

UNIVERSITY OF MYSORE



VISHWAVIDYANILAYA KARYA SOUDHA
CRAWFORD HALL, POST BOX NO. 406
MYSORE-570 005

No.AC6/387/2012-13

Dated: 20/06/2015

NOTIFICATION

Sub: Modification of Syllabus for M.Com. from the Academic Year 2015-16.

Ref: 1) Proceedings of the Faculty of Commerce Meeting held on 05.02.2015

2) Proceedings of the Academic Council Meeting held on 27.03.2015.

BOS in Commerce P.G. which met on 03.02.2015 has resolved and recommended to Modification of Syllabus for M.Com. and also the Board consensus of effect the following changes.

- To arrange the odd and even semester papers in to semester- wise to avoid the confusion especially to the outreach centers.
- To replace the Hard core paper Financial Management by Financial Decisions with an emphasis on decision making.
- To discontinue the elective Agri-Risk Management.
- To replace the existing open electives (Personal Financial Planning, Retail Banking and Financial Accounting) by new elective (Stock Markets and Social Entrepreneurship).
- To replace the elective paper "tools and Techniques of Control" by "Cost Management".
- To replace the elective paper "Financial Derivatives and Hedging Tools by "Strategic Financial Decisions".
- To accept the modifications made in the existing papers (in tune with the latest trends and developments) without changing the nomenclature.
- To implement the modified syllabus from the academic year 2015-16.

The Faculty of Commerce and the Academic Council at their Meetings held on 05.02.2015 and 27.03.2015 respectively have approved the above said proposal and the same is notified.

DRAFT APPROVED BY THE REGISTRAR

[Signature]
20/6
2015
20/6
2015
Dupty Registrar(Academic)

To:

- All the Deans, University of Mysore, Mysore.
- The Registrar (Evaluation), University of Mysore, Mysore.
- The Chairman, DOS in Commerce, Manasagangotri, Mysore.
- The Co-ordinator, Directorate of Out-reach and On-line Programmes, MGM.
- All the Principles of affiliated colleges where running PG courses.
- All the Deputy/ Assistant Registrar/AB & EB, University of Mysore, Mysore.
- The Suptd., AC1/AC2, AB, Academic Section, University of Mysore, Mysore.

UNIVERSITY OF MYSORE
DoS IN COMMERCE
CHOICE BASED CREDIT SYSTEM
(TO BE IMPLEMENTED FROM THE ACADEMIC YEAR 2015-2016)

M.COM. COURSE STRUCTURE AND SYLLABUS

MINIMUM CREDITS REQUIRED FOR M.COM. DEGREE

I to IV Semesters	HardCore Course		SoftCore Course		Open Elective Course		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
	11	44	6	24	2	8	19	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE
 TO SUCCESSFULLY COMPLETE M.COM. DEGREE IN FOUR SEMESTERS

Semesters	HardCore Course		SoftCore Course		Open Elective Course		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	1	4	-	-	5	20
II	3	12	1	4	1	4	5	20
III	2	08	2	8	1	4	5	20
IV	2	08	2	8	-	-	4	16
TOTAL	11	44	6	24	2	8	19	76

1ST SEMESTER - M.COM.

Sl. No.	Title of the Course	HardCore/ SoftCore/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Accounting Theory	HC	3	1	0	4
HC02	Corporate Governance	HC	3	1	0	4
HC03	Financial Decisions	HC	3	1	0	4
HC04	Marketing Management	HC	3	1	0	4
SC01	Business Policy and Environment	SC	3	1	0	4
SC02	Statistics for Business Decisions	SC	3	1	0	4

2ND SEMESTER-M.COM.

Sl. No.	Title of the Course	HardCore/ SoftCore/ OpenElective	Number of Credits			
			L	T	P	Total
HC05	Capital Market Instruments	HC	3	1	0	4
HC06	Human Resource Management	HC	3	1	0	4
HC07	Organizational Behavior	HC	3	1	0	4
SC03	Computer Applications in Commerce	SC	3	1	0	4
SC04	Strategic Management	SC	3	1	0	4
OE01	Stock Markets	OE	3	1	0	4

3rd SEMESTER-M.COM

Sl. No.	Title of the Course	HardCore/ SoftCore/ OpenElective	Number of Credits			
			L	T	P	Total
HC08	Business Research Methods	HC	3	1	0	4
HC09	International Business	HC	3	1	0	4
SC05	Management of Non-Profit Organizations	SC	3	1	0	4
SC06	Portfolio Management	SC	3	1	0	4
SC07	Elective Group A: Business Taxation Paper 1: Indirect Tax Law and Practice	SC	3	1	0	4
SC08	Elective Group B: Financial Accounting Paper 1: Contemporary Areas of Financial Accounting	SC	3	1	0	4
SC09	Elective Group C: Financial Management Paper 1: Futures, Options and Swaps	SC	3	1	0	4
SC010	Elective Group D: Human Resource Management Paper 1: Strategic Management of Human Resources	SC	3	1	0	4
SC11	Elective Group E: Management Accounting Paper 1: Marginal Costing and Decision Making	SC	3	1	0	4
OE02	Social Entrepreneurship	OE	3	1	0	4

4th SEMESTER-M.COM

Sl. No.	Title of the Course	HardCore/ SoftCore/ OpenElective	Number of Credits			
			L	T	P	Total
HC10	International Accounting	HC	3	1	0	4
HC11	Operations Research	HC	3	1	0	4
SC12	Foreign Exchange Management	SC	3	1	0	4
SC13	International Financial Management	SC	3	1	0	4
SC14	Project Work	SC	0	1	3	4
SC15	Elective Group A: Business Taxation Paper 1: Corporate Tax Law and Planning	SC	3	1	0	4
SC16	Elective Group B: Financial Accounting Paper 2: International Financial Reporting Standards	SC	3	1	0	4
SC17	Elective Group C: Financial Management Paper 2: Strategic Financial Decisions	SC	3	1	0	4
SC18	Elective Group D: Human Resource Management Paper 2: International Human Resource Management	SC	3	1	0	4
SC19	Elective Group E: Management Accounting Paper 2: Cost Management	SC	3	1	0	4

Elective Groups:

Anyone *group* from the available electives shall be selected by a student at the commencement of II I Semester. Once a group has been selected, no change in these selected group will be allowed later. The Department will announce at the end of the second semester, anyone or more elective groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for electives.

Project Work:

A student in the fourth semester shall register for a Project Work which carries 4 credits. Workload for Project Work tutorial class is 1 hour per batch of 6 students per week for the teacher. The students shall do field work and library work in the remaining 3 hours per week. Continuous assessment criteria for major project work include:

Component-I (C1): Periodic Progress and Progress Reports –15 Marks Component-II (C2): Results of Work and Draft Report –15 Marks.

Component-III (C3): Final Viva-voce and Project Report Evaluation –70 Marks.

The Project Report evaluation is for 50 Marks and the Viva-Voce examination is for 20 Marks.

Guidelines for preparation of Project Report

The project report shall be prepared as per the broad guidelines given below:

- Project Report shall be typed in Times New Roman with one and half line spacing in 12 Font Size.
- The size of the Project Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
- Project Report shall be printed on both sides of the paper.
- The Project Report shall be spiral bounded.

Continuous Assessment:

Continuous assessment shall be conducted by the course teacher for the course he/she is teaching according to the following schedule

	C1	C2	
Week	1 st Week to 8 th Week	9 th Week to 16 th Week	Total
Marks	15	15	30

Continuous Assessment Criteria:

Continuous Assessment Criteria shall be decided by the course teacher at the beginning of the semester and shall be informed to the students in advance. Continuous Assessment Criteria include the following:

Case study design, analysis and presentation; assignment writing; seminar presentation, group discussion and panel discussion on contemporary issues; review of research articles and its presentation; review of reports submitted by committees, expert groups to RBI, SEBI, Government etc; Review of implementation of regulations and guidelines issued by regulatory agencies; reading and analysis of annual reports, exercise problems solving, tests and any other criterion to be chosen by the course teacher.

M.COM SYLLABUS 1st SEMESTER

HC01: ACCOUNTING THEORY

1. Course Description:

The course provides the coverage of the meaning of accounting theory, its types, approaches to formulate accounting theory; the IASB's conceptual framework; definition, recognition, measurement and disclosure of elements of financial statements; accounting regulation and policy in India.

2. Course Objectives:

The goal of this course is to provide the knowledge of accounting theory based on conceptual framework of accounting theory and also the critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with accounting theory, and the financial reports generated by the accounting system.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Reading and analysis of annual reports of companies will be the integral part of instruction.

4. Course Contents:

Module 1: The Meaning of Accounting Theory: The meaning of accounting theory; relationship with accounting research and practice. Syntactical, semantical and behavioral accounting theories. Approaches to formulation accounting theory. Ownership theories - proprietary, entity and fund theories. Case Study Analysis.

Module 2: The IASB Framework for the Preparation and Presentation of Financial Statements: Preface, purpose and scope; Users and their information needs; Objectives of financial statements; Underlying concepts and assumptions; Qualitative characteristics of financial statements; Constraints on relevant and reliable information; Structure and format of financial statements. Physical and financial capital maintenance concepts. Case Study Analysis.

Module 3: Definition, Recognition, Measurement and Disclosure of Elements Financial Statements: The concept of revenue and expense; their recognition principles and processes, measurement methods and disclosure issues. Gains and losses from extraordinary items, discontinued operations, effects of changes in accounting principles, and prior period items. Definition of asset, liability and owners' equity; their types and characteristics; their recognition principles, measurement methods and disclosure issues. Problems and Case Study Analysis.

Module 4: The Framework of Accounting Regulation and Policy: Need for and evolution of accounting regulation in India. Regulatory provisions of accounting in Indian Companies Act. Role of MCA, NFRA, NACAAS, ICAI, SEBI and RBI in framing and enforcing accounting regulation in India. Meaning and objectives of accounting policy. Economic and social consequences of accounting regulation and policies. Analysis of Significant Accounting Policy Statements disclosed by the companies in their annual reports.

References:

1. Accounting: Text and Cases: Anthony R.N., D.F. Hawkins and K.A. Merchant, McGraw Hill, 1999
2. Financial Accounting Theory and Analysis: Text Readings and Cases: Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, John Wiley and Sons, 2005.
3. Accounting Theory: Ahmed Riahi Belkaoui Quorm Books, 2000.

4. Accounting Theory and Practice, : awahar Lal, Himalaya Publishing House, 2008.
5. Accounting Theory: L.S. Porwal TMH, 2000.
6. Intermediate Accounting: Thomas R.Dyckman, Charles J Davis, Roland E.Dukes Irwin McGraw-Hill.
7. , Accounting Theory : Eldon S. Hendriksen
8. www.iasb.org.
9. www.icaai.org.
10. www.dca.gov.in

HC02: CORPORATE GOVERNANCE AND BUSINESS ETHICS

1. Course Description:

The course provides coverage of concept of corporate governance, ethics, Corporate Social Responsibility and corporate governance in India and reforming of BOD and different Committees

2. Course Objectives:

This subject aims to:

- a) Enable the student to understand the concept of corporate governance;
- b) Help students to know about corporate ethics and cultural influences;
- c) Impart knowledge of corporate social responsibility and accountability; and
- d) Give information about the corporate governance reforming committee reports in India.

3. Pedagogy:

The subject matter will be presented through lecture, class discussion, student presentation, Guest lectures and laboratory experiences.

4. Course Contents:

Module 1: Concept of Corporate Governance: Its importance, Principles of corporate governance, OECD Principles of corporate governance, Theories of corporate governance-Agency theory and stewardship theory, Models of corporate governance around the world, Need for good corporate governance, present scenario and case studies.

Module 2: Corporate Governance and Role of committees in India: Need and Importance of Committee Reports, Emergence of corporate governance, corporate governance committees-Cadbury Committee on corporate governance, 1992, Sarbanes-Oxley Act, 2002, Kumar Mangalam Birla Committee, 1999, Naresh Chandra Committee Report, 2002, Narayana Murthy committee Report, 2003, Dr. J. J. Irani Committee Report on Company Law, 2005, - case studies.

Module 3: Business Ethics: Concept and Importance, Nature and importance of Business ethics, Principles of Business ethics, Arguments for and against business ethics, benefits of corporate ethics, techniques to improve ethical conduct of business, Ethics in functional areas of business-marketing, HRM, Accounting and auditing, Finance, etc, ethics and Science and technology, philosophy and culture-managing ethics and legal compliance-case analysis.

Module 4: Corporate Social Responsibility: Corporate crimes-company and society relations, corporate social challenges-corporate accountability-business and ecology-case analysis.

References:

1. Business ethics by L.P. Hartman, Tata Mc Grawhill.
2. Business ethics by W.H.Shaw-(Thomson)7
3. Corporate management and Accountability by L.C. Gupta (Mc Millan Institute for FM and Research, Chennai-1974)
4. Strategic Management by Hill, Ireland and Horkisson (Thomson)
5. Business and society by Keith Davis (Mc Graw Hill)

HC03: FINANCIAL DECISIONS

1. Course description:

Financial decision making assumes greater importance in maximising value of an organisation. This course is designed to focus on the analysis of three crucial long term financial decisions- (1) Capital budgeting, (2) Capital Structure and, (3) Dividend decisions. Risk analysis of capital budgeting decision is added as a special topic.

2. Course Objectives:

To equip students with necessary skills to evaluate capital projects with a focus on advanced capital budgeting techniques like MIRR (Modified IRR) and selection of projects under conditions of risk and uncertainty.

To enable students analyse the leverage and dividend decisions based on theoretical framework.

3. Pedagogy:

Students to work out detailed case studies involving the application of various criteria for project selection including risk analysis of capital projects. Analysis of leverage and dividend policies should be based on a sample of leading corporate organisations such as SENSEX companies, followed by seminar presentations and group discussions.

4. Course Contents:

Module 1: Capital Budgeting Decision – Importance – Challenges – NCF estimation DCF Techniques- NPV vs IRR – Multiple IRR Problem- Modified IRR (MIRR) – Capital Rationing.

Module 2: Risk Analysis in Capital Budgeting- Approaches to risk absorption- Expected Net Present Value (ENPV) - Payback method - Risk-Adjusted Discount rate - Use of Normal Distributions - Sensitivity analysis - Measurement of Project risk- Risk Analysis of Project Portfolios.

Module 3: Capital Structures Decision – Traditional View – MM’s theory- Factors impacting leverage decision.

Cost of capital – Cost of equity – Cost of preferred capital- Cost of debt- Cost of retained earnings – WACC- Marginal cost of capital

Module 4: Dividend Decision- Walter's Model- Gordon's Model- MM's theory- Dividend policies - Factors impacting dividend decision.

References:

1. Capital Budgeting: Dr. G. Kotreshwar, Chandana Publications(2014), Mysore.
2. Financial Management: Pandey, I.M, Vikas Publishing House, New Delhi.
3. Financial Management: Khan M.Y. and Jain P.K, Tata McGraw Hill, New Delhi.
4. Financial Management: Chandra, Prasanna; TMH, New Delhi.
5. Financial management and Policy: Van Horn; Prentice Hall of India.
6. Fundamentals of Financial Management: Brigham & Houston, Thomson Learning, Bombay.
7. Principles of Corporate Finance: Richard Brealey and Stewart Myers, Tata McGraw Hill, 2000.
8. Financial Management and Policy: Text and Cases: V K Bhalla, Annual Publishers, 2002.

HC04: MARKETING MANAGEMENT

1. Course Description:

This course provides the coverage of marketing concepts, marketing in 21st Century, marketing environment, and market oriented strategic planning, E- commerce, online marketing.

2. Course Objectives:

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

3. Pedagogy:

The subject matter will be presented through lecture, class discussion, student presentation, guest lectures and laboratory experiences.

4. Course Contents:

Module 1: Marketing Management –Core Concepts, scope and importance of marketing management evolution of modern marketing concepts; objectives of marketing; marketing mix;Marketing Strategy Formulations – Key Drivers Of Marketing Strategies - Strategies For Consumer Marketing — Services Marketing – Competitor Analysis - Analysis of Consumer Markets – Strategic marketing planning.

Module 2: Marketing Mix Decisions -Product Planning And Development – Product Life Cycle – New Product Development And Management – Market Segmentation – Target m And Positioning of products – Channel Management – Advertising And Sales Promotions – Pricing Objectives, Policies And pricing strategies.

Module 3: Buyer Behaviour - Buyer Behavior – buying Influencing Factors – Buyer Behaviour Models – Online Buyer Behaviour - Building And Measuring Customer Satisfaction – Customer Relationships Management – Customer Acquisition, Retaining, Defection.

Module 4: Marketing Research & Trends In Marketing-Marketing Information System – Research Process – Concepts and Applications: Product – Retail Research – Customer Driven Organizations - Ethics in marketing –Online marketing trends.

References:

1. Marketing Management: Philip Kotler and Kevin Lane Keller, PHI 14th Edition, 2012
2. Marketing management-Text and Cases: KS Chandrasekar, Tata McGrawHill-Vijaynicole, First edition, 2010.
3. Marketing: Paul Baines, Chris Fill and Kelly Page, Oxford University Press, 2nd Edition, 2011.
4. Marketing – An Innovative approach to learning and teaching- A south Asian perspective: Lamb, hair, Sharma, Mc Daniel, Cengage Learning — 2012

SC01: BUSINESS POLICY AND ENVIRONMENT

1. Course Description:

This course provides the coverage of business as a social system, internal and external environment, business ethics, social responsibility and business policy.

2. Course objectives:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organisations.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4. Course Contents:

Module 1: Introduction: Business in a social system; business and economic system; Business objectives; internal environment and external environment.

Module 2: Business Ethics: Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.

Module 3: Business Environment: Business in a social system-internal environment or business external environment- Economic-political-socio-cultural-technological environment – case studies.

Module 4: Business Policy: Importance of business policy-essentials of business policy classification or business policy-Production policy-personnel policy- Financial policy- Marketing Policy-case studies.

References:

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao.

SC02: STATISTICS FOR BUSINESS DECISIONS

1. Course Description:

The course comprises of probability theories, sampling techniques, time series analysis and multivariate analysis.

2. Course Objectives:

The aim of this course is to enable a student to have knowledge about application of probability theory and sampling in different areas of commerce, time series analysis and application of multiple correlation and regression analysis.

3. Pedagogy:

Class room teaching of basic statistical models shall be followed by solving problems involving business applications. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems.

4. Course Contents:

Module 1: Probability Theory and Theoretical Distributions: Meaning, terminology, types and rules.

Random variables and use of expected value in decision making. Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.

Module 2: Sampling: Meaning of sample and population. Probability and non-probability methods of sampling. Use of random digits to choose random samples. Sampling from normal and non-normal populations. The Central limit theorem. Use of sampling in business decisions, Testing of hypothesis

Module 3: Time Series Analysis : Variations in time series. Cyclical, seasonal and irregular variations. Trend analysis. Application of time series analysis in forecasting.

Module 4: Multivariate Analysis: Partial Correlation, Multiple Correlation and Regression correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions.

References:

1. Statistics for Business and Economics: Wonnacott and Wonnacott Wiley Publications
2. Econometrics: Wonnacott and Wonnacott Wiley Publications
3. Statistics: Sanchetti and Kapoor
4. Statistical Analysis for Decision Making: Morris Hamber

5. Statistics for Management : Richard Livin and David Robin
6. Statistical Methods: S.P. Gupta

2ND SEMESTER

HC05: CAPITAL MARKET INSTRUMENTS

1. Course Description:

Capital markets in recent times are flooded with new and innovative instruments enhancing vibrancy and volume of capital markets. Every advanced programme in commerce should consist of a course in analysis and evaluation of various instruments traded in capital markets today.

2. Course Objectives:

The course intended to equip students an opportunity to understand:

1. Comprehend the role of capital markets
2. Evaluate the various capital markets instruments like Stock, bonds, etc.
3. The basics of new instruments like futures and options.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. Tutorials include writing of assignments, Case study discussions, seminar presentations.

4. Course Contents:

Module 1: Stocks – Valuation - Dividends Growth Model –Bonds and Debentures-Types-Valuation of Bonds and Debentures - Convertible Debentures –Valuation –ADRs, GDRs –Basic features – Benefits to issuing Company –ETFs- Meaning and Importance

Module 2: Innovations in capital markets-Derivatives - Origin, growth and Types of Derivatives – Benefits of Derivatives Market – Criticism of Derivatives

Module 3: Forwards and Futures – Basic features –Classification of Futures- Role of Futures Market – Newspaper Quotes - Pricing of Futures –Futures Market in India.

Module 4: Options- Types of options contracts – Newspaper Quotes - Options payoff Diagrams- Options Market in India –Swaps –Meaning – Currency swaps –Interest Rate Swaps

References:

1. Capital Market Instruments – By G.Kotreshwar, Chandana Publications(2014),Mysore
2. Financial Derivatives – By G.Kotreshwar, Chandana Publications(2014),Mysore

3. Financial Derivatives – By Gupta (PHI)
4. Introduction to Futures and Options Markets – By John Hull (PHI)
5. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
6. Futures and Options – By Edwards and Ma (Mc Graw Hill)

HC06: HUMAN RESOURCE MANAGEMENT

1. Course Description:

This course provides the coverage of concept of HRM, Human resources planning and procurement, human resource development and compensational and rewards system.

2. Course Objectives:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organisations.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4. Course Contents:

Module 1: Environmental Context: New economic policy and changing business technological –socio-economic and political and legal environment, structural reforms and their implications for HRM in India-Response of the management-worker and unions to structural reforms and their implications for HRM in India-Response of the management –Worker and unions to structural adjustment. Concepts of human resource management-Meaning Objectives-Scope and functions-Perspective of HRM: linking corporate strategies and policies with HRM Organisation of HRM department.

Module 2: Human Resources Planning and Procurement: Job analysis and evaluation job description- job specification -job rotation and job enrichment. Human resource planning importance- objectives and problems. Recruitment-meaning-recruitment policy, sources – factors affecting selection decision-selection procedure. Human resource information system.

Module 3: Human Resource development: Meaning-concepts of HRD-objectives of training- organisation of training programmers-methods-advantages and limitations of training. Evaluation of training programme HRD for total quality management. Transfer policy Promotion policy-Demotion and Discipline- consequences of indiscipline –disciplinary procedure.

Module 4: Compensation/Rewards System: Significance of reward system in business organisation. Compensation system in practice-systems of promoting -factors determining employee compensation and rewards-dearness allowance, employee benefits-bonus-laws on wages, bonus and social security-managerial compensation. Performance Appraisal: concepts,

objectives philosophy and process of performance appraisal system- counseling.-career planning and management.

References:

1. Human Resource Management: Strategies and Action -Armstrong
2. Human Resource Management -Dr.Ashwathappa
3. Personnel and Human Resource Management -D.A. Deonz and F.P. Robins
4. Personnel Management - Edwin Phillip
5. Human Resources Management—L.M. Prasad

HC07: ORGANISATIONAL BEHAVIOUR

1. Course Description:

This course provides the coverage of scope of OB, different contributing discipline to OB, foundational of individual behavior, motivational theories and foundations of group behaviour.

2. Course Objectives:

The objective of this course is to provide the student the knowledge about organisations, their constitution and the behaviour of people in organisations.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4. Course Contents

Module1: Introduction: Meaning-Definitions and scope of organisational behaviour – Fundamental Concepts of OB – Key elements of OB: people-Organisational structure-technology and environment - Contributing Disciplines to OB-Psychology-Sociology-social psychology-Anthropology- Political science-OB and Management-Comparative roles in organisation- Formal and Informal organisation - Case studies.

Module 2: Foundations of Individual Behaviour: Biological Characteristics-Age-Sex-Marital Status- Number of Dependents-Tenure-Ability-Intellectual Abilities- Physical Abilities- The Ability-Job fit - Personality - Personality determinants-Theories of Personality - Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-Learning – Theories of learning shaping-Values, Attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes-Case studies.

Module 3: Motivation: The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others – Case studies.

Module 4: Foundations of group behaviour: Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-Leadership-nature and importance-functions styles-Communication: Nature and Types-Effective communication-Roles of Formal and Informal communication-Conflict management-The process of conflict-Types of conflict -Functional and Dysfunctional conflict-Resolution of conflict-Case studies.

References:

1. Organisational Behaviour: Concept, Theory and Practice-Nirmal Singh
2. Organisational Behaviour - Fred Luthans
3. Organisation Theory and Behaviour - V S P Rao and PS Narayana
4. Organisational Behaviour - Niraj Kumar
5. Organisational Behaviour – K. Aswathappa
6. Management of organisational change –Harigopal

SC03: COMPUTER APPLICATIONS IN COMMERCE

1. Course Description:

This course is designed to provide knowledge and skills in computer applications in commerce. It focuses on computer applications in Accounting, Finance, Taxation, Statistics and Operations Research.

2. Course Objectives:

The objective of the course is to enable to students to understand online trading, online banking, online submission of income tax and indirect tax returns. Tally and XBRL applications in Accounting.SPSS applications in statistical analysis.

3. Pedagogy:

Lectures, assignments, presentation, case analysis, online demonstrations and computer practicals.

4. Course Contents:

Module 1: Computer Applications in Financial Accounting: Features of Tally ERP.9. Setting up a new company and creating Masters in Tally.ERP9. Data Management, security levels and controls. Technological advantages of Tally.ERP9. Evolution and features of extensible Business Reporting Language (XBRL).XBRL Taxonomy of Ministry of Corporate Affairs.Filling of Financial statements using XBRL Software.

Module 2: Computer Applications in Financial Management and Taxation: Using MS Excel to solve financial management problems- Present Value, Future Value, NPV etc. Online Trading of Securities.Online Banking.Filing of Online Application for PAN and TAN.Online submission of Income Tax Returns and TDS Return.E-filing of indirect taxes return.

Module 3: Computer Applications in Statistical Analysis :Features of SPSS. Creating files and data entry in SPSS.Preparation of frequency tables and graphs.Computation and interpretation of Mean, Standard Deviation, Standard Error, Simple and multiple correlation, regression.Analysis of variance.t-Test, Chi-Square Test.

Module 4: Computer Applications in Operations Research: Mathematical formulation of Linear Programming and Integer Programming problems and solving them using computer software.

Computer Lab Practical's:

1. Computation of Present value, future value, Net Present Value using MS Excel.
2. Filing of online application for PAN, TAN.
3. Online submission of Income Tax Returns and Indirect Tax Returns.
4. Online Banking
5. Online Trading.
6. Completing accounting cycle using Tally ERP 9.
7. Online submission of Financial Statements using XBRL
8. Computation of descriptive statistics, correlation, regression using SPSS.
9. Solving Linear Programming and Integer Programming problems.

References:

1. Tally.ERP 9 Essentials, 2009, Tally Solutions Pvt. Ltd.
2. Mastering Financial Modeling-Alastair Day
3. www.xbrl.org.
4. www.iasb.org.
5. www.spss.org
6. www.rbi.org.
7. www.incometax.india.gov.in.
8. www.xbrl.icai.org.
9. www.mca.gov.in
10. www.icai.org.
11. www.bse.org. [nse.org](http://www.nse.org). [sebi.org](http://www.sebi.org).

SC04: STRATEGIC MANAGEMENT

1. Course Description:

This course provides the coverage of concept of strategic management, vision, mission and purpose of business definition, strategic analysis and choice strategic implementation and evaluation.

2. Course objectives:

Apart from general management, strategic management is acquiring importance in the business due to the increased competition. Students of commerce will have to have the knowledge of Strategic management. With this objective of this course is introduced to the students at postgraduate level.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4.Course Contents:

Module 1: Strategic Management: An Introduction - Concept of strategic management - Characteristics of strategic management - Defining strategy, Strategy formulation -Stakeholders in business - Vision, mission and purpose - Business definition, objectives and goals - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies, Tailoring strategy to fit specific industry

Module 2: Strategic Analysis and Choice: Environmental Threat and Opportunity Profile(ETOP) - Organizational Capability Profile - Strategic Advantage Profile –Corporate Portfolio Analysis - SWOT Analysis - Synergy and Dysergy - GAPAnalysis - Porter's Five Forces Model of competition - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix

Module 3: Strategy Implementation: Issues in implementation - Project implementation –Procedural implementation - Resource Allocation - Budgets - Organization Structure -Matching structure and strategy - Behavioural issues - Leadership style – Corporate culture - Values - Power - Social responsibilities – Ethics.

Module 4: Strategy Evaluation: Importance - Symptoms of malfunctioning of strategy -Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation,. New Business Models and strategies for Internet Economy - Shaping characteristics of Ecommerce environment - E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business - Key success factors in E-Commerce

References:

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. And A.J.Strickland
9. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
10. Strategic Management – Pearce
11. Strategy & Business Landscape - Pankaj Ghemawat

OE01: STOCK MARKETS

1. Course Description:

Stock markets are more popular today as they provide a wonderful opportunity to the general public to invest their savings. This course provides the coverage of fundamentals of stock markets, indices, instruments and trading in stocks and shares including Demat accounts.

2. Course Objectives:

The course is designed to meet the expectations of non-commercial graduates and intended to help students to:

1. Comprehend the role of stock markets as an avenue for investments.
2. Understand the different types stock market instruments.
3. Competent the basics relating to trading in stocks.
4. Understand the fundamentals of indices. Such as SENSEX and NIFTY.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. Tutorials include writing assignments and visit to stock exchanges.

4. Course Contents:

Module 1: Stock Markets: Meaning-History- Functions of a Stock Exchange-Role of SEBI- Leading stock exchanges in India-NSE and BSE.

Module 2: Stock Market Instruments- Shares- Types of shares- stocks VS Debentures- Debentures- Types of debentures- Bonds- Types of bonds-Benefits of investments in stocks Vs. Debentures.

Module 3: Trading in stock market: Trading Mechanism- Speculation- Types of Speculation- membership-procedure-advantages-Demat Account- Depository services-NSDL-CSDL- Brokers-Brokerage-settlement Procedure.

Module 4: Stock Market Indices: NIFTY-SENSEX-S&P-CNX-MIDCAP-SMALL CAP-Large CAP- Factors impacting indices.

References:

1. Capital Markets- By Dr. S. Guruswamy, Mcgraw Hill Publications.
2. Capital Market and Investment Management- By Dr. M.S. Khan, S.M. Farisal, Laxmi Publications, first edition.
3. Capital Market Instruments- By Dr. G. Kotreshwar, Chandana Publications, Mysore.
4. Equity Shares, Preferred Shares and Stock Market Indices- By Sunil, Parameswaran, Mcgraw Hill Publications.

3RD SEMESTER

HC08: BUSINESS RESEARCH METHODS

1. Course Description:

This course provides the coverage of business research methods, ethical issues in business research methods, research process, data collection methods, designing of questionnaire, various statistical tools like univariate and bivariate analysis and report writing.

2. Course Objectives:

The course is envisaged to provide the student the knowledge and skill related to conduct of research related to business. This basic course familiarizes the student with the technicalities of executing a research assignment, in particular the applied research domain.

3. Pedagogy:

The lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. This session focuses on student involved and student driven content study. Identified groups of students make presentations and interact with both the faculty and the other students. The aspects reinforced through lecture and tutorial is taken up for practical study. Here the students would undertake field exercises related to different aspects of the course content.

4. Course Contents:

Module 1: Introduction: Meaning, Objectives, Scope and Role of Business Research– Types of Research–Process of Research – Features of good research study - Ethical Issues in Business Research.

Module 2: Research Process: Defining the Research Problem, Literature survey, Formulation of hypothesis, Nature and formulation of Research design – Exploratory, Descriptive and experimental Research Designs.

Module 3: Managing Research Assignment: Sources of Data- Methods of data collection Questionnaire Design-Sampling and Fieldwork Techniques-Measurement and Scaling Concepts-Attitude Measurement.

Module 4: Analysis and Presentation: Application of Univariate, Bivariate and Multivariate methods of Statistical Analysis-Types of Research reports, Report writing, Steps in Report writing, Layout of Research report– Language- Referencing-Bibliography.

References:

1. Business Research Methods, William G. Zikmund, The Dryden Press
2. Research for Development: A Practical Guide, Sophie Laws, VISTAAR Publications
3. Methodology in Social Research, Partha Nath Mukherjee, Sage Publications
4. Research Methodology –Concepts and Cases by Seepak Chawla and Neena Sodhi, Vikas Publications.

HC09: INTERNATIONAL BUSINESS

1. Course Description:

This course provides the coverage of international marketing, international trade, international-global sourcing, international business environment, multinational corporations and India in the global setting.

2. Course Objectives:

This specialization course on International Business is designed to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

3. Pedagogy:

The course would be taught under LTP method. The lecture sessions are designed to be interactive with the student expected to come prepared with basic reading suggested before every session. The tutorial sessions are basically group exercises with each designated group handling a prescribed module for presentation and interaction, in a three-way interactive process. It basically involves preparing field reports and presenting them for plenary discussions.

4. Course Contents:

Module 1: Introduction: International Marketing-Trends in International Trade-Reasons for Going International-Global Sourcing and Production Sharing-International Orientations Internationalization Stages and Orientations-Growing Economic Power of Developing Countries-International Business Decision-Case Studies.

Module 2: International Business Environment: Trading Environment-Commodity Agreements-Castes-State Trading-Trading Blocks and Growing Intra-Regional Trade- Other Regional Groupings- SAARC- GATT/WTO and Trade Liberalization-The Uruguay Round Evaluation-UNCTAI.

Module 3: Multinational Corporations: Definition-Organizational Structures-Dominance of MNC's-Recent Trends-Code of Conduct-Multinationals in India-Case Studies

Module 4: India in the Global Setting: India an Emerging Market-India in the Global Trade-Liberalization and Integration with Global Economy-Obstacles in Globalization-Factors Favoring Globalization-Globalization Strategies. Trade Policy and Regulation in India: Trade Strategies-Trade Strategy of India-Export-Import Policy-Regulation and Promotion of Foreign Trade in India-Case studies.

References:

1. WTO and Indian Economy : Chadha.G.K :
2. International Business : New Trends : G.S.Batra & R.C.Dangwal
3. Global Marketing Strategies : Jean Pierre & H.David Hennessay

SC05: MANAGEMENT OF NON-PROFIT ORGANISATIONS

1. Course Description:

This course provides the coverage of non-profit enterprises, accounting and finance in the nonprofit organizations, human resource management in non-profit organization and governance and professionalism in NPO

2. Course Objectives:

This is an introductory course designed to give the student basic inputs related to management of nonprofit organizations. The place of nonprofit sector vis-à-vis State and Business and different functional dimensions of professionally managing the nonprofit organizations are introduced to the students.

3. Pedagogy:

In the LTP framework the Lecture sessions focus on building conceptual clarity and providing basic information on the nature and role of nonprofit sector. The reinforcement through Tutorial sessions focus on group exercises related to Indian nonprofit sector. Practical exercises involve field reports by students, both at individual and group levels.

4. Course Contents:

Module 1: The World of Non-Profit Enterprises: third sector, nonprofits sector, social enterprises; Economic, Sociological and Structural theories of nonprofits; Contemporary role of nonprofits; Nonprofits vis-à-vis State and Business

Module 2: Functional Management: Distinct features of nonprofit accounting, Sources of finance and their implications, Staff and Volunteers NPOs, Taxation issues.

Module 3: Governance and Professionalism: Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

Module 4: NPOs in India: History and current status, Types, Legislations related to NGOs, National Policy on Voluntary Sector

References:

1. Nonprofit Organizations: Theory, Management and Policy, Helmut Anheier, Routledge
2. NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
3. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck
5. Guidelines for NGO Management in India, Snehlatha Chandra, Kanishka

SC06: PORTFOLIO MANAGEMENT

1. Course Description:

Portfolio analysis and management is a course in financial management. This includes portfolio investment analysis, risk analysis and optimal combinations of securities which lead to create effective return on investment.

2. Course objectives:

Candidates will be able to apply appropriate portfolio decisions and recommend relevant methods of evaluation techniques taking into account other factors affecting investment decisions.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course contents:

Module 1: Efficient Market Hypothesis - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization

Module 2: Economic Analysis - Economic and industry analysis - Economic forecasting and stock investment decisions - Industry analysis - Industry lifecycle - Company analysis- Forecasting company earnings - Valuation of companies - Regression and correlation analysis in forecasting revenues and expenses - Applied stock valuation –Bond analysis and valuation.

Module 3: Portfolio Analysis – Theory and Practices – Risk Analysis – Types of Risks – Risk Management –Diversification of risk – Analysis of risk – Building a balanced portfolio. Characteristics of portfolio – Principles and Practices – Characteristics of Portfolio Analysis – Liquidity Vs. Safety – Income Vs. growth – Short Term and Long Term – Risk Vs. Return – Need for insuring risk to attract stable investors.

Module 4: Portfolio Performance Evaluation - Mutual funds - Geometric mean return - Sharpe, Treynor and Jensen's performance measures - Optimal portfolio selection – importance of computer data analysis of security analysis and portfolio analysis

References:

1. Portfolio Analysis and Management – Ballad
2. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J.Grubor.
3. Security Analysis and Portfolio Management – Fisher and Gordon
4. Security Analysis and Portfolio Management – V. A. Avdhani
5. Financial Engineering: A complete guide to financial innovation – Marshal / Bansal

GROUP A: BUSINESS TAXATION
Paper-1
SC07: INDIRECT TAX LAW AND PRACTICE

1. Course Description:

This paper is to prepare the students to understand the Indian Tax System and its operation in the global economy. The importance of the indirect taxes in the Indian market oriented economy and its role in achieving the objectives of modern welfare governments.

2. Course Objectives:

On completion of this course the students would be able :

- 1) To understand the importance of indirect taxes in the Indian developing economy and its contribution for the economic development.
- 2) To comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in market.
- 3) To understand the implications of indirect taxes on the taxable capacity of the society at large and its changes.
- 4) To understand the role of tax consultant in preparing the tax planning, tax management and payment of tax.
- 5) To understand the concept of indirect tax in the changing global economy and recent changes both at national and international level.

3. Pedagogy:

- 1) Lecture:
- 2) Tutorial
- 3) Live leading cases pending and deciding in the high court and supreme courts.
- 4) Practical works: tax planning, tax management, filing of various tax returns and working as consultants or tax adviser for small companies near by the departments or colleges.

4. Course Contents:

Module 1: Constitutional Provision for Indian tax system, structure of Indian tax system. Public finance, public expenditure and public revenue.Principle and objectives of taxations in the modern welfare government system. Indian tax structure, different types of taxes- taxes under indirect tax family in India, methods of taxations, tax reforms and recent tax reforms committees and its recommendations.

Module 2: Excise Duty: Basis of Duty Payable- determination of Assessable Value-Transaction Value as Assessable Value-Inclusions in and Exclusions Excise Duty on Small Scale Industries. Concept of value added tax Cascading Effect of Taxes CENVAT, CENVAT on Inputs-CENVAT on Capital Goods- Dealers' and Exemptions from Excise Duty and its administration.

Module 3: Customs Duty: Customs Act, 1962 and Rules, regulations Circulars and Notifications; Customs Tariff Act, 1975 and the related Rules. Principles governing levy of customs duty, types of duties at global scenario. Basic principles of classification of goods and valuation of goods, special provisions regarding baggage, goods imported or exported by post, and stores. Duty drawback schemes, GATT and WTO objectives principles in customs duty.

Module 4: Scope of Service Tax objectives and principles in levy of service tax, Taxable Service-Exemptions from Service Tax-Rate of Service Tax- Computation of Service Tax in Case of Advertising Agency Services: Banking and Financial Services-General Insurance Services-Telephone and Pager Services-Tour Operating Services.

References:

1. Indirect Taxes- Law and Practice: V.S.Datey
2. Karnataka VAT Manuals
3. Service Tax : Vinod K. Singania
4. Bare Acts of Excise, VAT, CENVAT

GROUP B: FINANCIAL ACCOUNTING

Paper-1

SC08: CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING

1. Course Description:

This course focuses on contemporary areas of financial accounting which are likely to be of interest to a wide range of stakeholders including investors, employees, society, government agencies and public at large. The course provides the coverage of accounting for the effects of price level changes, interim, segment and tax reporting, hedge accounting, human resource, social and value added accounting.

2. Course Objectives:

The aim of this course to provide knowledge and skills to the students on contemporary areas of financial accounting and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Reading and analysis of annual reports of companies is the integral part of instruction.

4. Course Contents:

Module 1 : Accounting for the Effects of Price Level Changes : Effect of price level changes on financial statements prepared under historical basis. Use of Consumer Price Index Numbers for price level adjustments. Restatement of financial statements under General

Purchasing Power of Accounting and Current Cost Accounting. Problems and case study analysis.

Module 2: Interim, Segment and Deferred Income Tax Reporting: Meaning and relevance of Interim Financial Reporting , Segment Reporting and Deferred Income Tax Reporting. Recognition, measurement and disclosure requirements under accounting standards. Problems and case study analysis.

Module 3: Hedge Accounting: Definition of hedging and hedge accounting. Types of hedges cash flow hedge and fair value hedge. Recognition, measurement and disclosure requirements for hedge accounting under accounting standards.Accounting for forwards, futures and options. Problems and case study analysis.

Module 4: Human Resource, Social and Value Added Accounting: Definition and models of Human Resource Accounting. Meaning and approaches to Social Accounting. Meaning and methods of Value Added Accounting. Problems and case study analysis.

References:

1. Accounting for Financial Instruments: Cormac Butler, 2009, John Wiley and Sons, USA.
2. What Counts: Social Accounting for Nonprofits and Cooperatives: Laurie Mook, Jack Quarter and Betty Jane Richmond, Sigel Press, London
3. Human Resource Accounting: Flamholtz, Eric, Jossey –Bass, San Francisco.
4. Accounting Theory: An Introduction : L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.
5. www.iasb.org. www.rbi.org. www.icaai.org.,www.mca.gov.in, www.xbrl.org., www.xbrleducation.com, www.globalreporting.org.

GROUP C: FINANCIAL MANAGEMENT

Paper-1

SC09: FUTURES, OPTIONS & SWAPS

1. Course Description:

The course is designed to provide basic knowledge about risk management and the new instruments of capital market i.e., derivatives used for managing risk. It mainly comprises of a description of the concepts of risk management, forwards/futures, options and swaps along with the trading mechanics and pricing of these instruments.

2. Course Objectives:

Perhaps no course in modern finance will be complete without topics in derivatives. Derivatives can play an important role in promoting growth of CMs world over and form an integral part of knowledge base of financial managers. The course aims to help the students in:

- (1) Basic understanding of the role and significance of risk management
- (2) Critical understanding and appreciation of the role of derivative markets and instruments
- (3) Understanding the trading mechanics and technology involving derivative contracts.
- (4) Applying the basic valuation models for pricing the derivative assets.

3. Pedagogy:

Class room teaching of basic derivative concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems.

4. Course Contents:

Module 1: Risk Management –Sources of risk - Objectives of Risk Management – Risk Management Process – Importance - Tools of Risk Management.

Module 2: Forward and Futures: Trading Mechanics- Margin Requirements - Winding up of futures contracts - valuation of F & F

Module 3: Options: Trading in Options – factors impacting Option Prices - Pricing of Options- Black Scholes Options Pricing Model-Binomial pricing model.

Module 4: Swaps: Evolution-Types of Swaps-Currency Swaps-Interest Rate Swaps-Designing Currency and Interest Rate Swaps-Valuation of Swaps.

References:

1. Financial Derivatives – By G.Kotreshwar, Chandana Publications(2014),Mysore
2. Capital Market Instruments – By G.Kotreshwar, Chandana Publications(2014),Mysore
3. Financial Derivatives – By Gupta (PHI)
4. Introduction to Futures and Options Markets – By John Hull (PHI)
5. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
6. Futures and Options – By Edwards and Ma (Mc Graw Hill)

GROUP D: HUMAN RESOURCE MANAGEMENT

Paper-1

SC010: STRATEGIC MANAGEMENT OF HUMAN RESOURCES

1. Course Description:

This course Strategic Management of Human Resources covers concept of HRM, objectives, corporate strategy in HRM practice, Industrial relations perspectives, trends in HRM , Grievance procedure and ethical issues in HRM

2. Course Objectives:

The course is envisaged to provide the student the knowledge related to management of human resources in business enterprises. This course familiarizes the student with various facets of human resources and their management.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4. Course Contents:

Module 1: Introduction: Concept- Personnel/Human Resource Function in India- Emergence of HRM- Distinctive features of HRM- Ensuring underpinning of HRM to business strategy: In practice Objectives of HRM- Corporate Strategy and Strategic HRM Concept- The origin- Strategic Human Resource Management- Aligning HR to Corporate Strategy- HRM in practice

Module 2: Industrial Relations Perspectives: The concept- Scope of industrial relations- Objectives of industrial relations Changing values and their impact-Industrial conflict- Trade unionism- Reforms in labor legislations-Employee participation in organization- Reforms in Labour legislations Employees' Participation in organization-Collective bargaining-Grievance procedure.

Module 3: Trends in HRM: Strategic approach HR role as a catalyst-Scope and nature of HRM Human Resource outsourcing-Planning retirement-Trends in 21st century in wages/salary schemes.

Module 4: Human Resource Management in Other Countries: A comparative analysis Human resource management in Japan-HRM in the united states of America-International Human resource management: An Analysis-HRM in Single European Market-HRM in Eastern Europe. ETHICS- Introduction- reasons for emergence of ethics in India- Work Ethics: Concept-Business Ethics: Concept-Application and scope of business Ethics- Corporate Social Responsibility: Concept-Corporate governance- Basics of good governance-Culture in organization- Ethical leadership.

References:

1. Strategic Human Resource Management-Text and cases-K.Prasad.Mc Millan
2. Human Resource Management- Gary Desler-Pearson Education.
3. Human Resource Management - Raymond Noe

GROUP E: MANAGEMENT ACCOUNTING
Paper-1
SC11: MARGINAL COSTING AND DECISION MAKING

1. Course Description:

This course provides the coverage of concept of cost behavior analysis, break even analysis, multi product break even analysis, graphs, marginal costing and managerial decisions and direct costing.

2. Course Objectives:

The course in marginal costing and decision making is aimed at equipping the students with the knowledge and skill relating to marginal costing as a tool for evaluating a wide range of managerial decisions involving make-or-buy, pricing, export offers, temporary short-term of operations, discontinuance of a product line, etc.,

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial and cost data of selected firms will be integral part of instruction.

4. Course Contents:

Module 1: Introduction: Meaning- terminology- Scope & Concepts- Cost Behavior Analysis- Break Even Analysis- Approaches of Break Even Analysis in relation to cost & revenue. Factors- Multi-product Break Even Analysis- Assumptions Underlying Break Even Analysis- Limitations of Break Even Analysis- Case Studies.

Module 2: Contribution Concepts & Short term Profitability Analysis: Profitability Analysis Under Constrained Conditions- Profit- Volume Ratio & its Uses- Profit Volume Graphs – Case Studies.

Module 3: Marginal Costing & Managerial Decisions: Profit Planning- Pricing Decision – Production Decision – Make and Buy Decision Joint & By-product Decision – Distribution Cost Analysis- Case Studies.

Module 4: Standard Costing: Objectives-Principles-Determination of Standards for Material-Labor-Direct Expenses & Overhead Costs-Variable and Fixed Costs-Case Studies.Variance Analyses: Material, Labor, and Overhead Variances-sales & Profit Variances-Disposition of Variances-Assessing the Significance of Standard Cost Variance-Standard Cost Accounting-Case Studies.

References:

1. Management Accountancy: J. Batty : ELBS
2. Cost Accounting- A Managerial Emphasis: C.T.Horngel :
3. Cost Analysis for Management Decisions: M.R.S. Murthy : Tata Mc Graw Hill
4. A Dictionary of Managerial Finance, G. Kotreshwar, Chandana Publications(2014), Mysore

OE02: SOCIAL ENTREPRENEURSHIP

1. Course description:

This course provides the foundation of social entrepreneurship as a domain knowledge covering the concept and importance of social entrepreneurship, incorporation and source of funding social enterprises.

2. Course Objectives:

The course is structured to make the student familiar with the concept of Social Entrepreneurship and the process of establishing and managing a social enterprise. The emphasis of the course is to make the student understand the possibilities of pursuing an entrepreneurial path and demonstrating the potential for social enterprises in emerging economies. The course contents are designed so as to facilitate the students from any discipline understand and appreciate the concepts and technical details.

3. Pedagogy:

The course work is based on Lecture and Tutorial methods. Case analysis will be extensively used as part of imparting knowledge about the functioning of social enterprises. Students are also expected to visit some social enterprises and make studies of select cases of social enterprises in India and abroad

4. Course Contents:

Module 1:INTRODUCTION - Concept of Social Entrepreneurship, Distinct features of social enterprises, Importance of social enterprises, Contemporary trends in social enterprises

Module 2:ESTABLISHMENT – Incorporation, Sources of funding, Size and location, Nature of products and services

Module 3: MANAGEMENT – Operational aspects, Human resource, Marketing of social products, Financial viability, Business expansion and diversification

Module 4: SOCIAL AGENDA – Utilization of surplus, Facilitating social change, Leadership

REFERENCES:

1. Understanding Social Entrepreneurship : Thomas Lyons, Taylor and Francis Group, 2011
2. The Social Entrepreneur Revolution: Doing Good by Making Money, Making Money by Doing Good: Martin Clark, Marshal Cavendish Publishers, 2009
3. How to Change the World: Social Enterprises and the Power of New Ideas: Bournstein David, Penguin Books, New York, 2005
4. How Social Entrepreneurs are Changing our World?: Welch Wilford, Earth Aware, 2008

4TH SEMESTER

HC10: INTERNATIONAL ACCOUNTING

1. Course Description:

This course is designed to provide a deeper understanding of international accounting issues related to global financial reporting. It focuses on major diversities and challenges of financial reporting in the global arena, harmonization and international financial reporting standards. It also covers accounting for foreign currency transactions and major translation methods. It focuses on main issues in international financial statement analysis.

2. Course Objectives:

The aim of this course to provide knowledge and skills to the students on areas of accounting at international level and to bring attitudinal changes to meet challenges and issues of international accounting.

3. Pedagogy:

Method of instruction consists of lectures, analysis of international financial statements, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of annual reports of multi-national organisations will be integral part of instruction.

4. Course Contents:

Module 1: International Financial Reporting: Definition and scope of international accounting. Main causes of diversity in international financial reporting. International Accounting Harmonization and Standardization. Role of IASB, IFAC, IOSCO, and U.N. International Financial Reporting Standards. IFRS adoption or convergence in countries around the world. Case study analysis.

Module 2: Accounting for Foreign Exchange Rate Fluctuations: An overview of foreign currency markets and exchange rates. Accounting for spot and forward foreign currency transactions. Foreign currency translation methods- current rate method, current/non-current method, monetary/non-monetary method and temporal method. IFRS on foreign currency exchange accounting. Problems and Case study analysis.

Module 3: International Transfer Pricing: Evolution, meaning and objectives of transfer pricing. Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Problems and Case study analysis.

Module 4: XBRL for International Financial Reporting: Framework of eXtensible Business Reporting Language (XBRL). IFRS Taxonomy. Role of XBRL International in adoption of XBRL in different countries around the world. XBRL adoption in India. Case study analysis.

References:

1. International Accounting : Shirin Rathore, Prentice-Hall of India, New Delhi

2. Comparative International Accounting: Christopher Nubs and Robert Parker, Pearson Education Asia, New Delhi.
3. International Accounting: A User Perspective: Shahrokh M. Saudagaran, South-Western Thomson Learning, Australia.
4. International Accounting : A.K.Das Mohapatra, Prentice-Hall of India, New Delhi
5. The Analysis and use of Financial Statements: Gerlad I.White, Ashwinipaul C.Sondhi and Dov Fried, John Wiley, New York.
6. The Economic Times, The Business Line and Financial Express daily papers.
7. Journals on International Accounting.
8. Internet Sources; www.iasb.org. www.worldbank.org. www.unctad.org. etc.,.
9. Xbrl.org

HC11:OPERATIONS RESEARCH

1. Course Description:

The course Operations Research covers linear and integer programming , transportation and assignment problems and their applications in decision making in business.

2. Course Objectives:

The objective of the course is to acquaint the students with the use of quantitative models in decision making.

3. Pedagogy:

The lecture sessions focus on providing conceptual understanding and solving problems of the course content. Students would make presentations and interact with both the faculty and the other students during tutorial sessions.

4. Course Contents:

Module 1: Introduction to Operations Research: Origin and definitions of operations Research. Characteristics of Operations Research- approach. Models and modeling in Operations Research. Applications of Operations Research in solving business problems.

Module-2: Linear Programming: Meaning and mathematical formulation of linear programming problems and their solution using graphic and simplex methods. Duality and dual simplex method.Sensitivity analysis Application areas of Linear Programming.Graphic method.Simplex method. Problems and Case Study Analysis

Module- 3: Integer Programming: Meaning and mathematical formulation of integer programming problems and their solution using the Branch and Bound method for solving pure and mixed

integer programming problems. Application areas of Integer Programming.Problems and Case Study Analysis.

Module- 4: Transportation and Assignment Problems: Meaning and mathematical formulation of transportation and assignment problems and their solution using models. Problems and Case Study Analysis.

References:

1. Operations Research : Frederick S Hillier and Gerald J Lieberman, Tata McGraw- Hill Publishing Company Limited, New Delhi.
2. Operations Research- Theory and Applications : J.K.Sharma, Macmillian India Ltd. New Delhi.1997.
3. Operations Research – Applications and Algorithms: Wayne L. Winston, Thomson Learning, New Delhi.
4. Operations Reserch :Panneeraselvam, Prentice Hall of India, New Delhi.
5. Practical Problems in Operations Research: Chawla, Gupta and Sharma, Kalyani Publisers. New Delhi.
6. Principles of Operations Research with applications to Managerial Decisions :Harvey M.Wagner, Prentice Hall of India.

SC12: FOREIGN EXCHANGE MANAGEMENT

1.Course Description:

This course focuses on international financial environment, foreign exchange flows, foreign exchange markets and payments.

2. Course Objectives:

This specialization course on International Business is designed to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

3. Pedagogy:

The course would be taught under LTP method. The lecture sessions are designed to be interactive with the student expected to come prepared with basic reading suggested before every session. The tutorial sessions are basically group exercises with each designated group handling a prescribed module for presentation and interaction, in a three-way interactive process. The practical sessions basically involve preparing field reports and presenting them for plenary discussions.

4. Course Contents:

Module 1: International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects.

Module 2: Foreign Exchange flows: Movements in foreign exchange and interest rates and their impact on trade and investment flows; Pricing of international transfers and investments

Module 3: Foreign Exchange Markets: Authorised dealers and Money changers, Interbank transactions, mode of calculation of exchange rates for spot and future contracts

Module 4: International payments: Modes of payment for import; Currency swaps and home country currency payments; Foreign exchange loans for exporters and importers

References:

1. Foreign Exchange and Exchange Arithmetic, Vergese S.P, Amrithmahal
2. Foreign Exchange Arithmetic, S. Jeevanandam

SC13: INTERNATIONAL FINANCIAL MANAGEMENT

1. Course Description:

As there has been a significant increase in multinational corporate activities; multinational finance is an added dimension of every advanced course in the area of finance. Hence this course has been designed to highlight the important finance functions of an MNC operating in India.

2. Course Objectives:

To enable students to understand the reasons, problems in internal finance management, foreign currency management, modes of payment, source of finance available etc as far as MNC operations/ firms concerned

3. Pedagogy:

The lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. This session focuses on student involved and student driven content study. Identified groups of students make presentations and interact with both the faculty and the other students. The aspects reinforced through lecture and tutorial is taken up for practical study. Here the students would undertake field exercises related to different aspects of the course content.

4. Course Contents:

Module-1:Environment of International Financial Management: Introduction- Multinational Enterprise and MNC financial management- Foreign Exchange Market- Determination of Exchange Rates – International Monetary System- Balance of Payments and International Economic Linkages- Parity Conditions.

Module-2: Financing foreign operations- International financing and International Financial Markets- Special Financing Vehicles- Designing a global financing strategy.

Module- 3: MNC Investment- Analysis- International Portfolio Investment- foreign Direct Investment- Capital budgeting for the MNC- The cost of capital for the foreign investments- management of political risk- International Tax Planning

Module- 4: Foreign Exchange Risk Management: Principles of Exposure Management- Working capital management- internal and external techniques

References:

1. Multinational Financial Management: Shapir, Prentice-Hall of India
2. Managerial Finances: Weston and Brigham,
3. International Capital Budgeting- Prentice-: Buckley, Hall, India
4. International Finance- Prentice : Buckley, Hall, India
5. International Capital Budgeting: Adrian Buckley

SC14: PROJECT WORK

Project Work would be commenced from the beginning of the fourth semester. Work load for Project Work guidance is 1 hour per batch of 6 students per week. Allotment of Guides shall be made in the beginning of the third semester. Students should select the topic in consultation with the guide during the third semester and complete the project in fourth semester.

GROUP A: BUSINESS TAXATION

Paper-2

SC15: CORPORATE TAX LAW AND PLANNING

1. Course Description:

This course is focus on different heads of income, taxable in the hands of companies, computation of gross total income, deduction, exemptions, set off and carry forward of loss. Tax planning relating to various managerial decisions for reducing the tax burden, allocation of investments, and maximize the company wealth. As a tax consultant of the corporate tax laws of the company to give advice to the drawing officers regarding TDS, advance payment of tax and remittances of tax, for his employees.

2. Course Objectives:

This course is intended to enable the students to :

1. Understand the incidence based and residential status of the companies.
2. Understand the deferent types of companies under corporate income tax act.
3. Understand the different sources of income for corporate assesseees.
4. Analyse the basic principal of tax planning to reduce the tax burden of the company
5. Understand the role of tax consultant relating to TDS, Advance payment of Tax, remittance of corporate income tax, preparation of various Forms.

3. Pedagogy:

The course content is covered class room lecture, remedial class for non tax students, student's seminar, case discussion, and work out the problem on the company problems as student, as consultant and as a tax authority and also visiting company and tax office for practical exposure.

4. Course Contents:

Module 1: Definition of company-Indian company, Domestic Company, Foreign Company, Widely Held Company, Closely held company, Residential Status and corporate tax incidence, corporate tax policy, corporate income tax revenue, corporate expenditure.

Module 2: Computation of Taxable corporate income- Computation of taxable income under different heads of income-House property, Profit and gain from business or profession, Capital gain and income other sources, treatment corporate losses, carry forward and set off of losses. Deduction, exemptions and concessions from Gross total income, Minimum Alternative Tax- its importance and objectives

Module 3: Tax Planning- Tax avoidance and tax evasion. Tax planning with corporate dividend, Dividend policy- bonus shares, Tax planning/s Tax management, Tax planning with reference to specific managerial decisions- Make or Buy, Own or Lease, Purchase by installment or by Hire, Repair, Replace, Renewal or Renovation, shut down or continue, International tax- domestic tax V/S worldwide tax.

Module 4: Procedure for assessment- Deduction of Tax at Source and remittance of tax, Advance payment of Tax, Tax returns, refunds appeals and revision, Duties and responsibilities of TDS officer, Preparation and issue of FORM-16 and FORM-C etc.

References:

1. Direct Taxes: H.C. Mehrotra and Dr.S.P.Goyal Sahitya Bhavn New Delhi.
2. Direct Taxes law and practice: Bhagavathi Prasad, VishvaPrakashana, New Delhi.
3. Direct Taxes Aggarwal P.K "Tax Planning for Companies" Hind Law Publishers, New Delhi.
4. Corporate Tax Planning and Management: Lakhota, Vision Publishers.
5. Taxman's Direct Tax Laws and Practice: Dr.Vinod K Singhania and KapilSingania Taxman's Publications(p)Ltd., New Delhi.

GROUP B: FINANCIAL ACCOUNTING

Paper-2

SC16: INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

1. Course Description:

The International Financial Reporting Standards (IFRS) issued by International Accounting Standards Board (IASB) are gaining recognition as Global Reporting Standards. This course is designed to provide a deeper understanding of International Financial Reporting Standards issued by IASB.

2. Course Objectives:

The aim of this course is to acquire knowledge, comprehension and capability to apply in the real world scenario of the accounting concepts, principles and interpretations discussed in the required pronouncements of International Financial Reporting Standards issued by the IASB.

3. Pedagogy:

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of annual reports of national and multi-national organisations will be integral part of instruction.

4. Course Contents:

Module 1: International Financial Reporting Standards (IFRS): The structure, vision and mission of IASB. The IFRS setting process. The IFRS adoption or convergence in countries around the world. Principal differences between Indian accounting standards and IFRS.

Module 2: IFRS on Recognition and Measurement: Requirements of recognition and measurement of revenue, expenses, assets and liabilities in IFRS 2, 4, 5, 6, 9, and 13. Problems and Case study analysis

Module 3: IFRS on Disclosure: Requirements of disclosure in IFRS 1, 7, 8 and 12. Problems and Case study analysis.

Module 4: IFRS on Group Accounting: Requirements for group accounting in IFRS 3, 10, and 11. Problems and Case study analysis

References:

1. IFRS Part A and Part B: Taxmann Publications Pvt. Ltd., New Delhi, 2011.
2. IFRS: A Practical Approach : Jasmine Kaur, Tata McGraw Hill Education Private Ltd., New Delhi, 2011.
3. Interpretation and Application of International Financial Reporting Standards: Barry J. Epstein, Eva K. Jermakowicz , John Wiley Publications, 2010
4. Financial Accounting: IFRS Edition, 1st Edition : Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications, 2010.
5. The Vest Pocket IFRS: Steven M. Bragg by John Wiley Publications, 2010
www.iasb.org , www.mca.gov.in,
www.icai.org , www.globalreporting.org.

GROUP C: FINANCIAL MANAGEMENT
Paper-2
SC17: STRATEGIC FINANCIAL DECISIONS

1. Course description:

Financial decisions need to be aligned with overall corporate strategy. This course is introduced to provide an interface of financial policy and strategic management process mainly focusing on financial restructuring, innovative financing strategies and risk management.

2. Course Objectives:

The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in developing financial strategies for the organisation.

3. Pedagogy:

Method of instruction consists of lectures and tutorials. Lecture session focuses on providing analytical setting for basic financial strategies followed by case study/group discussions and seminar presentations.

4. Course Contents:

Module 1: Financial Policy and Strategic Planning - Changing face of Financial Management - components of financial strategy - objectives and goals - strategic planning process - Corporate strategy, financial policy and shareholder value creation.

Module 2 : Expansion and Financial Restructuring: Mergers and Amalgamations-corporate restructuring - Types of corporate restructuring- Expansion strategy - Divestment strategy reason for merger - Benefits and cost of merger - Determination of swap ratios - Evaluation of merger proposal.

Module 3: Financing Strategy - Hybrid securities namely convertible and non-convertible securities - Deep discount bonds - Secured premium notes - Private equity.

Module 4: Risk management – Objectives - Functions of risk management - Risk Identification - Risk Measurement and Evaluation - Risk Control – Insurance and Financial Derivatives - importance of risk management

References:

1. An introduction to strategic Financial Management: Allen D. CIMA/ Kogan page, London
2. Financial Theory and corporate policy: Copeland T.E and J D Weston Addison westerly, NY.
3. Financial Decision Making: Hamton Jone, PHI, New Delhi
4. Financial Management: Pandey I.M ,Vikas Publication , Delhi
5. The Essence of mergers and Acquisitions: Sudarsanm, PS: prentice Hall of India, Hall
6. Financial Derivatives : G Kotershwar Chandana Publications, Mysore

GROUP D: HUMAN RESOURCE MANAGEMENT
Paper-2
SC18: INTERNATIONAL HUMAN RESOURCES MANAGEMENT

1. Course description:

This course covers broader framework of international HRM covering the major functions including HR Planning, performance management and issues relating to expatriation.

2. Course Objectives:

The course is envisaged to provide the student the knowledge related to management of human resources in business enterprises. This course familiarizes the student with various facets of human resources and their management.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

4. Course Contents:

Module 1: Nature of international Human Resource Management (HRM)-approaches to HRM differences between domestic HRM and IHRM.

Module 2: Human Resource Planning in HRM: recruitment and selection-issues in staff selection of expatriates. Training and development-expatriate training-developing international staff and multinational teams.

Module 3: Performance Management: Factors associated with individual performance and appraisal criteria used for performance appraisal of international employees –appraisal of host country nationals. Compensation-objectives of international compensation approaches of international c compensation.

Module 4: Expatriate Failure: Causes of failure, Repatriation-Repatriation process. Labor relations-Key issues in international relations –strategic choices before firms-strategic choices before unions-union tactics

References:

1. World class supply management: Burl Dabler and standing -Tata Mc Graw Hill.
2. International Human Resource Management : A Global Perspective : Practices and Strategies for Competitive Success: S K Bhatia, Deep and Deep, 2005,
3. International HRM: S C Gupta, Publisher-Mac Millan.
4. International Human Resource Management: Chris Rees and Tony Edwards-Pearson

Publications.

GROUP E: MANAGEMENT ACCOUNTING
Paper-2
SC19: COST MANAGEMENT

1. Course Description:

This course provides the coverage of a broader framework of various tools and strategies used for cost management and control.

2. Course Objectives:

The course is aimed at helping the students to:

- (i). Understand the scope and need for cost control and management.
- (ii) . Familiarize themselves with the basic cost control and management tools.,
- (iii). Understand the importance of statistical tools and operation research in cost control and management.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests.

4. Course Contents:

Module 1: Cost Management-Nature; Cost Management System; Cost Management ; Components of CM. Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

Module 2: Pricing Strategies- Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions. Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management.

Module 3: Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – and cost volume profit Analysis.

Module 4: Application of Operation Research and Statistical Tools in cost management: Linear Programming, Network Analysis, Assignment, Transportation and Time Series Analysis- Time series analysis including moving totals and averages.

References:

1. Cost Management : A strategic Emphasis, Blocher,Chen,Lin Mc Graw Hill
2. Welsh, Glenn A. : Profit, Planning and Control(prentice Hall)
3. Standard Costing : J. Batty
4. Cost Analysis for Management Decisions: M.R.S. Murthy , Tata Mc Graw Hill
5. Managerial Accounting : Calvin Engler, Irwin Publication
6. Cost Accounting A Managerual Emphasis: Charles T Horngren, Srikant, PHI.
7. Advanced Management Accounting: Robert S Kaplan Anthony A. Alkinson Prentice Hall of India, New Delhi
8. Management & Cost Accounting : Cohn Drury International Thomson Business Press
9. Principles & Practices of Cost Accounting : Ashish K. Bhattacharya A. H. Wheeler publisher
10. Quantitative Techniques in Management: N.D. Vohra Tata McGraw Hill Book Co. Ltd.
11. Cost Management strategy for business decision: Ronald Hilton and Michal Maher, 3rd Editions, Macgraw Hill.