APPENDIX - 28 (R )
UNIVERSITY OF MADRAS
M. Com Degree Course in (ACCOUNTING AND FINANCE)
(Choice Based Credit System)

REVISED REGULATIONS
(w.e.f. 2013 – 2014 onwards)

CONDITIONS FOR ADMISSION:

1. M.Com. ACCOUNTING AND FINANCE

A candidate who has passed the B.Com. B.Com/B.A (Corporate Secretaryship), B.Com (Accounting & Finance) B.C.S., B.B.A., B.Com (Bank Management), B.Com. (Computer Applications), B.A.(Co-operation), B.A. (Industrial Organization) and B.Sc.(Mathematics) or B.Sc.(Computer Science) or B.C.A. or any other UG degree with at least any two core/main Accounting papers offered at the B.Com shall be eligible for admission to M.Com Degree Program.

5. Revised Scheme of Examinations

<table>
<thead>
<tr>
<th>Course Components</th>
<th>Code</th>
<th>Subjects</th>
<th>Instructional Hours</th>
<th>Credit</th>
<th>Exam. Hours</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Paper - I</td>
<td>AF 701</td>
<td>International Financial Management</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
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<tr>
<td>Core Paper - II</td>
<td>AF 703</td>
<td>Cost Estimation and Control</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
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<td>Core Paper - III</td>
<td>AF 705</td>
<td>Financial Management</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
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<tr>
<td>Core Paper – IV</td>
<td>AF 707</td>
<td>Advanced Accounting and Corporate Accounting Standards</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
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<tr>
<td>Elective I</td>
<td></td>
<td>Accounting Information System Or Managerial Economics</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>25 75 100</td>
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<tr>
<td>Soft Skill - I</td>
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<td>2</td>
<td>40 60 100</td>
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CIA Internal External Total
Second Semester

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<tr>
<th>Course Components</th>
<th>Code</th>
<th>Subjects</th>
<th>Instructional Hours</th>
<th>Credits</th>
<th>Exam. Hours</th>
<th>Max. Marks</th>
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</thead>
<tbody>
<tr>
<td>Core Paper – V</td>
<td>AF 701</td>
<td>Financial and Cost Audit</td>
<td>4</td>
<td>3</td>
<td>25</td>
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<td>Core Paper – VI</td>
<td>AF 703</td>
<td>Income Tax Law and Practice</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
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<td>Core Paper – VII</td>
<td>AF 705</td>
<td>Quantitative Techniques for Business Decisions</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
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<tr>
<td>Elective II</td>
<td></td>
<td>Information Systems Audit Or Financial Markets and Institutions</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
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<td>Extra Disciplinary Elective &amp;</td>
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<td>Computerized Accounting</td>
<td>3</td>
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<td>25</td>
<td>75</td>
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<td>Internship</td>
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<td>40</td>
<td>60</td>
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</table>

& To be offered by other Department

Internship will have to be carried out at the end of the Second Semester and the report of the same shall be submitted by the students within a period of one month after the completion of the Internship. The Internship report shall be evaluated by the two examiners within the Department of the College. The marks shall be sent to the University by the College and the same will be included in the Third Semester Statement of Marks.
## Third Semester

<table>
<thead>
<tr>
<th>Course Components</th>
<th>Code</th>
<th>Subjects</th>
<th>Instructional Hours</th>
<th>Credit(s)</th>
<th>Exam. Hours</th>
<th>Max. Marks</th>
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<tbody>
<tr>
<td>Core Paper - VIII</td>
<td>AF 701</td>
<td>Indirect Taxes</td>
<td>4</td>
<td>4</td>
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<td>Core Paper – IX</td>
<td>AF 703</td>
<td>Fundamentals of Information Technology</td>
<td>4</td>
<td>4</td>
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<td>Core Paper – X</td>
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<td>Research Methodology</td>
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<td>Elective III</td>
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<td>Strategic Cost Management Or</td>
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<td></td>
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<td>Working Capital Management</td>
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<tr>
<td>Elective IV</td>
<td></td>
<td>Accounting for decision making Or</td>
<td>3</td>
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<td></td>
<td></td>
<td>Insurance and Risk Management</td>
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<td>Extra Disciplinary Elective</td>
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<td>Business Ethics and Corporate Governance and Social Responsibility</td>
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<tr>
<td>Soft Skill – III</td>
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### Fourth Semester

<table>
<thead>
<tr>
<th>Course Components</th>
<th>Code</th>
<th>Subjects</th>
<th>Instructional Hours</th>
<th>Credits</th>
<th>Exam. Hours</th>
<th>Max. Marks</th>
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</thead>
<tbody>
<tr>
<td>Core Paper – XI</td>
<td>AF 701</td>
<td>Business Analytics</td>
<td>4</td>
<td>3</td>
<td>25</td>
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<tr>
<td>Core Paper – XII</td>
<td>AF 703</td>
<td>Investment Analysis and Portfolio Theory</td>
<td>4</td>
<td>3</td>
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<td>Core Paper – XIII</td>
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<td>Strategic Management</td>
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<tr>
<td>Core Paper – IV and XV</td>
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<td>Project Plus Viva-voce *</td>
<td>8</td>
<td>4</td>
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<tr>
<td>Elective V</td>
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<td>Income Tax and Tax Planning Or Indian Financial System</td>
<td>3</td>
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<td>25</td>
<td>75</td>
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<td>Soft Skill - IV</td>
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</tbody>
</table>

* Viva-voce examination carries 40 Marks and Project Report carries 120 Marks

* Project Viva-voce is considered equivalent to two core papers. Hence, a College may choose to offer the following two core papers in lieu of the Project Viva-voce

<table>
<thead>
<tr>
<th>Core Paper – XVI</th>
<th>Com 216</th>
<th>Financial Derivatives</th>
<th>4</th>
<th>3</th>
<th>25</th>
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<tr>
<td>Core Paper – XVII</td>
<td>Com 218</td>
<td>International Banking and Global Financial Markets</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
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</tbody>
</table>
First Semester

International Financial Management

Objective: To impart knowledge on source of financing and methods of appraisal of investment decisions and risks involved in global level of financial operations


UNIT III - International Capital Budgeting – Methods – Present Value Analysis – Decision Tree Analysis – Contingent Claim Analysis

UNIT IV - Cost of Capital and Capital Structure – Cost of Debt and equity Across Countries – Weighted Average Cost of Capital and Assessment of Foreign Projects – Capital Structure Decision across the countries

UNIT V - Multinational Working Capital Management –Sources of Short Term Financing - Current Asset Management - International cash Management: - Inventory Management - Managing Blocked Currency Trade

Book References

1. Ian H. Giddy, ‘Global Financial Markets’ AITBS
2. Kirt C. Butler, ‘Multinational Finance’ Thomson south western
4. Reid W. Click and Coval, ‘International Financial Management’ Prentice Hall India
Cost Estimation and Control

Objective: To impart knowledge on the methods and techniques of cost estimation and control and to develop the skills in cost estimation and control

UNIT I Introduction – Cost behaviour and value improvements- Need for cost information-costing systems –cost behaviour and decision making –financial gearing and operational gearing

UNIT II Systems for product cost determination –concepts in cost determination-activity based costing and management -job and process costing –applications

UNIT III Systems for decision making – Marginal costing and contribution analysis –Differential costing

UNIT IV System for cost control and reduction – Budgetary control – Functional budgets and responsibility system

UNIT V Standard costing and variance analysis –Material ,Labour Overhead and profit variances

Note: The question paper should consist 80% problems and 20% theory questions

Book References

1. Sridharan , Costing for Management Vikas publishing house, New Delhi
2. Jain and Narang, Advanced cost accounting Kalyani Publishers
3. Saxena and Vashist, Advanced cost and management accounting Sultan Chand, New Delhi

Web references

www.futureaccountant.com
www.ce.cmu.edu
www.myicwai.com

Financial Management

Objective: To impart knowledge on sources of financing and methods of appraisal of investment decisions and risks involved in financial operations
UNIT I  Financial management- objectives- functions, scope- Evolution, Interface of financial management with other areas - Environment of corporate finance


UNIT III  Investment decisions – Investment appraisal methods – risk and uncertainty in Investment decisions – Capital rationing

UNIT IV  Dividend theories- issues in dividend policy- Dividend Relevance- Walter’s model- Gordon’s model- dividends and Uncertainty- dividend irrelevance- Modigliani and miller’s Approach- Dividend policy and market imperfections

UNIT V  Working Capital management – determining working Capital needs - working Capital cycle – sources for short term finance

Note- The question paper should consist 60% problems and 40% theory questions

Book References
1. Murthy, Financial Management, Margam Publishers, Chennai
2. Periyasamy, Financial management, Vijay Nicole Imprints
5. Prasanna Chandra, Financial management; theory and practice Atlas MC grew Hill

Web references
www.accountingstudyguide.com
www.managementparadise.com

Advanced Corporate Accounting and Accounting Standards

Objective: To impart knowledge on corporate accounting methods and procedures and to develop skills in the preparation of accounting statements and in their analysis

UNIT I  Advanced problems in share capital and debenture transactions including underwriting - Valuation of goodwill and shares

UNIT II  Acquisition, Amalgamation, absorption and reconstruction (internal and external) schemes - Statements for liquidation of companies

UNIT III  Consolidated final statement of Holding companies and subsidiary companies –inter-company holdings and owings -treatment of dividends
UNIT IV Final statements of banking companies and insurance companies Accounting for price level changes - Social responsibility accounting - Human resources Accounting

UNIT V Basic postulates of accounting theory and generally accepted accounting principles and practices recommended by the ICAI - Mandatory Accounting Standards (AS) issued by the ICAI

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References
2. R.L. Gupta and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
4. T S Reddy, et.al., Corporate Accounting, Chennai, Margam Publications

Web references
www.indiacorporateadvisor.com
www.iimcal.sc.in
www.futureaccountant.com

Accounting Information System

Objective: To help the students learn document an accounting system or subsystem using narrative description data flow diagrams and flowcharts and identify the existing technologies that can be used for business application and distinguish how accounting information systems are used to achieve organizational objectives and to improve planning and control in an organization

UNIT I Overview of Accounting Information Systems - The Information System: An Accountant’s Perspective. - Introduction to Transaction Processing - Ethics, Fraud, and Internal Control. Overview of Business processes – System development and documentation techniques


UNIT IV Systems Development Activities - Managing the Systems Development Life Cycle - Construct, Deliver, and Maintain Systems Project - Accounting system development – Database design methods
UNIT V Computer controls and auditing - Control and Accounting information system - Intelligent Business Reporting - IT Controls – Cyber security - Sarbanes-Oxley and IT Governance - Security and Access - Systems Development, Program Changes, Application Controls

Books for Reference s

2. Karthikeyan M, Accounting Information Systems, Avinash Paperbacks

Web References

www.computerizedaccount.tripod.com
www.academyoflearning.com
www.charteredaccountants.com.au

Managerial Economics

Objective: To offer expertise and knowledge on the application of economic theories and concepts to business decisions

UNIT I The Scope and Methods of Managerial Economics - Risk - uncertainty and probability analysis - Approach to managerial decision making and the theory of firm

UNIT II Demand analysis, basic concepts and tools of analysis for demand forecasting, use of business indicators; demand forecasting for consumer goods, Consumer durable and capital goods

UNIT III Concepts in resource allocation, cost analysis; breakeven analysis, short run and long run cost functions; production function: cost - price - output relations - Capital investment analysis - Economics of size and capacity utilization input - output - analysis

UNIT IV Market structure, Pricing and output; general equilibrium. Product policy, rates, promotion and market strategy - Advertising rates model- Advertisement budgeting

UNIT V Pricing objectives - pricing methods and approaches - Product line pricing - Differential pricing - Monopoly policy restrictive agreements - Price discrimination - Measurement of economic concentration - Policy against monopoly and restrictive trade practices

Book References

1 Peterson, Managerial Economics 4th Ed. Pearson Education, New Delhi,
2 Spencer, M.H. : Managerial Economics, Text Problems and Short Cases
3 Mote and Paul: Managerial Economics TMH, New Delhi
4 Sampat Mokherjee, Business and Managerial Economics Calcutta New Central Book Agency
5 Dwivedi D N, Managerial Economics, New Delhi Vikas
Web references

www.emeraldinsight.com
www.taylorandfrancis.com
www.oxfordjournals.org

Second Semester

Financial and Cost Audit

Objective: To provide expertise in the procedures and methods of financial and cost audit


UNIT II Evolution of cost audit- cost audit- concepts- objectives and Scope- cost audit Vs financial audit- cost audit as aid to the Management Cost auditor- his appointment- Rights, powers, duties and Responsibilities- financial Auditor- cost auditor- Internal Auditor-Relationship

UNIT III Cost audits planning- Familiarization with industry and systems And schemes- Requirements of cost audit, its importance Preparations, model plan and routine

UNIT IV Internal control system relating to financial audit and cost audit-Evaluation of internal control system- Accounting and budgetary Control- capacity utilization and inventory control

UNIT V Cost audit working papers and notes- cost audit - report Rules- contents and Para wise illustrations- notes and Qualifications- distinction and examples

Book References
3. Dutta Chowdhury: “cost audit and management audit”
4. Philip. I. Deliese and Others: Montgomery’s auditing, John Wiley and sons
5. Rathnam: Cost audit and management audit, Kitab Mahal
6. Tandon: Practical Auditing- S.Chand and Co

Web references
www.futureaccountant.com
www.myicwai.com
www.ce.cmu.edu
Income Tax Law and Practice

Objective: To understand the different elements of Income tax and application of Income tax Act and to plan to reduce the tax burden and to differentiate the implications of Tax evasion and Tax avoidance

UNIT I Income Tax Law and Tax Planning Basic Concepts - Residential Status and Tax Incidence, Exempted Incomes, and its related Tax planning implications - Significance and problems of tax planning, Tax evasion and tax avoidance, and methods of tax planning

UNIT II Computation of Taxable Income under Various Heads –Tax planning with respect to Salary – House Property – Business and Profession – Capital Gains and Income from other sources

UNIT III Computation of Taxable Income of Individuals and firms Deduction of Tax – Tax planning by taking advantage of various deductions – Exempted incomes

UNIT IV Clubbing of Income – Aggregation of Income Tax planning application with respect to clubbing of income and Aggregation of Income

UNIT V Tax considerations in specific business decisions, viz., make or buy; own or lease, retain or replace; export or domestic sales; shut-down or closure; expand or contract; invest or disinvest, Computer Application in Income tax and tax planning

Book References

1. Haraiharan N, Income Tax and Practice, Vijay Nicole Imprints
2. Lakhotia R N, SubhashLakhotia How To Save Income Tax through Tax Planning, Jain Book Depot, New Delhi
3. Shanbhag A N and SandeepShanbhag, Taxpayer to TaxSaver, Jain Book Depot, New Delhi
4. Lakhotia R N Tax planning for NRIs, Jain Book Depot, New Delhi

Web References

www.incometaxindia.gov.in
www.taxsmile.com
www.law.incometaxindia.gov.in
www.taxmanagementindia.com

Quantitative Techniques for Business Decisions

Objective: To provide knowledge in quantitative methods and applications and to offer expertise in quantitative analysis

UNIT I Theory of probability -probability rules -Baye's theorem -Probability distribution -Binomial, Poisson and Normal. Statistical decision theory -Decision environment -decision making under certainty and uncertainty and risk conditions -EMV, EOL and marginal analysis -value of perfect information - decision tree analysis
UNIT II Sampling - Meaning of random sample - sampling methods - sampling error and standard error relationship between sample size and standard error. Sampling distribution - characteristics - central limit theorem - estimating population parameters - point and interval estimates - estimating proportion, percentage and mean of population from large sample and small sample.

UNIT III Testing hypothesis - testing of proportions and means - large samples - small samples - one tailed and two tailed tests - testing differences between mean and proportions - errors in hypothesis testing - chi square distribution - characteristics - applications - test of independence and tests of goodness of fit - inferences - F distribution - testing of population variance - analysis of variance - one way and two way.

UNIT IV Correlation and regression - Simple, partial and multiple correlation - simple, partial and multiple regressions - estimation using regression line - standard error of estimate - testing significance of correlation and regression coefficients - interpreting correlation - explained variation and unexplained variation - coefficient of determination - multivariate analysis - factor, cluster and discriminant analysis.

UNIT V Linear programming graphic and simplex models - maximization and minimization - transportation - Assignment.

Note: The proportion between theory and problems shall be 20:80.

Book References


2. Gupta S P, Statistical Methods, Sultan Chand


Web references

http://fe.ugm.ac.id/iup/material/syllabi_quantitative.pdf
www.aiu.edu

Information Systems Audit

Objective: To gain basic knowledge about the necessary controls, losses and standards in computerized information system.


UNIT IV - Control Objectives for Information related Technology (COBIT) – Information System Control Technique (Computer dependent & Computer Non-dependent) – Control over Data Integrity – Privacy and Security Classification of Information (Controls – Logical access, Physical access, Environment)– Cryptography Firewall – Surveillance Technique – Hacking

UNIT V - Business Continuity Planning and Disaster Recovery Planning – Information Technology ACT 2000

Book References
2. Dube, D P, Gulati, V P, Information System Audit and Assurance

Web references
www.dbatra.com
www.itworld.com
www.icisa.cag.gov.in

Financial Markets and Institutions

Objective: To provide knowledge on financial markets and institutions and to impart knowledge on financial markets and institutions

UNIT I Meaning, role, functions and constituents of financial markets – Financial instruments – Indian Money and Capital Markets – Money Market: Meaning, characteristics, objectives, importance, general functions and segments of money market – Characteristics of a developed money market – Money market Vs Capital market – Global money markets


Book References

Web References
www.indiacorporateadvisor.com
www.nse-india.com
www.nsdl.co.in

Computerized Accounting

Objective: To develop the skills of students to prepare accounting statements using accounting software


UNIT V Statutory Reports – VAT – TDS – Service Tax – CST – Budgeting
Note: The practical examination will be conducted by an internal examiner and an external examiner jointly. The Theory paper (3 hours & 100 marks) will be scaled to 60 marks. The practical paper (3 hours & 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the Practical & Theory papers to secure a pass. Failure to secure the minimum either in the Theory or in the Practical will entitle the reappearance only in that paper. 20 marks out of 100 for the practical paper is reserved for the record.

Book References
1. Nidhani, Implementing Tally

Web references
www.charteredaccountants.com.au
www.computerizedaccount.tripod.com
www.academyoflearning.com

Third Semester

Indirect Taxes

Objective: To provide distinction between Direct Tax and Indirect Tax and also related incidence of tax rules for indirect tax and to provide understanding on the concept central excise and Service under the emerging increase importance of service sector

UNIT I Basics: Tax Vs Duty; Direct Tax Vs Indirect Tax – Powers of Union/States – Varieties of Indirect Taxes – Movement towards GST


UNIT III Service Tax: Genesis – First Principles of Taxable Service, Negative list, Exemption list, Taxable area, non-taxable area, point of taxation and valuation - Procedure for assessment and payment of Service Tax – Philosophy of Cenvat – Registration


Note: 80% Theory and 20% simple problems only from “Customs and Excise”

Book References

1. Datey, Indirect Taxes, Taxman Publication
3. Govindan N S, Indirect Taxes made easy, Seethraman & Co
4. Finance Act, 1994
5. Central Excise Act, 1944
6. Customs Act, 1962
7. CST Act, 1956
8. TTNVAT Act, 2006

Web References

www.legalserviceindia.com
www.indiacorporateadvisor.com
www.tnvat.gov.in
www.cbec.gov.in
www.aces.gov.in

Fundamentals of Information Technology

Objective: To offer basic skills in computer applications and to develop working knowledge on business related software

Unit I Introduction to Computer -Classification of Digital Computer System- Computer Architecture - Number -Compliments -Logic Gates -Truth Table -Boolean Algebra -Table Simplification of Boolean Function

Unit II Introduction to Computer Software -'C', DBMS, RDBMS -Implementing Number Sorting, Matrix Addition, Multiplication, Palindrome Checking, Searching an Element an Array

Unit III MS- WORD -Creating Word Document -Editing Text -Adding and Formatting Numbers - Symbols -.Getting into Print -MS-EXCEL -Creating Tables Using EXCEL -Using Tables and Creating Graphs -MS-ACCESS -Planning and Creating Tables -forms -Modifying Tables -Creating relational Database- Form Design- Reports -MS-POWERPOINT -Preparing Power Point Presentation for Marketing Products such as CREDIT CARD, Newly Introduced Cosmetic item etc.,

Unit IV Introduction to Internet -Resources of Internet -Hardware and Software Requirement of Internet -Internet Service Providers -Creating an E-Mail Account-Sending and Receiving Messages with Attachments to our friends account -Multimedia and its Applications
Unit V Application software - Accounting packages - Statistical packages - Preparation of financial statements and statistical analysis

Note: The practical examination will be conducted by an internal examiner and an external examiner jointly.

The theory paper (3 hours and 100 marks) will be scaled to 60 marks. The practical paper (3 hours and 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the practical and theory papers to secure a pass. Failure to secure the minimum either in the theory or the practical will entail the reappearance only in that paper. Twenty marks out of hundred for the practical paper is reserved for the record.

Book References

2. Corey Sandler, Tom Badget, Jan Wein Garten, Ms-Office for Windows

Web references

www.gurukpo.com/admin/bookpdf/66.pdf
www.springer.com
www.emeraldinsight.com

FUNDAMENTALS OF INFORMATION TECHNOLOGY LIST OF PRACTICAL EXPERIMENTS

- Creating Mail merged documents in MS WORD for example, Interview call letters
- Typing tables in Ms Word, for example schedule of debtors
- Creating a Cash budget in MS-EXCEL
- Draw a break even analysis graph in EXCEL
- Draw a graph to compare prices across year of multiple products
- Calculate the NPV of projects using EXCEL
- Computing regression and estimating the dependent variable using EXCEL
- Preparing Flexible budget using EXCEL
- Creating a file debtors and a file of Invoices along with the debtors details (relationship)
- Creating forms of data entry and data editing for a given data file (Include validation)
- Using the query generator to extract data
- Creating a Power Point presentation to promote a product.
- Creating a PP Slide show with clip art and image files
- Spelling checking, formatting and printing in WORD
- Update files in MS-Access
- Use reports to generate summaries in Ms-Access
- Use PP Facilities to create and automate slide show (including transition)
- Computing variance analysis using EXCEL
- Using data from Ms-Access to mail, merge a document in MS-WORD
- Drawing various types of graphs in EXCEL
Research Methodology

Objective: To provide knowledge on research methods, techniques and the process and to develop skills in the application of research methods for business problem solving

Unit I Research - Meaning and purpose - types of research - Pure and applied, survey, case study experimental, exploratory - Research Design - Steps in selection and formulation of research problem - steps in research - review of literature

Unit II Formulation of Hypothesis - Types, sources - Testing - sampling techniques - sampling error and sample size

Unit III Methods of data collection - Primary and secondary data - observation - interview - questionnaire - construction of tools for data collection - testing validity and reliability - pilot study and pre-testing

Unit IV Processing and analysis of data - editing - coding - transcription - tabulation - outline of statistical analysis - descriptive statistics - elements of processing through computers - packages for analysis

Unit V Report writing - target audience - types of reports - contents of reports - styles and conventions in reporting - steps in drafting a report

Book References

1 William C Emory, Business Research Methods, Richard D Irwin, NJ,

2 Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill

3 Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai

4 Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern

Web references

www.tutorsindia.com
www.springer.com
www.authorstream.com
www.socialpsychology.org
Strategic Cost Management

Objective: To provide an in depth knowledge of the techniques and methods of Cost Management relevant to Corporate administration.

UNIT I - Planning Environment – Forecasts trend and changes – Social, Political legal and technological impacts – Distribution channels and competitive forces – Public and Private Sector investment – International trade – prices and government policies for capacity expansion

UNIT II - Strategies – Meaning and implications of corporate planning long range planning, business policy planning – Process of developing – strategic plan – SWOT Analysis – Strategies for stagnation Vs. Growth – Strategies for growth through expansion Vs. diversification, Acquisition and merger strategy, strategy of joint venture both in Indian and abroad

UNIT III - Model Building – strategies in the development of models – Delphi Model, Econometric Model, Mathematical programming Model, Budgetary and Heuristic Model – Sensitivity analysis and characteristics of the model

UNIT IV - Marketing concept objectives and framework – Linkage between strategic planning and marketing strategy – research and intelligence sources – control or application of management accounting in marketing – Analysis of marketing cost and profitability, pricing policies and strategies

UNIT V - Distribution cost analysis and control – contribution analysis and product – Line profitability analysis – Evaluation of research information – Perfect, imperfect and Baye’s Theorem

Book References

Web References
www.indiacorporateadvisor.com
www.iimcal.sc.in
www.futureaccountant.com
Working Capital Management

Objective: To impart in depth knowledge on short term funds management and to expose students to corporate practices in working capital management


Unit II Cash Management: Importance – Factors influencing Cash Balance determining minimum cash balance – Cash Budgeting-Cash Control – Monitoring collections & disbursement – Cash Management Models


Unit IV Receivables management: Credit policy – Credit evaluation credit granting decisions – control receivables – collection policy


Note: The question paper should consist 60% theory and 40% problems questions

Book References
2. Ramamoorthy, V.E., Working Capital Management, IFMR, Chennai

Web references
www.slideshare.net
www.iif.edu
www.svtuition.org
www.accountingstudyguide.com
Accounting for Decision Making

Objective: To apply advanced managerial accounting concepts in order to make more informed and more effective decisions in simulated and actual business situations, to develop management accounting information systems that will play an important role in the overall success of an organization and to analyze and to apply Modern cost analysis techniques to control and to reduce the cost to enhance the value.

UNIT I - Cost Volume Profit analysis and Decision Making – Pricing Decision under special circumstance – Make or Buy – Shutdown or continue – Export Vs Local Sale – Expand or contract decisions – Product Mix – Price Mix decisions

UNIT II - Cost concepts in Decision Making – Incremental costing – Differential costing in managerial Decision making

UNIT III - Capital Investment Decision – Payback and discounted payback – Net present value and taxation – Internal Rate of Return – Accounting Rate of Return – Post project evaluations


UNIT V - Activity based approaches to Cost and Management Analysis – Activity Based Costing – Activity Based Management – Target costing – Cost ascertainment and pricing using Target Costing

Book References

1. Charler Brandon, Managerial Accounting, TMH, New Delhi
2. Ray H. Garrison, Managerial Accounting, TMH, New Delhi
3. Ravi M. Kishore, Advanced Management Accounting, Taxman, Publications, New Delhi
4. Advanced Management accounting – Study Material – Institute of Chartered Accountants

Web References
www.futureaccountants.com
www.charteredaccountants.com.au
www.computerizedaccount.tripod.com
www.accountingstudyguide.com
Insurance and Risk Management

Objective: To provide knowledge on how insurance can be used in business for risk mitigation and management.

UNIT I - Risk and risk management process - risk identification - evaluation - risk management techniques - selecting and implementing risk management techniques

UNIT II - Commercial risk management applications - property - liability-commercial property insurance different policies and contracts - business liability and risk management insurance - workers' compensation and risk financing

UNIT III - Personal risk management applications - property - liability - risk management for auto owners - risk management for home owners

UNIT IV - Risk management applications - loss of life - loss of health - retirement planning and annuities - employee benefits - financial and estate planning

UNIT V - Risk management environment - industry - functions and organisation of insurers - Government regulation of insurance sector - IRA - Privatization of insurance business in India - changes in Insurance Act - Insurance intermediaries insurance products pricing, claim valuation - Foreign insurers in India

Book References
1. Periyasamy P, Insurance Management, Vijay Nicole Imprints
2. Periyasamy P, Risk Analysis and Insurance, Vijay Nicole Imprints
8. Insurance Act - Latest
10. Jah, RN, Insurance in India, Bharat Book Bureau, Mumbai
11. Stewaral Ddoss VS Kaveri Total Quality assessment in Insurance, Akaksha publishing house, New Delhi

Web References
www.assocham.org
www.iata.org
Business Ethics and Corporate Governance and Social Responsibility

Objective: To develop an understanding among students on ethical issues in business and good governance practices and to impart skills of analysis and capability of making business decisions.

UNIT I - Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II - Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III - Corporate social responsibility - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV - Corporate Governance – Meaning and scope — Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V - Codes of governance –Birla committee report

Book References


Web references

www.business-ethics.com
www.businessethics.ca
www.societyforbusinessethics.org
www.e-businessethics.com
Fourth Semester

Business Analytics

Objective: To provide the students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations and to show students how to apply basic business analytics tools in a spreadsheet environment, and how to communicate with analytics professionals to effectively use and interpret analytic models and results for making better business decisions, through the data, information and to convert into Business intelligence

UNIT I - Foundations of Business Analytics – Overview of the Business Analytics Model – Deployment of Business analytics model – Link Between strategy and the deployment of Business analytics model. – Business process and Business analytics – Optimizing the business processes

UNIT II - Data Information and knowledge – Analyst’s role in Business analytics – Required competencies for the analyst -Descriptive Analytics. – Explorative methods - Fundamental tools and methods of data analysis and statistics, focusing on visual representations of data, descriptive statistical measures - probability distributions and data modeling, sampling and estimation, and statistical inference

UNIT III - Predictive Analytics – development of different approaches for building and analyzing predictive models, applying regression and forecasting techniques, simulation and risk analysis, and an introduction to data warehousing and data mining

UNIT IV - Business analytics at the data warehouse level – What is data warehouse? – Architecture and the process involved in data warehouse – Tips and techniques in Data warehousing - Prescriptive Analytics through exploring linear, and nonlinear optimization models

UNIT V - Decision making and Problem solving – Decision Making Process – Conditions that influence decision making – Personal decision- making styles – Decision making with quantitative tools, focusing on philosophies, tools, and techniques of decision analysis

Book References

3. Prasad R N, SeemaAcharya Fundamentals of Business Analytics, , Wiley India Ltd

Web References
www.businessanalytics.in
www.sas.com/india
www.capgemini.com
www.accountingstudyguide.com
Investment Analysis and Portfolio Theory

Objective: To provide knowledge on basics of investment management and to develop skill for investment analysis and portfolio building


UNIT II Approaches to security analysis - market indicators - security price movements - fundamental analysis - technical analysis - Dow theory - Random walk theory - efficient market hypothesis - various forms of market efficiency and their implications to security analysis - technical analysis Vs. efficient markets hypothesis - common stock analysis - economic analysis - economic indicators - industry analysis


UNIT IV Portfolio - portfolio management - portfolio theory - meaning and objectives, traditional and modern portfolio theory. Diversification - Markowitz's approach - portfolio management process - portfolio planning - portfolio analysis - portfolio selection - portfolio evaluation - portfolio revision - various steps involved in the development of portfolio

UNIT V Capital market theory - assumptions - risk, investors preference - capital asset pricing model (CAPM) - estimating Betas - significance of betas in portfolio theory - securities market line arbitrage pricing theory - options pricing model - put and call - valuation of various options - futures trading - hedging and forward contracts - Indian stock market and the institutional investors

Note: The proportion between theory and problems shall be 60: 40

Book References
1 Prasanna Chandra, Managing Investments, New Delhi, Tata Mcgraw Hill
2 Elton, Edwin J & Gruber Martin J, Modern Portfolio Theory & Investment Analysis, Wiley & Sons
3 Sidney Cottle, Graham & Dood's, Security Analysis, Tata Mcgraw Hill
4 Fisher D & RJ Jordan, Security Analysis & Portfolio Management, Prentice Hall of India
5 Francis J C and S H Arclean, Portfolio Analysis, Prentice Hall of India
6 Russell Fuller et.al, Modern Investments and Security Analysis, McGraw Hill

Web references
www.amazon.com
www.bcci.bg
www.asrm.edu.pk
**Strategic Management**

**Objective:** To develop an understanding on strategy formulation and implementation in business operations

UNIT I Strategic Management process an overview - Developing a strategic vision & Mission - Setting objectives and creating a strategy

UNIT II Environment Scanning and analysis - Industry competition analysis - Evaluating company resources and competitive capabilities

UNIT III Analysis of strategies & choice - operationalising and implementing strategies - Ranking Resource strategies and organizational capabilities

UNIT IV Strategies for competing in global markets - strategies of MNCS companies - Strategies of Diversified companies

UNIT V Leadership and Culture - Integration of structure - Leadership and corporate culture for effective strategies

**Book References**


2. Gerry Johnson Exploring Corporate Strategy Prentice Hall

3. Maisana Mazzucato, Strategy for Business, New Delhi, Sage Publication

4. Craig Fleisher et.al, Strategic and Competitive Analysis, Prentice Hall

**Web references**

www.managementstudyguide.com

**Income Tax and Tax Planning**

**Objective:** To understand the different elements of Income tax and application of Income tax Act and to plan to reduce the tax burden and to differentiate the implications of Tax evasion and Tax avoidance

UNIT I - Income Tax Law and Tax Planning Basic Concepts - Residential Status and Tax Incidence, Exempted Incomes, and its related Tax planning implications - Significance and problems of tax planning, Tax evasion and tax avoidance, and methods of tax planning

UNIT II - Computation of Taxable Income under Various Heads - Tax planning with respect to Salary – House Property – Business and Profession – Capital Gains and Income from other sources

UNIT III - Computation of Taxable Income of Individuals and firms Deduction of Tax – Tax planning by taking advantage of various deductions – Exempted incomes
UNIT IV - Clubbing of Income – Aggregation of Income Tax planning application with respect to clubbing of income and Aggregation of Income

UNIT V - Tax considerations in specific business decisions, viz., make or buy; own or lease, retain or replace; export or domestic sales; shut-down or closure; expand or contract; invest or disinvest -
Computer Application in Income tax and tax planning

Book References

1. Hariharan, Income Tax Law and Practice, Vijay Nicole Imprints
2. Lakhotia, SubhashLakhotia, How To Save Income Tax through Tax Planning, Jain Book Depot, New Delhi
3. Shanbhag A N, and SandeepShanbhag, Taxpayer to Taxsaver, Jain Book Depot, New Delhi
4. Lakoita R N, Tax planning for NRIs Jain Book Depot, New Delhi

Web References

www.incometaxindia.gov.in
www.taxsmile.com
www.law.incometaxindia.gov.in
www.taxmanagementindia.com

Indian Financial System

Objective: To impart knowledge on the characteristics and functions of Financial systems in India and to expose students to the contemporary developments in financial markets

Regulation over financial markets – Functions and powers of SEBI


UNIT III - Instruments Issued Outside India - FCCBs, GDRs, ADRs, ECBs, etc. – their characteristics, advantages and disadvantages, procedure for issue of various instruments and their cost. Recent trends in capital market.


Financial Derivatives

Objective: To impart conceptual knowledge on financial derivatives and to provide knowledge on accounting for derivatives

UNIT I Financial derivatives – an introduction; Futures market and contracting; Forward market – pricing and trading mechanism; Futures pricing – theories and characteristics

UNIT II Financial derivatives market in India; Regulation of financial derivatives in India

UNIT III Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards

UNIT IV Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets

UNIT V Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives

Book References
2. Gupta S L, Financial derivatives, theory, concepts and problems, Prentice Hall India
3. John Hull, Options, Futures and other Derivatives, Prentice Hall India

Web References
www.internationalfinancemanagement.com
www.onlinelibrary.wiley.com
www.emeraldinsight.com
International Banking and Global Financial Markets

Objective: To impart knowledge on the characteristics and functions of Global financial markets and to expose the students to the contemporary developments in Global Financial systems.


UNIT II - International Money Market - Instruments traded - Euro currency time Deposits - Euro notes -- Banker's acceptance - Floating Rate Notes - International banking and Euro Currency market - Syndication technique


UNIT V - International Banking - Services offered by the foreign banks -- Organization structure and operations of foreign banks (as affiliated banks, consortium banks, correspondent banks etc.) --Why banks became Multinational units --Problems of Multinational banks. Financial Intermediation -- maturity transformation and interbank activity --International Trade involving Letter of credit-An overview of typical transaction --alternative payment and guaranteeing procedure

Book References
5. Ian H Giddy, Global Financial Markets, Houghton Mifflin in Co., USA

Web References
www.emeraldinsight.com
www.taylorandfrancis.com
www.oxfordjournals.org