total number of credits. The CGPA (Cumulative GPA) is calculated by adding the total number of earned points (GP × Credit) for all semesters and dividing by the total number of credit hours for all semesters.

Nine grade point scale for PG Programme (2017 Batch) is given below:

Percentage	Grade	Grade Point	Interpretation	Class
80 - 100	O	9.00	Outstanding	Distinction
70 – 79	A+	8.00	Excellent	
60 – 69	A	7.00	Good	First Class
55 – 59	B+	6.00	Average	Second Class
50 – 54	B	5.00	Satisfactory	
Less than 50	F	0.00	Reappear	Reappear

$$\text{Grade Point Average (GPA)} = \frac{\sum[\text{Grade Point X Credit}]}{\sum[\text{Credits}]}$$

CIA* : Continuous Internal Assessment

ESE / ETE** : End Semester/Trimester Examination

6: Orientation

The objectives of this programme are to acquaint the fresh students with the environment and to create awareness about the opportunities of the M.Com(FA)With CIMAProgramme. The major activities during the programme are session on campus culture and facilities available, introduction to the departmental activities, introduction to M.Com (FA)programme and courses offered including value added courses.

7: Dissertation

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the IV semester, prepare a report based on his/her work under the guidance of a faculty member and submit at the end of IV semester as per

guidelines given by the department. This will be evaluated for 70 marks. Viva voce examination will be conducted for 30 marks.

8: Skill Development Activities

Skill Development Activities are designed to enhance students' knowledge not only in conceptual base but also in application level. The department is also conducting various add-on courses to bring awareness on the current concepts in business and commerce and bridge the gap between academic and industry expectation.

- Case study discussion
- Virtual industrial visit
- Teaching practice by internal teaching assignment
- Mini project
- Paper presentation on seminars and conferences
- Panel discussion
- Research forum
- Preparation for NET / SET Examinations

9: Co-curricular Activities

Apart from the curricular activities, department also organizes various co-curricular activities for the holistic development of students. The co-curricular activities are as follows.

- Current Affairs
- Intra collegiate fest- Impulse
- Inter collegiate fest- Commercia
- Intra-class week end Seminars
- Guest lectures
- Industrial visits
- Rural exposure – Village visit
- Business Lab- Experiential Learning
- Organization skill and ability by organizing National and international conference.
- Samshodhan – A Research Design presentation on the selected topic
- Paper presentation on seminars and conferences
- Research Club
- Aptitude club

COURSE MATRIX

First Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
I	MCF171201	Financial Reporting	6	5	30	70	100
	MCF171202	Management Accounting	6	5	30	70	100
	MCF171203	Organisational Management	6	5	30	70	100
	MCF171204	Economics for Business Decisions	5	4	30	70	100
	MCF171205	QT for Accounting and Finance	5	4	30	70	100
	MCF171206	Financial Markets	3	2	30	70	100
				31	25	180	420

Second Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
II	MCF172201	Advanced Financial Reporting	6	5	30	70	100
	MCF 172202	Advanced Management Accounting	6	5	30	70	100
	MCF172203	Project and Relationship Management	6	5	30	70	100
	MCF172204	IT for Accounting and Finance	5	4	30	70	100
	MCF172205	Security Analysis and Portfolio Management	5	4	30	70	100
	MCF172206	Business Research Methods	3	2	30	70	100
			Management case study				
			31	25	180	420	600

COURSE MATRIX

Third Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
III	MCF173201	Financial Strategy	6	5	30	70	100
	MCF173202	Risk Management	6	5	30	70	100
	MCF173203	Strategic Management	6	5	30	70	100
	MCF173204	Advanced E-Commerce	5	4	30	70	100
	MCF173205	Direct Taxation	5	4	30	70	100
		Open Elective – CBCS	5	4	30	70	100
				33	27	180	420

Fourth Semester

Semester	Paper Code	Title of the Paper	Hours	Credits	CIA	ESE	Total
IV	MCF174201	Business Ethics and Corporate Governance.	5	4	30	70	100
	MCF 174202	Derivatives Management	5	4	30	70	100
	MCF174203	Goods and Services Tax	5	4	30	70	100
	MCF174204	Strategic Financial Management	5	4	30	70	100
	MCF174205	International Financial Management	5	4	30	70	100
		Project and Viva voce (70 + 30) Report: 70 marks Viva Voce: 30 marks	6	5	30	70	100
		Strategic case study					
				25	25	180	420

Note: Students must present research papers in in-house seminar / conference and any one seminar/conference conducted by other colleges or publishes a research paper with ISBN/ISSN.

Total Credits: I & II Sem (50 Credits) + III & IV Sem (48 Credits) + CBCS Credits(4 Credits) + Paper Presentations (2 Credits) + = 104 Credits

Third Semester

First Semester

Course Code: MCF171201	Course Title: FINANCIAL REPORTING	Credits: 5	Hours: 60
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Objectives

- To familiarize the student with the regulatory and managerial aspects of financial reporting.
- To provide knowledge about preparation financial statements using IFRS

COURSE CONTENTS

Unit 1	Regulatory Framework	08Hours
IFRS Vs GAAP; meaning of IFRS, Role of IASB in developing IFRS, Roles and structures of key bodies involved in regulation; the scope of IFRS and development of IFRSs; Role of an auditor in incorporated entities and the different types of audit reports;		
Unit 2	Components of Financial Statements	16 Hours
Elements and key principles underpinning financial statements in accordance with IFRS; IASB's Conceptual Framework for financial reporting Tangible non-current assets; Intangible assets; Inventory; Financial assets and financial liabilities; Leases; Provisions; contingent liabilities and contingent assets; Taxation; Foreign currency and individual transactions; computation of depreciation (simple problems)		
Unit 3	Preparation of Financial Statements	12Hours
Structure and contents of financial statements presented under IFRS –identifying and reporting the results of discontinued operations; Accounting Policies; Changes in Accounting Estimates and Errors; Operating Segments; Earnings per share; (preparation of financial statements - Problems)		
Unit 4	Preparation of Consolidated Financial Statements	12 Hours
Statement of financial position; Statement of comprehensive income; Statement of changes in equity; statement of cash flows (IAS7);Subsidiaries (IFRS 10);Associates (IAS 28);consolidated statement of financial position; consolidated statement of comprehensive income; consolidation involving fully or partially owned subsidiaries; Including the non-controlling interests using both methods specified by reporting standards (only theory)		
Unit 5	Price Level Accounting	12Hours
Meaning and Concepts; Methods of accounting for Price level changes; Problems on Current purchasing power method (CPP) and Current cost accounting Method (CCA). (Problems on CPP and CCA)		

References

- Financial Reporting, Kaplan Publishing, 2016
- Financial Reporting, BPP Learning Media LTD, 2016
- Advanced Financial Accounting, David Pendrill and Richard Lewis, Pearson Education Limited
- Advanced Accountancy, S.P.Jain and K.L.Narang, Kalyani Publishers.
- Corporate Accounting, Reddy and Murty, Margham Publications, Chennai.
- P.K. Ghosh, et all: Studies in Accounting Theory, Wiley Eastern Ltd.
- L. S. Porwal: Accounting Theory-An introduction, Tata McGraw-Hill.
- R.K. Lele and Jawaharlal: Accounting Theory, Himalaya Publishing House.
- M.P.Vijayakumar Financial Reporting ICAI Practice Manual.
- Shahrokh M. Sudagaran. (1998). *International Accounting: A User Perspective*. South-Western Pub.

Course Code: MCF171202	Course Title: MANAGEMENT ACCOUNTING	Credits: 5	Hours: 60
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Objectives

- To enable students to have an in depth understanding of various management accounting techniques used in business enterprises.

COURSE CONTENTS

Unit 1	Cost Accounting System	12 Hours
Marginal , Throughput and Absorption accounting methods; Activity-based costing ; Standard costing methods; Material variances; Labour variances; Overhead variances; Sales variances; JIT manufacturing methods; TQM system; Environmental costing (Problems on Material and Labour variances. Other concepts are only theory).		
Unit 2	Budgeting	12 Hours
Purposes of budgets; Alternative approaches to budget creation; Zero-based budgeting and activity-based budgets; Types of budgets (only theory)		
Unit 3	Short term decision making	12 Hours
Principles of decision making; Relevant costs; Pricing decisions ; Multi-product break-even analysis; Product mix decisions (problems on Break even analysis)		
Unit 4	Risk and Uncertainty I	12 Hours
Risk Analysis; Standard deviation method; Decision tree method (problems on standard deviation, decision tree)		
Unit 5	Risk and Uncertainty II	12 Hours
Risk Analysis; Standard deviation method; Decision tree method (problems on standard deviation, decision tree)		

References

- ☞ CIMA Study Text P1 Management Accounting 2015; Kaplan Publishing
- ☞ Drury Colin. (2001). *Management and Cost Accounting*. Thomson Learning.
- ☞ Garison R.H. and E.W.Noreeb. (2000). *Managerial Accounting*. New Delhi: McGrawHill.
- ☞ JawaharLal. (2009). *Advanced Management Accounting. Text, Problems and Cases*. S.Chand
- ☞ RonaldW.Hilton. (2006). *Managerial Accounting*. New Delhi: McGraw Hill.
- ☞ Vashist&Saxena. (2009). *Advanced Cost and Management Accounting*. New Delhi: Sultan Chand & Sons.
- ☞ Arun Prasad Roy Chowdhury, etal.(2010). *Cost and Management Accountancy*. New Delhi: New Central Book Agency.
- ☞ Horngren.(2000). *Cost Accounting. A Managerial Emphasis*. New Delhi: PHI.

Course Code: MCF171203	Course Title: ORGANISATION MANAGEMENT	Credits: 5	Hours: 60
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Objectives

- To enable students gain knowledge about concepts, principles and practices relating to organization management
- To enable the students use the knowledge in all functional areas.

COURSE CONTENTS

Unit 1	Introduction to Organizations	10Hours
Different types of organisations; mission; Vision and objectives; The stakeholders of an organisation ; Conflict among stakeholders; Corporate social responsibility; Features of UK corporate governance code and the features of the US Sarbanes Oxley Act (2002)		
Unit 2	Managing the finance function	20 Hours
Contribution that the finance function makes to the sustainable delivery of the organisation's strategies in a range of contexts; Analyse the components of the finance function; Potential for conflict within the role of the finance function; Contemporary transformation of the finance function		
Unit 3	Managing Technology and Information	10Hours
Role of information systems in the organisations; costs and benefits of information systems; Internet; Intranet; Wireless technology; E – commerce; Digital markets; Social media and Digital goods; Big Data analytics.		
Unit 4	Operations Management	10Hours
Porter's supply chain management system; Procurement as a strategic process in supply chain management; Supply chain management (Reck and Long's strategic positioning tool; Cousin's strategic supply wheel and relationship-based supply chains); CSR and operations management; inventory management methods; process technologies		
Unit 5	Marketing & Managing Human Resources	10Hours
The marketing concept –introduction, The marketing environment, Marketing and corporate strategy, Marketing strategy; Marketing Techniques- Marketing action plans, Branding, Marketing communications; Developments in Marketing- Consumer behaviour, Marketing in not-for-profit organisations, Internal marketing, Corporate social responsibility and social marketing. Human resource management – introduction, HRM theories, Employee motivation & Remuneration, Employee motivation & Other factors, HR management in different types of organisation, Working arrangements, The HR plan, CIMA's Ethical Guidelines. Managing human resources- Good HR practice, Human resource development , Appraisal		

References

- ☞ Organisation Management; Kaplan Publishing, edition 2015
- ☞ Stoner, Management, Pearson Education.
- ☞ William Wether & Keith Davis, Human Resource and Personnel Management, McGraw Hill.
- ☞ Don Hellriegel, et al, Organisational Behaviour, South Western
- ☞ Fred Luthans, Organisational Behaviour, McGraw Hill.
- ☞ Stephen P. Robbins, Organisational Behaviour, Pearson Education.
- ☞ Aswathappa. K, Organisational Behaviour, Himalaya Publishing House.
- ☞ Aswathappa K: Human Resource and Personnel Management, Tata McGraw Hill.

Course Code:	Course Title: Economics for Business Decisions	Credits: 4	Hours: 60
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Objectives

- To make the students understand and be familiar with micro and macroeconomics perspectives.
- To enable the students to take business decisions using economic methods and models.

COURSE CONTENTS

Unit 1	Introduction to microeconomics	10 Hours
Law of demand and elasticity of demand, change in demand and change in quantity demanded – Price effect using IC curves (normal goods, inferior goods & Giffen goods – fall in price only). Law of supply and elasticity of supply		
Unit 2	Production function	10 Hours
Meaning – types – law of Variable Proportions – Returns to Scale – MRTS – Producer's equilibrium (Least Cost Combination of factors of production). Cost Function: Short run cost and long run costs – economies and diseconomies of scale.		
Unit 3	Market structure & Product pricing decisions	12 Hours
Perfect competition, Monopoly, Duopoly, Oligopoly (Simple) and Monopolistic competition: Meaning, features and shapes of AR, MR and TR curves – Price determination under different market structures.		
Unit 4	Macro Economics	10 Hours
Meaning- Relationship between micro and macroeconomics – interface between macro economics and business – Key Macro-economic concepts: National Income & GDP– Unemployment – Inflation – Business Cycle – Aggregate demand & aggregate supply, Exchange rate, BOT & BOP- Limitations of Macro-economics.		
Unit 5	Consumption, Savings and Investment functions	08 Hours
Consumption function: determinants of consumption – MPC & APC - Savings function: determinants of savings MPS & APS - Paradox of thrift - Investment function: determinants of investment (revenue, cost and expectations only), MEC & Rate of Interest – multiplier & super multiplier.		

References

- ☞ Ackley, G. (1978). *Macroeconomics Analysis: Theory and Policy*. Macmillian Publications.
- ☞ Gupta, G.S. (2000). *Macro Economic Theory: Theory and Applications*. (3rd ed). New Delhi: Tata Mc-GrawHill Publications.
- ☞ Lucas, R.E. (1983). *Studies in Business Cycle Theory*. Mit Press.
- ☞ Mankiw, N.G. (2000). *Principles of Micro Economics*. (4th ed.). MacMillan Press.
- ☞ H.L.Ahuja (2009), *Modern Theory* (13th ed.), S. Chand Publications.
- ☞ Richard, T. Froyen. (2005). *Macro Economics- Theories and Policies*. (8th ed.). New Delhi: Pearson Publications.
- ☞ Shapiro, Edward. (2009). *Macro Economic Analysis*. (5th ed.). Galgotia Publications.
- ☞ Vaish, M.C. (2007). *Macro Economic Theory*. (13th ed.). Vikas Publishing House.
- ☞ *Theory*. (13th ed.). Vikas Publishing House.

Course Code: MCF171205	Course Title: QUANTITATIVE TECHNIQUES FOR ACCOUNTING AND FINANCE	Credit: 4	Hours: 50
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Objectives

- To impart knowledge in concepts and tools of OR and QT
- Make students apply these in managerial decision making.

COURSE CONTENTS		
Unit 1	Mathematics of finance	15 Hours
Geometric progression, mathematics of finance, Linear programming, problem formulation, graphical method and simplex method of solution, product mix problems, other managerial applications.		
Unit 2	Probability	10Hours
Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital budgeting.		
Unit 3	Network analysis	10Hours
Network analysis, PERT,CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Inventory models, EOQ model, sensitivity analysis, model with one price break, inventory control systems in practice.		
Unit 4	Inventory Model	10Hours
Inventory models, EOQ model, Sensitivity Analysis, Model with one price break, Inventory Control Systems in practice		
Unit 5	Decision making under uncertainty	15Hours
Decision making under uncertainty, different decision criteria, decision trees. Simulation model building, the process, problems with special reference to inventory and financial management.		

References

- ☞ Srivastava V. K. etal – Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd
- ☞ Richard, I.Levin and Charles A.Kirkpatrick – Quantitative Approaches to Management, McGraw Hill, Kogakusha Ltd
- ☞ Budnik, Frank S Dennis Mcleavey, Richard Mojena – Principles of Operation Research - AIT BS New Delhi.
- ☞ Sharma J K – Operation Research- theory and applications-McMillan,New Delhi
- ☞ Kalavathy S. – Operation Research – Vikas Pub Co
- ☞ Gould F J – Introduction to Management Science – Englewood Cliffs N J Prentice Hall.
- ☞ Naray J K, Operation Research, theory and applications – McMillan, New Dehi.
- ☞ TahaHamdy, Operations Research, Prentice Hall of India.
- ☞ Wagner H.M, Principles of Operations Research, Prentice Hall of India.

Course Code: MCF171206	Course Title: FINANCIAL MARKETS	Credit: 2	Hours: 30
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Objectives

- To make the student familiarize with the financial services and markets in the Indian financial system.
- To provide an understanding of working of financial markets.

COURSE CONTENTS

Unit 1	Introduction to Financial System and Money Market	07 Hours
Introduction, Role or Functions of financial system, components of financial system. Financial Markets: functions, Types- money market, capital market (Debt and Equity) and Forex markets; distinction between capital market and money market;		
Money market: Introduction, meaning and the concept, definition of money markets, structure of money market, components of money market-call money market, collateral loan market, acceptance market, bill market. The institutions of money market, characteristics of developed money market, significance/functions of money market, money market instruments-commercial bill, treasury bills, call and short notice money market, certificate of deposits, commercial paper, repos, ADRs and GDRs. London Money market, New York money market, features or defects of the Indian Money Market, Players in Indian Money market, Bill Market Scheme, The Reforms in the Indian Money Market.		
Unit 2	Primary Market	08 Hours
Introduction, meaning , objectives and importance, functions of capital market, structure of the indian capital market, market for corporate securities, components of capital markets, new issue market or primary market, capital market instruments, ownership securities-equity shares, preference shares, deferred shares, shares with differential rights, sweat equity, creditorship securities-debenture or bonds. Marketing of securities-meaning, classification of security buyers-individual, joint stock companies, institutional investors, methods of marketing securities-public issue, offer for sale, placement method, tender method, OTCEI placement, rights issue, bonus issue, book building, SEBI guidelines for the issue of securities. Intermediaries in primary market (meaning only).		
Unit 3	Secondary Market	08 Hours
Introduction, definition, characteristics of stock exchanges, functions of stock exchange, listing of securities – requirements of listing, objectives, advantages, procedure for dealing at stock exchange, electronic settlement of trade, rolling settlement, operators at stock exchanges, types of speculators, factors influencing prices on stock exchange, Stock exchanges in india – BSE,NSE and OTCEI. Depository system , depository participant, SEBI guidelines for participants, code of conduct for participants, the beneficial owner, the issuer, the depository, SEBI guidelines in respect of depository, NSDL, CDSL, Facilities offered by depository system, dematerialization of shares, Rematerialisation of shares, electronic settlement of trade, Pledging of dematerialized securities. Freezing of demat accounts, Advantages of the depository system, The Depositories Act 1996.		
Unit 4	Regulatory framework for financial markets and institutions	07Hours
Regulatory framework for financial markets and institutions, regulation v/s deregulation, role of reserve bank of India, and its bank rate and open market operation policies, SEBI.		

References

- ☞ L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
- ☞ Edminister. R.O: Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
- ☞ Karkal G.C: Unorganised money markets in India, Lalwani, Bombay.
- ☞ Khan. M.Y. Indian Financial System, Vikas

- ☞ H.R Machiraju: Indian Financial System, Vikas Pub. House.
- ☞ E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house.
- ☞ ICWA, Financial Services, ICAI, Publication.
- ☞ G.S. Patel, Capital Market, Functioning and Trends, ICAI Publication.
- ☞ J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.

Second Semester

Course Code: MCF172201	Course Title: ADVANCED FINANCIAL REPORTING	Credit: 5	Hours: 60
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Objectives

- To effectively raise long term finance required for funding operations of organizations; particularly capital investments. Financial reporting to more complex aspects of group accounting and analyses the rules governing the recognition and measurement of various elements of the financial statements.

COURSE CONTENTS		
Unit 1	Sources of Short-Term Finance	12 Hours
Types of short-term finance; working capital cycle; Management of trade receivables and credit control; Management of trade payables and supplier relations; Management of inventory; Identifying cash surpluses and deficits; Preparation of cash Budgets; Investing short term surpluses and selecting the most appropriate investments and Development. (Problems on Cash budget and working capital cycle)		
Unit 2	Sources of Long Term Finance	12Hours
Ordinary shares; Preference shares; Redeemable debt; Irredeemable debt; Convertible debt ; Debt and equity; Participants in the raising of finance-Underwriters; Investment banks and Stock brokers; Cost of equity with and without constant annual growth; Cost of debt pre-tax and post-tax; Yield to maturity of redeemable debt; Cost of convertible bonds; WACC and the limitations of WACC (problems on WACC)		
Unit 3	Financial Reporting with relevant international accounting standards	12Hours
Consolidated statement of comprehensive income; Consolidated statement of financial position; Consolidated statement of changes in equity; Consolidated statement of cash flows; Revenue; Leases; Financial instruments; Provisions (only Theory)		
Unit 4	Financial Reporting -Group Scenarios	12Hours
Definition of subsidiary; Group financial statements; Acquisition of subsidiary during its accounting period; consolidated statement of profit or loss (simple problems); Associates; Accounting for Associates (simple problems); Indirect control of subsidiaries; Basic and diluted EPS (simple problems)		
Unit 5	Analysis of Financial Performance and Position	12 Hours
Broad categories of ratios; profitability, liquidity, leverage, investor ratios (problems); limitations of ratio analysis based on financial statements		

References

- ☞ CIMA Study Text P1 Advanced Financial Reporting 2015; Kaplan Publishing
- ☞ Advanced Financial Accounting, David Pendrill and Richard Lewis, Pearson Education Limited
- ☞ Advanced Accountancy, S.P.Jain and K.L.Narang, Kalyani Publishers.
- ☞ M.P.Vijayakumar Financial Reporting ICAI Practice Manual.
- ☞ Shahrokh M. Sudagaran. (1998). *International Accounting: A User Perspective*. South-Western Pub.
- ☞ Timothy S. Douppnik, Hector Perer.(2012). *International Accounting*. Irwin Professional Publications.
- ☞ Choi FDS and Gary K. Meek: International Accounting, Pearson.

Course Code: MCF172202	Course Title: ADVANCED MANAGEMENT ACCOUNTING	Credit: 5	Hours: 60
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Objectives

- Insights about costs and their drivers to provide competencies needed to analyze; plan and manage costs to support the implementation of organization's strategy. manage and control performance of various units of the organization in line with short-term budgets and long term strategy.

COURSE CONTENTS		
Unit 1	Cost Planning and Analysis for Competitive Advantage	12 Hours
Activity based costing and activity based management ; (JIT) production ; Kaizen costing ; Throughput accounting; Process re-engineering; Target costing; Value analysis; Value Chain; Life cycle costing; Learning curves (problems of ABC costing, Throughput accounting)		
Unit 2	Control and Performance Management of Responsibility Centers	14 Hours
Responsibility centres; Fixed and Flexible budgets; Performance measurement; Financial and non-financial performance indicators; Liquidity and asset turnover ratios; Return on investment; Economic value added; Benchmarking; Balanced Scorecard; (problems on preparation of flexible budgets, ROI, EVA)		
Unit 3	Control and Performance Management of Responsibility Centers	14 Hours
Transfer pricing; Negotiated; market; cost-plus and variable cost-based transfer prices; dual transfer prices and lump sum payments; analyse pricing decisions (problems on preparation of flexible budgets, ROI, EVA, Transfer pricing)		
Unit 4	Long Term Decision Making	12 Hours
Investment decision making; discounting; investment appraisal techniques; Conventional and discounted techniques; Capital rationing (problems on Payback, ARR, Discounted payback, NPV and IRR)		
Unit 5	Management Control and Risk	08Hours
TARA framework – transfer; avoid; reduce; accept; business risks and ethical implications and the public interest; costs and benefits associated with investing in information systems; the role of Big Data in risk management (only theory)		

References

- ☞ CIMA Study Text P2 Advanced Management Accounting 2015; Kaplan Publishing
- ☞ JawaharLal. (2009). *Advanced Management Accounting. Text, Problems and Cases*. S.Chand
- ☞ RonaldW.Hilton. (2006). *Managerial Accounting*. New Delhi: McGraw Hill.
- ☞ Vashist&Saxena. (2009). *Advanced Cost and Management Accounting*. New Delhi: Sultan Chand & Sons.
- ☞ Arun Prasad Roy Chowdhury, etal.(2010). *Cost and Management Accountancy*. New Delhi: New Central Book Agency.
- ☞ Horngren.(2000). *Cost Accounting. A Managerial Emphasis*. New Delhi: PHI.

Course Code: MCF172203	Course Title: Project and Relationship Management	Credits: 5	Hours: 60
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Objectives

- To enable students gain knowledge about concepts, principles and practices relating to project and relationship management
- To enable the students use the knowledge in all functional areas.

COURSE CONTENTS

Unit 1	Introduction to strategic management and assessing the global environment	10Hours
<p>Introduction to strategy –meaning of strategy, Background, Planned strategies – the rational model, Crafting emergent strategies,Other approaches to strategy,Strategy and structure; Introduction to strategy –Levels of strategy, Concepts in established and emergent thinking in strategic management, The transaction cost approach, Mission, Goals, aims and objectives, Implementation; General environment- Relating the organisation to its environment, The political and legal environment, The economic environment, The social and cultural environment, The technological environment, Stakeholder goals and objectives, The competitive advantage of a nation's industries – Porter's diamond;Competitive environment-Competitor analysis, ccounting for competitors, Sources, availability and quality of data for environmental analysis, Information for planning and control, Environmental information and analysis, The competitive environment – the five forces, Competitive strategies, Corporate appraisal, Analysing and interpreting competitor data.</p>		
Unit 2	The human aspects of the organisation	20 Hours
<p>Key concepts in management-Role of the manager, Power, authority, responsibility and delegation, Management and leadership, Organisational flexibility, Discipline, Grievance, Termination of contract, Equal opportunities, The practical implications of legislation, Diversity; Culture-meaning of culture, Organisation culture, Culture and structure, Culture and strategy, Cross-cultural leadership</p>		
Unit 3	Managing relationships	10Hours
<p>Communication, negotiation and conflict-Communication, Negotiation, The nature of conflict, Causes of conflict, Managing conflict; Control and the finance function-Theories of control, Role of the finance function, Internal control systems, Performance management – controlling the individual, Controlling health and safety ,Mentoring, Business ethics and corporate social, responsibility (CSR), Corporate governance.</p>		
Unit 4	Managing change	10Hours
<p>Change management - Diagnosis – situation analysis for change, Approaches to managing resistance to change, Change management roles, Change management levers, Pitfall of change management; Management tools and techniques, Project management software, Documentation and reports, Compare and contrast project control systems, Project troubleshooting;</p>		
Unit 5	Project team	10Hours
<p>The nature of project management, Identifying projects, The project life cycle, Managing project risk, The project manager, Projects and organisational structure, Roles and management of project stakeholders, Leading, managing and motivating teams.</p>		

References

- ☞ Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach.(Fourth Edition).Singapore: John Wiley & Sons.
- ☞ Narendra Singh. (2000). Project Management and control. Mumbai.Himalaya Publishing House.

- ☞ Prasanna Chandra. (2009). *Projects Planning, Analysis, Financing, Implementation and Review*. (8th Edition). New Delhi. Tata McGraw Hill
- ☞ Vasanth Desai. (2013). *Project Management*. (4th Edition). Mumbai. Himalaya Publishing House.
- ☞ Don Hellreigel. (2009). *Organizational Behavior*. Thomson Publications
- ☞ Fred Luthans. (2009). *Organizational Behavior*. New Delhi: McGraw Hill.
- ☞ Dr.K. Aswathappa. (2010). *Organizational Behavior Text, Cases & Games*. Mumbai: Himalaya Publishing House.
- ☞ P. SubbaRao. (2009). *Organisational Behaviour (Text, Cases and Games)*. Mumbai: HPH

Course Code: MCF172204	Course Title: INFORMATION TECHNOLOGY FOR ACCOUNTING AND FINANCE	Credits: 4	Hours: 50
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Objectives

- To familiarize student with aspect of business information systems and relevant information technology.
- Develop skills to design and implement simple computer based business and audit information systems.

COURSE CONTENTS

Unit 1	Information Systems for Business	08 Hours
Information Systems and their role in businesses, types of information systems – Operation support system, management support system, TPS, PCS, EIS, MIS, OAS, DSS, GDSS, expert systems, artificial intelligence, Information systems at levels of management, HRIS, Accounting Information system, Marketing information systems, manufacturing and production information system, Developing information systems – systems analysis and design, SDLC – types, introduction to ERP, introduction to cloud computing.		
Unit 2	Governance, Risk and Compliance through systems	08Hours
IT-GRC (Governance, Risk and Compliance), Information system audit standards – ISO 27001– Information security and management standard (ISMS) , Capability Maturity Model (CMM), Control Objectives for Information and related Technology (COBIT) – IT Governance model, Health Insurance Portability and Accountability Act (HIPAA), Statement on Auditing Standards (SAS) for service organization.		
Unit 3	IT ACT 2008	12 Hours
Overview of specific section of IT ACT 2008 different sections, electronic contracting, digital signature, cyber offence, certifying authorities, Concepts of Cyber forensics/Cyber Fraud investigation, Overview of Information Security Standards - ISAE 3402/SA 402, ITIL		
Unit 4	DBMS	10 Hours
Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files, executing queries and relational algebra		
Unit 5	Spread sheet financial analysis	12 Hours
Spread sheet software - range, formulas, types of functions, types of charts, what-if analysis-Goal Seek Analysis, data validation, subtotal, Applying Absolute (Fixed), statistical functions – min, max, count, countif, countA, stdev, mean, mode, median, variance, correlation, percentile, quartile, rank, financial functions – PV, NPV, NPER, PMT, RATE, IRR, SLN, SYD, IPMT, DB, logical functions – if, else, and, or, not, multiple if statements, Vlookup, Hlookup, sorting data - types, conditional formatting, page layout - settings, filtering data, data analysis - descriptive statistics, pivot tables		

References

- ☞ O' Brien James — A Management Information Systems, Tata McGraw Hill, New Delhi.
- ☞ Laudon and Laudon —. Management Information Systems, Prentice flail of India, New Delhi.
- ☞ Gordan B Davis — Management Information Systems, McGraw Hill Internal on.
- ☞ For modules 4 and 5 the teacher will decide the software of his/her choice and a appropriate books.

Course Code: MCF172205	Course Title: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To enable the student to develop skills in analyzing various types of securities.
- To make the student apply the knowledge of portfolio theory in portfolio management.

COURSE CONTENTS

Unit 1	Investment management	10 Hours
	Investment management, nature and scope, investment process, investment planning, ingredients of successful investment strategy, investment avenues, types of financial assets, components of investment risk.	
Unit 2	Valuation of securities	10 Hours
	Valuation of securities, risk and return, valuation of fixed income securities, market interest rates, valuation of warrants and convertibles, option pricing models, valuation of equity shares, valuation models, timing of purchase and sale of equity shares.	
Unit 3	Securities analysis	10 Hours
	Securities analysis, analysis of variable income securities, fundamental analysis, technical analysis, company analysis, evaluation of industry life cycle theory, security price movements, efficient market hypothesis, Random Walk.	
Unit 4	Portfolio theories	10 Hours
	Portfolio theory, Markowitz's graphical portfolio analysis, portfolio performance evaluation, Sharpe's portfolio performance measure, Treynor's portfolio performance measure, Jensen's investment performance measure, asset pricing theories, portfolio insurance, portfolio management for individual and institutions.	
Unit 5	Portfolio management	10 Hours
	Analysis of alternative investments, hedging and arbitrage pricing theories, financial futures, international portfolio management, emerging opportunities.	

References

- ☞ Donald E. Fischer and Ronald J. Jordon: Security Analysis & Portfolio Management, Prentice Hall.
- ☞ Timoty E. Johnson: Investment Principles, Prentice Hall, New Jersey.
- ☞ J.C. Francis: Investment Analysis and Management.
- ☞ PandyanPuneethavathy, Securities Analysis and Portfolio Management, Vikas Pub. House.
- ☞ Fuller &Farrel, Modern Investments and Security Analysis, McGraw Hill International.
- ☞ A. Brahmiah& P. SubbaRao, Financial Futures and Options, HPH.
- ☞ Singh Preeti, Investment Management, HPH
- ☞ Chandra Prasanna, Managing Investments, Tata McGraw Hill.

Course Code: MCF172206	Course Title: BUSINESS RESEARCH METHODS	Credits: 2	Hours: 30
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Objectives

- To familiarize students with concepts, tools and techniques of the methodology of business research.
- To enable students to do a research / consultancy project in the fourth semester.

COURSE CONTENTS

Unit	Content	Hours
Unit 1	Foundation to Research	5Hours
Research: Meaning, Purpose, Scientific method, types of research; scope of business research; Review of literature: need and purpose.		
Unit 2	Research problem	08 Hours
Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques; Research Design: Meaning, nature, process of preparation, components of research design.		
Unit 3	Data management in Research	10 Hours
Sources of data, methods of collection; observation, interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list; pre-testing of tools, pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.		
Unit 4	Data Analysis and Reporting	07Hours
Analysis of data; Simple statistical techniques and their uses. Testing of Hypothesis, Research Applications – market survey; Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.		

References

- ☞ Moses, C.A. Survey Methods in Social Investigation.
- ☞ Goode & Hatt, Methods in Social Investigation.
- ☞ William Emory, Business Research Methods.
- ☞ Vernon Colver & H.L. Balsleg, Business Research Methods.
- ☞ Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalya Publishing house.
- ☞ Kothari. C.R, Methodology of Research, Vikas Publishing House.
- ☞ K.R. Sharma, Research Methodology, National Publishers, Jaipur.
- ☞ Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
- ☞ Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill

Third Semester

Course Code: MCF173201	Course Title: FINANCIAL STRATEGY	Credits: 5	Hours: 60
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Objectives

- Formulation and implementation of financial strategy to support the overall strategy of the organization. It develops competencies required to value investment opportunities including the valuation of corporate entities for mergers; acquisitions and divestments

COURSE CONTENTS		
Unit 1	Formulation of Financial Strategy	07 Hours
financial objectives for profit entities; earnings growth; dividend growth; gearing - Sustainable and integrated reporting- Interrelationship between investment; financing and dividend decisions for an incorporated entity- Development of financial strategy- Impact of adopting hedge accounting- Disclosure of financial risk (only theory)		
Unit 2	Long Term Debt Finance	08 Hours
Issued through capital markets; Issued through private placement to institutional investors; Bonds; convertible bonds; warrants; Eurobonds; (only theory)		
Unit 3	Financing Decisions	18 Hours
Impact of changes in capital structure; capital structure theories; WACC; choice of capital structure; structuring the debt/equity profile of group companies- cross currency swaps and interest rate swaps; tax considerations; debt covenant; leasing; methods of floatation; use of rights issue (problems on Net Income and NOI, problems on interest rate swaps, leasing, Divided valuation model on equity valuation)		
Unit 4	Dividend Decisions	15 Hours
Cash dividends and their impact on shareholders wealth and entity performance; impact of scrip dividends on shareholder value and entity value; impact of share repurchase programmes on shareholder value and entity vale -dividend policies; MM theory of dividend irrelevancy. Theory of relevance (Problem on Walter's and Gordon's Model)		
Unit 5	Corporate Finance	12 Hours
Financial and strategic implications of proposals for acquisition; merger or divestment including taxation implications- value of quoted/unquoted entity; asset valuation; earnings valuation; dividend valuation; discounted free cash flow valuation; (problems on Mergers and Acquisitions)		

References

- ☞ CIMA Study Text F3 Financial Strategy 2015; Kaplan Publishing
- ☞ Brealey&Myres. (2004). *Principles of Corporate Finance*. New York: McGraw Hill
- ☞ Chakraborty&et. (2003). *Financial Management and Control*. Mcmillan India Ltd.
- ☞ James Vanhorne. (2002). *Fundamentals of Financial Management*.New Delhi: Prentice Hall Inc.
- ☞ John Hampton. *Financial Decision Making – concepts, problems & cases*. New Delhi:PHI.
- ☞ Prasanna Chandra. (2005). *Financial Management, Theory and Practice*. New Delhi: Tata McGraw Hill.
- ☞ Khan & Jain. (2009). *Financial Management*. New Delhi: Tata McGraw Hill .
- ☞ I.M. Pandey. (2009). *Financial Management*. Viaks Publishing House .
- ☞ Schall& Haley. (2001). *Financial Management*.New York: McGraw Hill.
- ☞ S.C. Kuchal. (1982). *Financial Management*. Chaitanya Publishers. Allahabad
- ☞ Weston & Brigham. (1990). *Essentials of Managerial Finance*. The Dryden Press

Course Code: MCF173202	Course Title: RISK MANAGEMENT	Credits: 5	Hours: 60
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Objectives

- The course highlights on identifying; evaluating and managing various risks that could adversely affect the implementation of the organization's strategy.

COURSE CONTENTS

Unit 1	Identification; Classification and Evaluation of Risk	08 Hours
Types of risk - quantification of risk exposure- risks arising from international operations; strategic and operational risks- Techniques to manage risk-Enterprise risk management; risk mitigation including TARA; assurance mapping; risk register - Boards responsibilities for reporting risk to shareholders and other stakeholders-ethical; social and environmental issues arising from risk management		
Unit 2	Financial Risks	18 Hours
Sources of financial risks; Market risks; Trading and credit risks; currency risks; value at risk; interest rate risk; (problems on value at risk, FRA, interest rate futures and options, currency futures and options)		
Unit 3	Internal Controls to Manage Risk	10 Hours
HR controls; Finance Controls; IT Controls; Control systems for managing the organization- ;Performance target setting; Appraisal and feedback; Internal control systems; Planning and management of internal audit and investigations; Compliance audit; Fraud investigation (only theory)		
Unit 4	Internal Audit	12 Hours
Need for internal audit; types of internal audit assignments; difference internal and external audit; outsourcing internal audit; (only theory)		
Unit 5	Monitoring, Control and Direction	12 Hours
Management information system; value of information; corporate governance theories; agency conflicts; balance scorecard; dysfunctional divisions (only theory)		

References

- ☞ CIMA Study Text P3 Risk Management 2015; Kaplan Publishing
- ☞ C.A. Williams, M.L. Smith & P.C. Young, *Risk Management and Insurance*, Irwin McGraw Hill.
- ☞ Risk Management Michel Crouhy, Dan Galai, Robert Mark
- ☞ Enterprise Risk Management, James lam

Course Code: MCF173203	Course Title: STRATEGIC MANAGEMENT	Credits: 5	Hours: 60
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Objectives

- To enable students gain knowledge about concepts, principles and practices relating to strategic management
- To enable the students use the knowledge in all functional areas.

COURSE CONTENTS

Unit 1	Interacting with the Organisation's Environment	10Hours
<p>Fundamentals of strategic management- Strategic management, Strategic planning, Less formal strategic planning, Environmental complexity and organizations, Resource-based strategy, Management accountants and strategy Development, Directors' strategic roles and responsibilities; Corporate objectives and stakeholders- Mission, vision, goals and strategy, Business goals and objectives, 3 The short term and the long term, Managing relationships with stakeholders, Corporate political activity, Business ethics, Corporate social responsibility and sustainability, Not-for-profit organisations; The environment and uncertainty- The external environment, The environment as a driver for change, Environmental information and analysis, Gap analysis, Forecasting, Scenario planning, Foresight, Game theory, Strategic intelligence.</p>		
Unit 2	Managing Technology and Information	20 Hours
<p>Resources and capabilities- Strategic resources and capabilities, Value drivers, Converting resources: the value chain, The supply chain and supply chain management, Outputs: the product portfolio, New products and innovation, Benchmarking; Identifying and evaluating strategic options- Assessing strategic position, Generic competitive strategies, Product-market strategy: direction of growth, Methods of growth, Organic growth, Mergers and acquisitions, Joint ventures and strategic alliances, Divestment and rationalization, The public and not-for-profit sectors , Evaluating strategic options; Information systems and strategy- Strategic information systems, Information strategy, Strategic and operational information; Business applications of information and information technology- Information for decision making and control Information sources and management, Knowledge management, Databases and models, Big Data, E-commerce, Web 2.0 technologies and business strategy, The IT department; Customers and marketing- Marketing, Marketing: products, customers and segmentation, Relationship marketing and customer loyalty, Reviewing the customer portfolio, Databases and marketing, E-marketing.</p>		
Unit 3	Leading Change	10Hours
<p>Understanding organisational change- Introduction to change management, Types of change, The context of change, Culture and change, Stage models of change, Other models of managing change, Force field analysis, Managing resistance to change; Leading and managing change - Change and communication, Why change succeeds or fails, Change and the individual, Leading change, Building and managing effective teams, Business ethics in change management and the implementation of strategic plans, Change in practice, Change management and strategy implementation.</p>		
Unit 4	Implementing Strategy	10Hours
<p>Strategic performance management- 1 Performance management and control – – Recommend, Strategic control and critical success factors, Performance measures: financial and nonfinancial, The balanced scorecard, Developing a performance measurement system, Performance pyramid (Lynch & Cross), Building block model (Fitzgerald & Moon), Measuring performance in manufacturing businesses, Targets and rewards;</p>		

Unit 5	Performance measurement	10Hours
Performance measurement- The role of the management accountant in strategic performance evaluation, Inflation and NPVs, Using contribution margin as a measure of performance, Divisional performance: return on investment (ROI), Divisional performance: residual income, Comparing profit centre performance, Interfirm comparisons and performance ratios.		

References

- ☞ Strategic management, Kaplan Publishing, 2016
- ☞ Strategic management, BPP Learning Media LTD, 2016
- ☞ Budhiraja, S.B. and M.B. Athreya. (2007). *Cases in Strategic Management*. New Delhi:TataMcgraw Hill, New Delhi.
- ☞ RochardGHamermesh Michael E. Porter. (2012). *Business Policy text and Cases*. New Delhi: Richard D. Irwin, Inc.
- ☞ Coulter, Mary K. (2010). *Strategic Management in Action*. Prentice Hall,
- ☞ David, Fred R. (2009). *Strategic Management*. , New Jersey: Prentice Hall.
- ☞ Glueck, William F. and Lawrence R. Jauch. (2003). *Business Policy and Strategic Management*, McGraw-Hill International Edition.

Course Code: MCF173204	Course Title: ADVANCED E-COMMERCE	Credits: 4	Hours: 50
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Objectives

- To expose students to the world of E – Commerce
- To enable them to adopt E-Commerce technology in business.
- To impart Knowledge about Mobile Commerce

COURSE CONTENTS

Unit 1	Introduction to E-Commerce	10 Hours
E-commerce- definition, E-Commerce Framework, E-Commerce and Media Convergence, E-Commerce Consumer Applications and Organization Applications. Business Models for E-Commerce, E-Business Models based on the Relationship of Transaction parties, Relationship of Transaction types, examples.		
Unit 2	Electronic Market, Electronic Payment Systems	10 Hours
Traditional Marketing, E-Marketing, Identifying web presence goals, Browsing Behavior Model, Online Marketing, E-advertising, Internet Marketing Trends, Target Markets, E-Branding, Marketing strategies. Digital payment requirements, Digital Token-based electronic payment systems, classification of new payment systems, e-Cash, e-Cheque, Risk and e-Payment system, Designing of e-Payment Systems.		
Unit 3	Electronic Security, e-CRM, e-SCM	10 Hours
Information System Security, Security on the Internet, Digital Signature, E-business Risk Management Issues, Information Security Environment in India. Customer Relationship Management, Typical Business Touch-points, e-Supply Chain Management, e-Supply Chain Components, Architecture. e-Supply Chain Management in industry, Recent trends in avoiding cyber crimes.		
Unit 4	Electronic Data Interchange and Usage	10 Hours
Electronic Data Interchange- EDI applications in Business, EDI and E-Commerce, Value Added Network, Internet Based EDI, Standardization and EDI, EDI Software Implementation, EDI Legal, Security and Privacy Issues, EDIFACT - Overview, Structure, EDIFACT Software.		
Unit 5	Mobile Commerce	10 Hours
Introduction to Mobile commerce: Emerging applications, Different players in Mobile Commerce, Types of Mobile Commerce Services, Mobile Marketing & Advertisement, Non– Internet Applications In M–Commerce, Mobile Commerce life cycle, Mobile financial services, Mobile entertainment services, and Mobile commerce in India.		

References

- ☞ Kalakota Ravi and Whinston, Andrew B. (2006) *Frontiers of Electronic Commerce*. (3rded) Addison-Wesley- Massachusetts.
- ☞ P.T. Joseph, S.J. (2013), *E-Commerce an Indian Perspective*. (4thed) PHI Learning Pvt. Ltd.
- ☞ Jibitesh Mishra. (2011), *E-Commerce*, Macmillan Publishers India Ltd.
- ☞ Bajaj Kamlesh. K and Nag Debjani (2005) *E-commerce (The cutting Edge of Business)*, (2nded.)Tata McGraw Hill Publications- New Delhi.
- ☞ Nansi Shi (2004) *Mobile Commerce Applications*, IGI Global
- ☞ CIA - 40 Marks - 20 Marks – Term Examination and 20 Marks – Case Study and Presentation

Course Code: MCO173205	Course Title: DIRECT TAXATION	Credits: 4	Hours: 50
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Objectives

- To provide a conceptual framework of taxation for financial planning
- To enable students to understand assessment of Firms and Individuals in regard to income tax

COURSE CONTENTS

Unit 1	Introduction to Direct Taxes	5 Hours
Features of Direct Taxes - Cannons of taxation; Types of Direct Taxes - Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC; International Taxation- A brief discussion on UK and USA tax system, IRS and HMRC (Functions).		
Unit 2	Residential Status and Tax Incidence	05 Hours
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
Unit 3	Heads of Income	25 Hours
(a) Salary Income: Concept of salary income, incomes forming part of salary, computation of income from salary (Excluding problems on retirement benefits). (b) Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24. (c) Income from Business and Profession (Theory and Advanced Problems) (d) Capital Gains -Theory and Advanced Problems (e) Incomes taxable under the head other sources (Theory &Advanced Problems)		
Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 TTA, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee (Problems); Procedure of assessment and filing tax returns.		
Unit 5	Assessment of Partnership Firms	05 Hours
Meaning of Partnership Firm - Conditions for Assessment as a firm U/S 184 and 185 - Treatment of interest and remuneration paid to partners U/S 40(b) - Computation of Total Income.		

References

- ☞ Vinod K. Singhania: Taxman's Direct Tax Laws
- ☞ Bhagawati Prasad: Direct Tax Laws and Practice
- ☞ B.B. Lal and N. Vashisht: Income Tax, Wealth Tax and Tax Planning
- ☞ Manmohan: Direct Taxes with Tax Planning aspects
- ☞ Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.
- ☞ V.P. Gaur and D.B. Narang Income Tax Law and Practice – Kalyani Publications.

Fourth Semester

Course Code: MCF174201	Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE	Credits: 4	Hours: 50
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Objectives

- To make students understand and conscious about ethical values in real life and in business.
- To enable the students critically examine ethical dilemmas and internalize ethical values and practices.

COURSE CONTENTS

Unit 1	Ethics in Business	08 Hours
Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics; code of ethics; importance of ethics in business;		
Unit 2	Ethical Theories and Corporate Social Responsibility	12 Hours
Cognitive and non-cognitive; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.		
Unit 3	Ethics in Marketing and Finance	12 Hours
Ethical dilemmas in marketing- unethical marketing practices ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers, tax evasion- corporate crimes.		
Unit 4	Ethics in HRM and Information Technology	10 Hours
Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications-Individualism versus collectivism in human resource management practices Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking –computer crime prevention – ethical dilemmas and considerations.		
Unit 5	Corporate Governance & Ethics in Global Economy	08 Hours
Importance; Corporate governance and agency theory; Benefits of good corporate governance - present scenario in India; Reforming Board of Directors, Birla committee, Naresh Chandra Committee; Narayana Murthy committee; Corporate Governance code future scenario; Ethical perceptions and international business, global values, the multinational corporations and various ethical issues, cross cultural, cross religion, and cross racial issue; Role of Independent Directors as per Companies Act 2013.		

References

- ☞ CSV. Murthy (2015). *Business Ethics and Corporate Governance*, New Delhi: HPH
- ☞ C.V. Baxi. (1999). *Corporate Governance*. Excel Books.
- ☞ Gopaldaswamy. (2010). *Corporate Governance*. New Age International (P) Ltd.
- ☞ Hartman, Laura P. (2004). *Perspectives In Business Ethics*. New Delhi: McGraw-Hill.
- ☞ C Ferrell. (2003). *Business Ethics*. Biztantra.
- ☞ P.S.Bajaj& Raj Agarawal. (2008). *Business Ethics*. Biztrantra.
- ☞ Prasad. (2007). *Corporate Governance*. Prentice Hall Of India
- ☞ Steiner and Steiner. (1974). *Government and Society*. New Delhi: McGraw-Hill.
- ☞ Velasquez. (1999). *Business Ethics: Concepts & Cases*. Prentice Hall Of India.

Course Code: MCF174202	Course Title: GOODS AND SERVICES TAX	Credits: 4	Hours: 50
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Objectives

To make the students understand the GST law in India

To make the students understand the calculation of GST for different goods and services.

COURSE CONTENTS

Unit 1	Introduction to GST	05 Hours
Meaning – Scope – Administration – Levy and Exemptions: Composition of Levy, Taxable person, Power to grant exemption and Remission of Tax – Time value of supply – Registration: GSTN, Amendment, Cancellation and revocation.		
Unit 2	Calculation of GST and Input Tax Credit	15 Hours
Valuation of Goods and Services Tax – Procedure of Input tax Credit – Input credit for job work – Input credit for services – Recovery of credit. Tax invoice, credit and debit notes. Transfer of Input tax credit.		
Unit 3	Payment of Tax	10 Hours
Payment of tax, interest, penalty, and other amounts - Interest on delayed payment of tax - Tax deduction at source - Refund of tax - Interest on delayed refunds - Consumer Welfare Fund - Utilization of the Fund – Demands and Recovery.		
Unit 4	Returns	10 Hours
First Return - Claim of input tax credit and provisional acceptance - Matching, reversal and re-claim of input tax credit - Matching, reversal and re-claim of reduction in output tax liability - Final return – Late Fees - Scrutiny of returns.		
Unit 5	Offences and Penalties	10 Hours
Offences and Penalties - Detention of goods and conveyances, and levy of penalty - Confiscation of goods – Prosecution – Appeal and Revision – Advance Rulings.		

The syllabus is framed on the basis of draft law relating to GST and the syllabus will be changed after its amendments.

References

GST Model Drafted by Ministry of Finance Government of India

Course Code: MCF174203	Course Title: DERIVATIVES MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To impart the conceptual framework of financial derivatives
- To provide various evaluation models of financial derivatives
- To enable the students to understand the mechanics of commodity derivative markets.

COURSE CONTENTS

Unit 1	Derivatives Basics	10 Hours
Introduction, economic benefits of derivatives - Types of derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.		
Unit 2	Financial Derivatives	10 Hours
Forwards and futures – Types of Futures - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures; Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.		
Unit 3	Options markets	10 Hours
Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options -stock options - options on stock index– interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.		
Unit 4	Interest rate Markets	10 Hours
Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.		
Unit 5	Commodity & derivatives Market	10 Hours
Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform – Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges. Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and its Merger with SEBI and regulation; Procedure of Commodity trading and settlements – physical delivery of commodities.		

References

- ☞ Stoner, Management, Pearson Education.
- ☞ G.Kotreshwar Financial Derivatives –, Chandana Publications(2014),Mysore
- ☞ By Gupta Financial Derivatives – (PHI)
- ☞ D.A.Dubofsky and T.W.Miller Derivatives – By (Oxford)
- ☞ NittyNandhiniChatnani.(2010).Commodity Markets. New Delhi: TMH
- ☞ Prasanth, NeenaPandian. (2009). Commodity Markets. New Delhi: Subhas publications
- ☞ Economic Times & Business Line (Daily) .Business India (Magazine).
- ☞ Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM.NCDEX, MCX, NMCE, NBOT.

Course Code: MCF174204	Course Title: STRATEGIC FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of strategic financial decisions of the firm.
- To familiarize various approaches of corporate valuations and value based management

COURSE CONTENTS

Unit	Introduction	08 hours
Unit 1	Introduction	08 hours
SFM-Meaning, definition, characteristics, scope, importance; success factors of SFM, Constraints to SFM. Financial policy and strategic planning: meaning, importance, steps, characteristics of financial planning; Estimating financial requirements.		
Unit 2	Strategic financing decisions	08 hours
Capital structure and value in a perfect world – imperfections and capital structures –signaling theory – tools for developing an effective capital structure – Guidelines for capital structure planning – dividend policy and firm value – implication of real world imperfections – dividend policy formulation – rationale and objections to share buyback – share buy backs and valuation.		
Unit 3	Corporate Valuation	16 hours
Meaning and approaches to Corporate Valuation – Adjusted book value approach, Stock and debt approach, Comparable companies approach, discounted cash flow approach; Concept of free cash flow to the firm, two and three stage valuation models.		
Unit 4	Value Metrics	10 Hours
Shareholder Value Creation – Traditional and modern approaches; Value Drivers, Approaches to Value Based Management – Marakon Approach, Alcar Approach, McKinsey Approach, EVA Approach, BCG Approach; Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA,CFROI Concept of Economic Depreciation; Executive Compensation and value creation; Employee stock option plan; Balanced score card.		
Unit 5	Corporate Restructuring	08 Hours
Meaning and forms of corporate Restructuring – M&A,Types of Merger, Reasons for Merger, LBO, buyback of shares, divestiture (sell off, spin off, equity carve-out), demerger (theory only).		

References

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- ☞ Prasanna Chandra. (2010). *Financial Management*. New Delhi: Tata McGraw Hill Publishing Limited.
- ☞ Grinblatt, Mark and Titaman, Sheridan. (2006). *Financial Markets and Corporate Strategy*, Tata McGraw Hill.
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- ☞ Vedpuriswar,A.V. (2010). *Strategic Financial Management – Achieving Sustainable Competitive Advantage*. New Delhi: Vision Books.
- ☞ Prasanna Chandra.(2011).*Corporate Valuation*.Tata McGraw Hill education private Limited.
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Course Code: MCF174205	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand the intricacies of financial management in International environment
- To learn the role of forex in international cash flows
- To be aware of international financing decisions of MNCs
- To familiarize students with forex exposure and measures to manage it

COURSE CONTENTS

Unit 1	International Financial Environment	08 Hours
International Financial Environment, Globalization and the Multinational Firm; International Monetary System; Balance of Payments (Theory). FDI and FII; International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		
Unit 2	Foreign Exchange Markets	12 Hours
Foreign Exchange Markets; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Exchange Rate Determination; International Parity Relationships: Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Covered Interest Arbitrage (Theory); Exchange Rate Forecasting (Theory).		
Unit 3	FOREX Derivatives	08 Hours
Derivatives in the Forex Market: Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
Unit 4	Foreign Exchange Exposure and Risk Management	12 Hours
Types of Exposure: Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning; Economic Exposure - Determinants and Management (Theory); Country Risk Analysis.		
Unit 5	Financial Management of Multinational Corporations	10 Hours
International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Simple problems); Multinational Cash Management; International Taxation Environment (Theory).		

References

- ☞ Apte, P.G. (2009). *International Financial Management* (5thed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- ☞ Eieteman, David K., Stonehill, Arthur I, Moffett, Michael A., Pandey, Alok (2007). *Multinational Business Finance* (10thed.). New Delhi: Pearson Education.
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