

# VIMALA COLLEGE (AUTONOMOUS)

(NAAC Re-accredited(3<sup>rd</sup> Cycle): A Grade, CGPA-3.50)

**College with potential for Excellence**

**Affiliated to University of Calicut**



**MASTERS DEGREE PROGRAMME**

**IN  
COMMERCE**

**Under Credit and Semester System**

**(VCCSS)**

**SYLLABUS, SCHEME, AND MODEL QUESTION PAPERS**

**(2018 ADMISSION ONWARDS)**

**VIMALA COLLEGE ENGINEERING**

**COLLEGE P O, THRISSUR**

**KERALA- 680009, INDIA**

## **VIMALA COLLEGE (AUTONOMOUS), THRISSUR-9**

### **REGULATIONS GOVERNING MASTER OF COMMERCE PROGRAMME UNDER CREDIT AND SEMESTER SYSTEM PROPOSED TO BE IMPLEMENTED WITH EFFECT FROM 2016 -17 ACADEMIC YEAR**

#### **1.0 Title of the programme**

This DEGREE shall be called MASTER OF COMMERCE (M.Com.)

#### **2.0 Eligibility for admission**

Any candidate who has passed B.Com or BBA (earlier BBS) degree of University of Calicut or B.Com, BBA or BBM or BBS degree of any other University or Institute in any state recognized by UGC or AICTE with a minimum of 45% marks is eligible for admission. OBC and SC/ST students are eligible for relaxation as per University rules.

#### **3.0 Duration of the programme**

The duration of the M.Com programme of study is two years divided into four semesters.

#### **4.0 Medium of Instruction**

The medium of instruction and examination shall be English.

#### **Subjects of study**

The subjects of study leading to the award of M.Com shall comprise the following courses:

#### **Semester I**

<b>Course Code</b>	<b>Course Title</b>	<b>Hours Theory</b>	<b>Hours Practice</b>	<b>Total Hours</b>	<b>Total Credits</b>
<b>VPMC1C01</b>	Business Environment	80	16	96	4
<b>VPMC1C02</b>	Quantitative Techniques for Business Decisions	80	16	96	4
<b>VPMC1C03</b>	Accounting for Managerial Decisions	80	16	96	4
<b>VPMC1C04</b>	IT Applications in Commerce	80	16	96	4
<b>VPMC1C05</b>	Organizational theory and Behavior	80	16	96	4
<b>Total in a Semester</b>		<b>400</b>	<b>80</b>	<b>480</b>	<b>20</b>

**Semester II**

Course Code	Course Title	Hours Theory	Hours Practice	Total Hours	Total Credits
VPMC2C06	International Business	80	16	96	4
VPMC2C07	Advanced Corporate Accounting	80	16	96	4
VPMC2C08	Business Communication	80	16	96	4
VPMC2C09	Management Science	80	16	96	4
VPMC2C10	Strategic Management and Corporate Governance	80	16	96	4
<b>Total in a Semester</b>		400	80	480	20

**Semester III**

Course Code	Course Title	Hours Theory	Hours Practice	Total Hours	Total Credits
VPMC3C11	Financial Markets & Institutions	80	16	96	4
VPMC3C12	Income Tax Law and Practice	80	16	96	4
VPMC3C13	Research Methodology	80	16	96	4
VPMC3EF01	Elective I Financial Management	80	16	96	4
VPMC3EF02	Elective II Security Analysis and Portfolio Management	80	16	96	4
<b>Total in a Semester</b>		400	80	480	20

**Semester IV**

Course Code	Course Title	Hours Theory	Hours Practice	Total Hours	Total Credits
VPMC4C14	Financial Derivatives and Risk Management	80	16	96	4
VPMC4C15	Cost Management	80	16	96	4
VPMC4EF03	Elective III Strategic Financial Management	80	16	96	4
VPMC4EF04	Elective IV Tax Planning and Management	80	16	96	4
VPMC4PR	Project Work and Viva-Voce	80	16	96	4
<b>Total in a Semester</b>		400	80	480	20

### Consolidated Credit

Semester	No of Theory papers & Project	Hours Theory	Hours Practice	Total Hours	Total Credits
I	5	400	80	480	20
II	5	400	80	480	20
III	5	400	80	480	20
IV	5	400	80	480	20
		<b>1600</b>	<b>320</b>	<b>1920</b>	<b>80</b>

### The credits and hours per week

The credits and hours proposed for various courses in different semesters are as given under

Semester	No. of theory paper	Theory		Project		Total hours	Total credit
		Hrs	Credit	Hrs	Credit		
I	5	25	20	0	0	25	20
II	5	25	20	0	0	25	20
III	5	25	20	0	0	25	20
IV	4	20	16	5	4	25	20
Total credits for the programme							80

### Functional Electives

(a) Finance

#### Finance:

<i>Course Code</i>	<i>Name</i>
<b>VPMC3EF01</b>	Financial Management
<b>VPMC3EF02</b>	Security Analysis and Portfolio Management
<b>VPMC3EF03</b>	Strategic Financial Management
<b>VPMC3EF04</b>	Tax Planning and Management

## **Semester IV**

### **VPMC4PR Project Work and Viva-Voce**

#### **Project Report**

During the third and fourth semesters each student shall do a project work under the guidance of a faculty member

- The project should be done individually on a topic based on a need in the business organisation or a social or economic problem relating to the discipline to be decided by the student under supervising teacher.
- The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared if the organization or the guide or both ask for one copy each.
- The report shall be printed (or neatly typed) and bound (preferably spiral bound) with not less than 60 A4 size, 1.5 spaced, pages, Times New Roman Font, Font Size 12 pt.
- The project report should be submitted to the Head, Department of Commerce of the College where he/she is doing M.Com at least 10 days before the last working day of the fourth semester duly certified by the guide.

#### **Structure of the report**

Title page

Certificate from the organization (if the project work is done in an organisation)

Certificate from the supervising teacher

Declaration of the student

Acknowledgement

Contents

Chapter I: Introduction (Significance of the study, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature

Chapter III: Organization Profile/Conceptual Frame work

Chapter IV: Data Analysis and Interpretation

Chapter V: Summary, Findings and Recommendations

Bibliography: Books, journal articles etc. used for the project work

Appendix: Questionnaire, specimen copies of forms, other exhibits etc.

#### **Project Work shall have the following stages**

- Problem identification
- Project draft proposal presentation and discussion
- Finalization of the proposal
- Data collection and analysis of Data
- Report writing
- Final Project report submission

Evaluation of project report: As per common regulations for CSS for PG.

**Viva Voce Evaluation is based on:**

**Internal Viva**

Components	Weightage	Max. WGP
Problem Formulation	9	36
Methodology	9	36
Analysis of Data	18	72
Criticality of Findings	9	36
Report Writing	9	36
<b>Total</b>	<b>54</b>	<b>216</b>

Grade point = WGP/54

A = 3.5-4, B= 3.49-2.5, C=2.49-1.5, D=1.49-0.5, E = up to .49

**External Viva**

Components	Weightage	Max. WGP
Knowledge in the Subject	6	24
Knowledge in the Project Work	6	24
Communication skill, Presentation skills etc.	6	24
<b>Total</b>	<b>18</b>	<b>72</b>

Grade point = WGP/18

A = 3.5-4, B= 3.49-2.5, C=2.49-1.5, D=1.49-0.5, E = up to .49

At the end of fourth semester, each candidate shall attend a comprehensive viva voce.

The viva board shall have two external members and one internal member.

### QUESTION PAPER PATTERN FOR INTERNAL EXAM

Section	Nature of Question	Weightage (1)	Total Number of Questions (2)	Number of Questions to be Answered (3)	Total Marks (1)x(3)
<b>A</b>	Short Answer	1 Each	3	3	3
<b>B</b>	Short Essay	3 Each	4	3	9
<b>C</b>	Long Essay	6 Each	2	1	6
Total			9	7	18

### QUESTION PAPER PATTERN FOR EXTERNAL EXAM

Section	Nature of Question	Weightage (1)	Total Number of Questions (2)	Number of Questions to be Answered (3)	Total Marks (1)x(3)
<b>A</b>	Short Answer	1 Each	6	6	6
<b>B</b>	Short Essay	3 Each	8	6	18
<b>C</b>	Long Essay	6 Each	3	2	12
Total			17	14	36

### Scheme of Evaluation (Internal Marks)

Sl. No.	Components	Marks
1	Attendance	4
2	Test papers: I	4
3	Test papers: II	4
4	Assignment	4
5	Seminar	4
<b>Total Grade Point</b>		<b>20</b>
<b>NB: A=3.5-4; B=2.5-3.49; C=1.5-2.49; D=0.5-1.59; E=0-0.49</b>		

### CALCULATION OF ATTENDANCE COMPONENT

Sl.No	% of attendance	Grade Point	Grade
1	Above 90%	4	A
2	85-89%	3	B
3	80-84%	2	C
4	75 -79%	1	D
5	Below 75	0	E



## MASTER OF COMMERCE

### SEMESTER I

#### VPMC1C01: BUSINESS ENVIRONMENT

**Instructional Hours: 80 Hours**

**Credits: 04**

**Weightage : 36**

#### **Objectives**

- To familiarize students with the concepts of macro-economic in which a Business organization operates.
- To give an idea about the policies of the government and assess their impact on business.

**Module I: *Business Environment*:** Meaning and Elements of Business Environment Components and significance – Scope – political, Economic, Social, Technological, Legal, Cultural and Labour Environment – Trade Unions – Quality Circles – External Factors Influencing Business Environment Dimensions of International Business Environment – Challenges.

**15 hours**

**Module II: *Structure of Indian Economy*:** Economic Systems – Economic Planning – Planning Commission and NITI AAYOG – Public Sector – Changing Role – Relevance – Public Sector Reforms – Public Private Participation – Privatization and Disinvestments – Fiscal Policy – Monetary Policy – Structure of Union and State Budgets – Sources of Revenue – Management of Public Debt.

**20 hours**

**Module III: *Profile of Indian Economy*:** New Economic and Industrial Policy – Economic Reforms Land Reforms – Liberalization – Problems of Growth – Unemployment, Poverty, Regional Imbalances, SEZ , Social Injustices, Inflation, Black Money, Lack of Technical Knowledge and Information – Globalization Various Aspects, Consequences

**15 hours**

**Module IV : *Foreign Direct Investment and Institutional Investment* :** Forms – Policy - FDI in Retail Trade – Problems and Consequences – FEMA – Multinational Corporations Role and Recent Trends – Problems and Consequences – Competition Law.

**15 hours**

**Module V: *Environmental Studies- an overview*:** Pollution Control Act, 1986 – Environment Protection Act, 1986 – Biological Diversity Act, 2002 - National Green Tribunal Act , 2010 – Consumer Protection Act, 1986 – Right to Information Act, 2005 **15hours**

## **References**

### **Core Readings:**

1. Sivayya, K.V.and Das VBM: *Indian Industrial Economy*, Sultan Chand Publishers,Delhi.
2. Bedi, Suresh: *Business Environment*, Excel Publications, New Delhi.
3. Cherunilam, Francis: *Business Environment - Text & Cases*, Himalayan Publishing House, Mumbai.
4. Adhikari ,M.: *Economic Environment of Business*, Sultan Chand & Sons, NewDelhi.
5. Narain, Laxmi : *Globalization , Liberalization and Privatization of Public Enterprises*, Sultan Chand & Co, New Delhi.
6. Pandey, G.N., *Environmental Management*, Vikas Publishing House.
7. Agarwal, Raj : *Business Environment*, Excel Publications New Delhi.
8. Ray: *Indian Economy*, Prentice Hall of India.

### **Additional Readings:**

1. Dutt, Rudder and Sundaram, KPM.: *Indian Economy*, S. Chand and Co., New Delhi.
2. Chand, Amar: *Government and Business*, Tata McGraw Hill, New Delhi.
3. Alternative Survey Group: *Structural Adjustment in India – An Assessment*, New Age
4. Int. (P), NewDelhi.
5. Cherunillam, Francis: *Business and Government* , Himalaya Pub. House, New Delhi.
6. Awasthappa, K: *Essentials of Business environment*, Himalaya Pub. House, New Delhi.
7. Ghosh, P.K. & Kapoor G.K.: *Business Policy and Environment*, S. Chand and Sons,NewDelh.
8. Francis, Cherunilam: *International Business: Text and Cases*, Prentice Hall of India.
9. Branson, William H., *Macro Economic Theory and Policy*, First East – West Press.

### **Current Readings**

1. Economic and Political Weekly. Economic Survey of India. Govt. of India Latest Economic Survey

## **VPMC1C02: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

## Objectives:

- To acquaint students with important quantitative techniques, which enable sound business decision making
- To make students learn the process of applying appropriate quantitative techniques for validating findings and interpreting results.

**Module I: *Quantitative Techniques*** : Qualitative and quantitative approaches – Role in decision making – Significance of quantitative decisions - Inferential analysis for management – Statistical estimation, Point estimation, Interval estimation, Confidential Limits, Estimating population mean, Estimating population proportion – Sample size and its determination.

**15 hours**

**Module II: *Tests of significance***: Basic concepts – Parametric Tests – Sampling Distribution – Large and small samples – Standard Error – Hypothesis – Level of Significance – Degree of Freedom – Central limit theorem – Critical value. Parametric tests – Tests for means, Tests for proportions, Tests for variance – Z test, t test, F test – Test for Paired Observations – Analysis of Variance – One way and Two way classifications.

**20 hours**

**Module III: *Correlation***: Types, Coefficient of Correlation, Rank correlation, Partial and Multiple correlation, Probable error – ***Regression***: Multiple Regression - Practical application of statistical test in correlation and regression.

**15 hours**

**Module IV : *Non-parametric tests*** : Assumptions – Features – Advantages – Limitations – Chi Square test, Contingency tables, Tests for goodness of fit, Test for independency - Sign test - Wilcoxon Signed Rank test - Mann Whitney U test - Kruskal Wallis test (H Test) - Wald Wolfowitz Runs Test - Software for Quantitative methods–SPSS, Data Entry, Descriptive statistics, Inferential Analysis.

**15 Hours**

**Module V : *Statistical Quality Control*** : Variations, Assignable variations and Chance variations – Process control – Product control – Control charts for variables, X chart, R chart- Control for attributes, P chart, np chart, C chart – Merits of control charts – Applications in business.

**15 hours**

**(Theory and Problems may be in the ratio of 40% and 60% respectively)**

## References:

1. Levin & Rubin, *Quantitative Approaches for Management*, Pearson
2. Anderson, *Quantitative Methods for Business Decisions*, Thomson
3. Barry Render, *Quantitative Analysis for Management*, Prentice Hall of India
4. Vohra, N.D., *Quantitative Techniques for Management*
5. Sharma Anand, *Quantitative Techniques for decision making*, Himalya Publishing House
6. Gupta & Khanna, *Quantitative Techniques for decision making*, Prentice Hall of India.
7. Gupta S P, *Statistical Methods*, S. Chand & Sons.

### VPMC1C03: ACCOUNTING FOR MANAGERIAL DECISIONS

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### Objectives:

- Enable the students to know the applications of accounting tools, techniques and concepts in managerial decision making process.
- To enable the students to acquire knowledge of managerial decision making process.

**Module I: *Management Accounting*:** Nature, Scope and functions, Role of management Accountant – Cost concepts and classifications – Variable costing and Absorption costing – Emerging costing approaches - Life Cycle Costing , Quality costing ,kaizen costing, throughput costing, Back Flush Costing, Activity Based Costing.

**10 hours**

**Module II : *Fund Flow Statements*:** Meaning and concept of funds, Current and Noncurrent Accounts, Flow of Fund, Preparation of Fund Flow Statements, Uses and Significance. Cash Flow Statements: Differences Between Fund Flow and Cash Flow Statements, Preparation of Cash Flow Statements As Per AS-3 Norms, Direct and Indirect Methods.

**20 hours**

**Module III: *CVP Analysis and Decision making* :** Managerial applications of CVP analysis, Make or Buy decisions, Alternative methods of Production, Buy or lease decision, Shut down or continue, Repair or replace ,Accepting bulk orders for Idle capacity utilization, Pricing under different situations–Suitable product mix, and Key Factor.

**15 hours**

**Module IV: *Cost of capital*:** Concept, Relevance, Elements of cost of capital- Cost of equity, Cost of debt, Cost of retained earnings, calculation of weighted Average Cost of Capital, Cost control and cost reduction techniques – Value Engineering.

**15 hours**

**Module V: *Performance measurement*** : Financial and non-financial measurement of performance Return on investment, Residual income, Economic value added (EVA) – Concept, measurement, Balanced score card- Concept, objectives, Multiple score card measures, New horizons in Managerial control – Transfer pricing , Responsibility accounting , Performance Budgeting , ZBB,– Social cost benefit analysis.

**20 hours**

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**(Theory and Problems may be in the ratio of 40% and 60% respectively)**

**References:**

1. Jain and Narang. “*Cost and Management Accounting*”. Kalyani Publishers
2. S N Maheswari. “*Management Accounting and Financial Control*”. Sulthan Chand & Sons
3. N.K Kulshrestha. “*Management Accounting*”. Taxman Publications
4. Paresh Shah .”*Management Accounting*”, Oxford Publishers
5. Ravi.M Kishore. “*Advanced Management Accounting*”., Taxman
6. Colin Drury . “*Management and Cost accounting*”. Cengage Learning
7. Dr. S.P Gupta . “*Management Accounting*”. Sahitya Bhavan Publishers

**VPMC1C04: IT APPLICATIONS IN COMMERCE**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

**Objectives:**

- To get an overall idea about various IT applications used in the business platform especially MIS.
- To make a practical approach in spreadsheet modeling and database management System.

**Module I: *Concept of MIS : Information-*** Concept of information – Characteristics of information quality of information - information overload – System - System concepts – Types of systems – characteristics of system – control in systems – system stress – Characteristics of MIS – MIS architecture – Basic structural concepts – MIS and other academic disciplines – Need for MIS – Strategic role of MIS - Limitations of MIS – Approaches for system development : System development life cycle – prototyping – Rapid Application development – End user development.

**20 hours**

**Module II: *Introduction To Different Sub-Systems:*** Transaction Processing Systems, Office Automation Systems - Decision Support Systems - Executive Information Systems - Artificial intelligence and Expert systems. Functional Information Systems in Business - Production Information system – Marketing Information System – Financial Information System – HR Information System.

**12 hours**

**Module III : *Spread Sheet Based Application For Business* :** basic concept of spreadsheet – popular spreadsheet based programmes – Modeling in spreadsheet – formulation – Logical functions – Financial functions – Statistical analysis – spreadsheet security – database function in spreadsheet – linking data between work sheets – developing models for liquidity and profitability analysis by using accounting ratios – Project appraisal using spread sheet – Inventory management.

**20 hours**

**Module IV : *Database Management Technology* :** Data base concept – Database terminology – DBMS – Popular DB softwares – Components of DBMS – Database structure – RDBMS – DBA – Data mining – Data warehousing – Introduction to database software – Elements and objects of database software – Table creation – Query creation – Form creation – Report Generation – Business application of Database software

**20 hours**

**Module V : *Enterprise Resource Planning* :** Introduction – Features of ERP – Database and ERP – ERP & BPR – ERP Modules – ERP implementation methodology – Popular ERP Packages.

**8 hours**

#### **References:**

1. LM Prasad & Usha Prasad: Management Information Systems, Sulthan Chand & Sons.
2. AK Gupta: Management Information Systems: S Chand & Co. Ltd.
3. James O Breien, George M Marakas & Ramesh Behl: Management Information Systems, Mc Grawhill
4. Alexis Leon: Enterprise Resource Planning:

### **VPMC1C05: ORGANISATIONAL THEORY AND BEHAVIOR**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### **Objectives**

- To familiarize students with the basic concepts of an organization and to enhance

the understanding of the interaction between the individual and the organization, and to diagnose and effectively deal with the issues of human behavior in organizations.

- To help students understand the impact of work behavior and attitudes on organizational behavior and management practices by examining various psychological principles.

**Module I: *Organizational Basis for Behaviour*** – Contributing disciplines to the OB field - Need for the knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – The organization as a system – System – System approach to organizational behaviour – Managerial functions – The organization and people.  
**10 hours**

**Module II : *Basic Psychological Process*** – Perception – Factors influencing perception - Attribution theory – Specific applications in organizations – Learning - Theories of learning – Using learning concepts for self management – implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation.  
**20 hours**

**Module III: *Personality*** – Determinants of personality – Theories of personality – Major personality attributes influencing organization behaviour - Building and maintaining the self values, attitudes and job satisfaction – Ethical issues in organizational behaviour – Mental and health problems in organizations – Role of counselling.  
**20 hours**

**Module IV: *Group Dynamic And Inter Group Relationships*** – Characteristics of workgroup – Basic forces of group behaviour – Dynamics of effective operating groups – Work Group Behaviour and productivity - Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – Managing Change – Organization and society.  
**20 hours**

**Module V : *Organizational Development*** – Techniques of organizational development Interventions- Grid management –Transactional Analysis- Change Agents – Sensitivity training – Process Consultancy - Case discussions and analysis.  
**10 hours**

**References:**



1. Fred Luthans, *Organizational Behaviour*, McGraw Hill Publishing Company, New York.
2. Danial C. Fieldman and Hugh Arnold, *Managing Individual and Group Behaviour in Organizations*, Tata McGraw Hill.
3. Henry Mint Berg, *The structuring of organizations*, Prentice Hall.
4. Edwin Gerloff, *Organizational Theory and Design*, McGraw-Hill.
5. Aswathappa K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi
6. Prasad L.M., *Principles and Practice of Management*, Sultan Chand & Sons.

## SEMESTER II

### VPMC2C06: INTERNATIONAL BUSINESS

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### **Objectives:**

- To acquaint the students with various concepts of Foreign Trade
- To enable the students to gain knowledge of International Business.

**Module I: *International Business*:** Meaning and Scope – Theories of International trade: classical and modern theories, protectionism vs. free trade, Trade barriers, Tariff and Non-tariff barriers, Terms of trade – Balance of payment, disequilibrium and corrective measures.

**15 hours**

**Module II: *International Business Analysis*:** Internal and External environment analysis, Modes of Entry, Exporting, Licensing, Franchising-Contract manufacturing, Management contracts, turnkey projects – Foreign Direct Investments: Greenfield Investments, Mergers & Acquisitions, joint ventures –FDIs in emerging markets: recent trends.

**15 hours**

**Module III: *Stages of Internationalization*:** International, Multinational, Global and Transnational corporations – strategic orientations, Growth of MNCs, Contributing factors, Merits and demerits of MNC, Transfer of technology, Regulation of MNCs, MNCs in India.

**18 hours**

**Module IV: *International Traded Agreements*:** Bilateral, Plurilateral and Multilateral agreements, GATT and WTO, WTO agreements, TRIPs, TRIMs, GATS and AoA, Trade



Facilitation Issues, Environmental issues, India and WTO

**17 hours**

**Module V: *Regional Economic Integrations*:** Meaning and rationale, Forms of integrations – EU, NAFTA, ASEAN, SAFTA, APEC and other groupings – International Financial Institutions, IMF, World Bank and ADB, functions and role in economic development.

**15 hours**

**References:**

1. Cherunilam Francis, “*International Business: Text and Cases*”, PHI, New Delhi.
2. Shukla Shyam “*International Business*”, Excel Books, New Delhi
3. Mohan Joshi Rakesh, “*International Business*”, Oxford University Press, New Delhi.
4. Subba Rao,P. “*International Business*”, Himalaya Publishing House,Mumbai.
5. Adhikary Manab, “*Global Business Management in an InternationalEconomic Environment*”, Macmillan, New Delhi.
6. Charles,W.L. Hill, “*International Business*”, Mc Graw Hill, New York.
7. Michael Czinkota, “*International Business*”, Wiley, New York.
8. Paul Justin “*International Business*”, PHI, New Delhi.
9. Sundaram Anant Kumar and Stewart Black, J. , “*The International Business Environment: Text and Cases*”, PHI, New Delhi.
10. Daniels John, Radebaugh Lee, Sullivan Daniel, “*International Business*”, Pearson Education, New York.

**VPMC2C07: ADVANCED CORPORATE ACCOUNTING**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

**Objectives:**

- To provide theoretical knowledge of International Financial Reporting Standards.
- To enable the students to gain ability to solve problems relating to Holding Company, Accounts, Liquidation of Companies and various other Accounts.

**Module I: *International Financial Reporting Standards (IFRS)*:** Introduction – Meaning – Scope-An Overview of the International Financial Reporting Standards – IFRS 1 to 13, Role of IASB – Arguments for Global Convergence – Required disclosure as per IFRS – Achievements of

IASB and Obstacles in Convergence – Difference between IFRS and Indian Accounting Standards – US GAAP. **15 hours**

**Module II : Accounting for Group companies:** Holding Companies – Definition – Accounts Consolidation – Preparation of Consolidated Balance Sheet – Minority Interest – Pre – acquisition or Capital Profits – Cost of Control or Goodwill – Intercompany Balance – Unrealized inter company profits – Revaluation of assets and liabilities – Treatment of Dividend- Bonus Shares

**20 hours**

**Module III: Accounting For Corporate Restructuring** - Internal - External - Mergers and Acquisition - Accounting for Liquidation of Companies: Preparation of Statement of Affairs – Deficiency/Surplus Account – Liquidator's Final Statement of Account-Receiver's Statement of Accounts.

**25 hours**

**Module IV: Investment Account- Voyage Accounts:** Meaning of important terms – Voyage in progress - Farm Accounts: Characteristics – Advantages and Disadvantages – Final Accounts of Farms.

**10 hours**

**Module V: Accounting for Price Level Changes:** Methods – CPP, CCA and Hybrid - Social responsibility accounting - Human Resources Accounting: Objectives – Methods of Valuation (Theory only) - Advantages and Disadvantages

**10 hours**

**(Theory and Problems may be in the ratio of 30% and 70% respectively)**

**References:**

1. Shukla and Grewal: *Advanced Accounts*. S.Chand & Co Ltd. New Delhi.
2. Jain and Narang: *Advanced Accounts* , Kalyani Publishers, Ludhiana
3. Paul K.,: *Accountancy*, Volume-I and II (New Central Book Agency, Kolkata
4. R.K., Lele and Jawaharlal; *Accounting Theory*, Himalaya Publishers
5. Dr. L.S. Porwal; *Accounting Theory*, Tata Mc Graw Hill
6. Robert Anthony, D.F. Hawkins & K.A.Merchant: *Accounting Text & Cases*. Tata Mc GrawHill.
7. Dr.S.N. Maheshwari: *Corporate Accounting*, Viakas Publishing House Pvt. Ltd. New Delhi
8. Dr.Ashok Sehgal & Dr. Deepak Sehgal; *Advanced Accounting* , Tazmann, New Delhi.
9. RL Gupta & Radhaswamy *Advanced Accountancy*, Sultan Chand and Co.
10. Anthony, RN & Reece, JS: *Accounting Principles*, Richard Irwin, Inc.

11. Barker, P & O'hOgartaigh, C: Group Accounts – *Theory and Practice*, Oaktree Press 1st Edn.
12. Narayanswamy, R: Financial Accounting - *A Managerial Perspective*, PHI, New Delhi,
13. Hani & Mukherjee: *Corporate Accounting*, TMG, New Delhi.
14. Xavier, G Francis: *Fundamentals of Advanced Accounts*, Vol-III, TMG, New Delhi.
15. Financial Reporting Vol. 1 by The Institute of Chartered Accountants of India.
16. MC Shukla. T.S.Grewal. & S.C. Gupta: *Advanced Accountancy*.

**Journals :** Chartered Accountant.

### VPMC2C08: BUSINESS COMMUNICATION

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### **Objectives:**

- To understand the process of business communication
- To acquire required skills to manage business communication

**Module I: *Business Communication*** : meaning – need – process – methods – written, verbal, non- verbal, visual, telecommunications; types of business communications – internal and externals, upward and downward, lateral; barriers to communication – physical, psychological, linguistic, mechanical.

**10 hours**

**Module II: *Communication through letters***: business letters - layout of letters- kinds of business letters - characteristics of a good letter, application for appointment – resume – references; appointment orders: Business enquiries - offers and quotations - orders execution of orders – cancellation of orders - Letters of complaint, letters of agency – status enquiries - circulars and circular letters notices report by individuals - reports by committees- annual report - writing of reports.

**20 hours**

**Module III: *Non-verbal communication***: Body language - Kinesics, proxemics, para language - Effective listening- Principles of effective listening: factors affecting listening - Interviewing skills - appearing in interviews - conducting interviews.

**20 hours**

**Module IV: *Self development and communication*:** development of positive personal attitudes  
SWOT analysis - Personality development- concept of personality, concept of self- perception,  
personality Types. **15 hours**

**Module V: *Transactional analysis*:** Games and exercises: Business games, Group discussions;  
Mock interviews; Seminars - effective listening exercises - Public speaking - preparing and  
delivering effective public speeches – Resume preparation- Office etiquette **15 hours**

### References:

1. O'Hair. Dan. Gustav W. Friedrich and Lynda Dee Dixon, *Strategic Communication in Business and the Professions*, Pearson Education, Delhi, 2008.
2. Dalmal Fisher. *Communications in Organizations*, Jaico Publishing House, Mumbai – 1999.
3. Bovee. Thill & Schatzman, *Business Communication Today*. Pearson Education, Delhi, 2004.
4. Shirley Taylor, *Model Business Letters, E-mails & other Business Documents*, Pearson Education, Delhi, 2004.
5. Soundararaj, Francis, *Speaking and Writing for Effective Business Communication*, Macmillan India Ltd., Delhi, 2007.
6. Rajendra Pal & Korlahalli, *Essentials of Business Communication*, Sultan Chand & Sons, New Delhi 2004

### VPMC2C09: MANAGEMENT SCIENCE

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### Objectives:

- To familiarize students with concepts of management science and tools supporting decision making
- To enable students to apply Management science techniques in appropriate decision situations.

**Module I: *Management science*:** Basic concepts –Management science – Models – Modeling –  
Important Management Science Techniques – Merits and demerits. **10 hours**

**Module II: *Linear Programming* :** Basic concepts, Formulation of LP, Solutions to LPP -

Graphic method, simplex method – Maximizing and Minimizing with Inequality of Constraints  
– applications in business

**15 hours**

**Module III: *Transportation and Assignment*** :Transportation – Basic concepts – NWC method, Least Cost method, Vogel's approximations method, Stepping stone method, Modified Distribution method – Assignment - Basic concepts – Solution for assignment model, Hungarian assignment method.

**20 hours**

**Module IV: *Network Analysis*** : Basic concepts – Network – CPM – Calculation of Project Duration critical activities – PERT, Time estimates in PERT – Probability of Project Completion –Applications in business.

**20 hours**

**Module V: *Queuing theory***: Basic concepts – Waiting line models – Characteristics of single facility - single line model - Traffic intensity, Decision making on queues - Applications.

**15 hours**

**(Theory and Problems may be in the ratio of 30% and 70% respectively)**

#### **References:**

1. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
2. Kautiswarup, P.K. Gupta, Manmohan. *Operations Research*, Sulthan Chand & Sons.
3. SD Sharma, Kedar Notes, Ramnath & G.Meerut. *Operations Research*.
4. VK Kapoor & Sumant Kapoor, *OR Techniques for management*, Sulthan Chand & Sons.

### **VPMC2C10: STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### **Objectives:**

- Impart knowledge of corporate social responsibility and accountability
- to provide the student the knowledge related to management of human resources in business enterprises

**Module I : *Introduction*:** Basic concepts of strategy and strategic management – level of strategy – Strategic Management Process – Models of strategic management – Approaches to strategic decision making – vision – mission – objectives – goals – strategic implications of social and ethical issues.

**12 hours**

**Module II: *Environmental Analysis*** – Concept of environment – Micro and macro environment – Environmental Scanning – SWOT analysis – Strategy and Competitive advantage.

**12 hours**

**Module III : *Strategic Choice*:** Generating strategic alternatives – Strategic options at corporate level – Stability, Growth and Defensive Strategies – Strategic Alliance – SBUs – Portfolio models – BCG matrix – Michael Porter's competitive strategies – External growth strategies – Merger, acquisition, joint venture and strategic alliance (with business cases)

**24 hours**

**Module IV: *Strategic implementation*:** Various approaches to implementation of strategy – Planning and allocating resources – Strategic Control.

**12 hours**

**Module V: *Corporate Governance and Business ethics*** – issues and concepts of corporate governance – Corporate governance practices in India – Board composition and audit committee- Powers and limitations of Board – Corporate governance in family business and state owned business – An overview of business ethics – Concept – Nature – relationship between ethics and corporate excellence – CSR, environmental and economic responsibilities of business.

**20 hours**

### **References:**

1. Krishna Kumar: *Cases in Strategic Management* – Managerial Experiences, Global Business Press (1996).
2. RM Srivastava: *Corporate Strategic Management*, Pragati Prakashan.
3. Azhar Kazmi: *Strategic Management and Business Policy*, Tata McGrawhill Publishers (2010).
4. Stephen Hains: *Strategic Thinking*, Jaico Publishing House (2008)
5. RM Srivastava and Divya Nigan: *Corporate Strategic Management*, Pragati Prakashan (2000).

6. Frank T Paine and Carl R Anderson: *Strategic Management*, The Dryden Press.
7. Charles W.L.Hill, Gareth R. Jones and A Shilling: *Strategic Management*, Cengage Learning (2013).
8. Christine A.Mallin: *Corporate Governance*, Oxford University Press (2007).
9. A.C. Fernando: *Business Ethics and Corporate Governance*, Pearson Education (2012).
10. Das: *Corporate Governance in India*, Prentice Hall of India (2008).
11. A.C. Fernando: *Corporate Governance – Principles, policies and practices*, Pearson Education (2009).
12. UC Mathur: *Corporate Governance and Business Ethics: Text and Cases*, Mcmillan India Ltd (2005).

### SEMESTER III

#### VPMC3C11: FINANCIAL MARKETS AND INSTITUTIONS

**Instructional Hours: 80 Hours**

**Total Credits: 04    Weightage : 36**

#### **Objectives:**

- To provide the students a sound information and knowledge of broad framework of financial markets and institutions.
- To impart the students an understanding of the inter-linkages and regulatory framework within which the system operates in India

**Module I: *An overview of financial markets*:** Financial markets – Nature – Functions – money market – Capital markets – Markets for derivatives – Working of stock exchange in India – NSE, BSE, OTCEI – Role of SEBI – Major international stock markets.

**15 hours**

**Module II: *Interest rates* :**Theories of Interest rate - determination - Maturity and structure of interest rates - Term structure of interest rates - Financial repression and interest rate - The yield curve - interest rates savings - Interest rate and investment - issues of relative rates and return.

**15 hours**

**Module III: *Commodity markets* :** MCX, NCDEX, and NMCE – Functions, administration,



regulations and general mechanism – International commodity markets – Debt market – Types, functions, instruments – Operational mechanism – Hindrances for the development of debt market.

**15 hours**

**Module IV: *Development financial institutions*:** IDBI, IFCI, NABARD, SFCs, UTI, SIDBI – Mutual Fund SEBI guidelines on mutual fund – Provident Fund – Pension Funds – PFRDA – Insurance Companies – IRDA.

**15 hours**

**Module V: *Foreign capital flows*:** forms of foreign capital – FDI and FPI – FIIs – International financial instruments – ADR, GDR, IDR and Euro bonds – Role of foreign capital in Indian financial system – Trends in foreign capital inflows to India – Regulatory framework for foreign capital flows.

**20 hours**

#### **References:**

1. LM Bhole and Jitendra Mahakud: *Financial Institutions and markets*, Tata Mc Grawhill Publishers, (2009).
2. Shshi K Gupta: Nisha Agarwal and Neeti Gupta, *Financial Markets And Institutions*, Kalyani Publishers, (2013)
3. S Sachdeva: *Indian Financial System*, Educational Publishers, (2005).
4. MY Khan: *Financial Services*, Tata McGrawhill publishers (2004)
5. Keith Pilbeam: *Finance and Financial Markets*, Palgrave Macmillan (2005).
6. Gordon and Nataraj: *Financial Markets and Services*, Himalaya Publishing House.
7. Bharati V Pathak: *The Indian Financial System: Markets, Institutions and Services*, Dorling Kindersley India (pvt) ltd (2009).
8. Clifford Gomez: *Financial Markets, Institutions and Financial services*, Prentice-Hall of India (2008).

### **VPMC3C12: INCOME TAX LAW AND PRACTICE**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### **Objectives:**

- To enable students to understand computation of taxable income of various entities and procedure of assessment.



- To impart practical knowledge on filing of returns.

**Module I: *Computation of Taxable Income*:** An overview of different heads of income – Clubbing of incomes and aggregation of income – Set off and carry forward of losses – Incomes exempt from taxes – Deductions in computing total income – Rebates and reliefs of tax.

**20 hours**

**Module II: *Assessment of various entities*:**

- i. Assessment of agricultural Income – Computation of Agricultural Income – Calculation of tax on integration.
- ii. Assessment of individuals – Treatment of income received from various institutions – Applicability of Alternate Minimum Tax (AMT) – Computation of Taxable Income and Tax Liability.
- iii. Assessment of Hindu Undivided Family (HUF) – Computation of Total Income and Tax Liability of HUF.

**20 hours**

**Module III:**

– ***Assessment of firms*** (Including Limited Liability Partnership – LLP): Computation of book profit-Remuneration to partners – Computation of Total Income and Tax Liability – Applicability of Alternate Minimum Tax on firms.

- i. ***Assessment of AOP/BOI*** – Computation of Total Income and Tax liability of AOP/BOI –Application of Alternate Minimum Tax on AOP/BOI
- ii. ***Assessment of Co-operative societies and trusts*** – Deductions under 80P – Other deductions – Computation of trusts – Definition – Creation – Types of trusts – Tax exemptions – Accumulation of income – Assessment of trusts.

**20 hours**

**Module IV: *Income Tax Authorities*:** Powers and functions – Provisions of advance payment of tax Tax payment – Deduction and collection of tax at source – Recovery of tax – Computer applications in tax management.

**10 hours**

**Module V: *Procedure for assessment of Income Tax*:** Filing of return of Income – Voluntary return of income – Statutory obligations for filing of return – Time and documents for filing of returns – Return of loss – Belated returns – Revised returns – Defective returns – PAN – Different types of assessment – Self assessment – Assessment on the basis of return – Best judgment assessment – Regular assessment – Reassessment – Protective assessment.

**10 hours**

(40% theory and 60% problems)

**References:**

1. Lal B.B., *Income Tax*, Pearson, Dorling Kindersley (India) Publication, Latest Edition,
2. Dr. Mehrotra H.C. and Dr. Goyal S.P., *Income Tax Law and Practice* Sahitya Bhavan Publications – latest
3. Ahuja G.K. & Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House, Latest Edition.
4. Sampat Ayengar A.C., *Law of Income Tax*, Bharat Law House, Latest Edition.
5. Singhanian V.K., *Income Taxes: Law and Practice*, Taxman, Latest Edition.

**VPMC3C13: RESEARCH METHODOLOGY**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

**Objectives:**

- To acquaint students with process and methodology of research
- To enable students to identify research problems, collect and analyse data and present results.

**Module I: *Research: Basic concepts*** - Meaning – Objectives – Types – Approaches – Significance of research in social sciences – Process of research – Formulating problem – Literature Survey – Hypothesis – Research Design – Types, Exploratory, Descriptive, Diagnostic, Experimental

**15 hours**

**Module II: *Population Survey and Sample Study*:** Population & Sample – Techniques of sampling -Random and Non random techniques – Sample Size – Determination of sample size – Sampling Errors – Non sampling Errors – Factors influencing sample size – Optimum sample size – Case Study – Pilot Survey.

**20 hours**

**Module III: *Data collection*:** collection of Primary Data – Methods of Data Collection, Observation -Case Study - Field Survey – Questionnaire - Interview Schedule – Preparation of Questionnaire –Process of Interviewing – Collection of secondary data – Sources of secondary data.

**10 hours**

**Module IV: *Measurement and Scaling*** : Variables – Attributes – Process of measurement – Attitude Measurement – Scaling - Scaling Techniques – Graphic Rating – Likert – Thurstone – Semantic Differential – Stapel – Dichotomous – Scales – Types of Scales – Scale Values – Validity and Reliability of Scales – Errors in measurement.

**20 hours**

**Module V: *Data Processing and Presentation*** : Field Work – Editing – Classification – Coding – Tabulation – Summarization – Analysis of data — Introduction to Univariate, Bivariate and Multi variable methods - Tools of Analysis – Descriptive Analysis – Inferential analysis – Interpretation – Presentation – Report Writing - Types of Reports – Contents of Reports – Format of Reports – Documentation Styles.

**15 hours**

**References:**

1. Tandon BC, *Research Methodology in Social Sciences*, Chaithanya Publishing House
2. Whitney FL, *Elements of Research*, Prentice Hall o India
3. Ferber R, *Research Methods in Economics and Business*, Macmillan
4. Deming W Edwards, *Sample Design in Business Research*, John Wiley
5. Bailey Kenneth D, *Method of Social Research*, Macmillan
6. Krishna Swamy, *Methodology of Research in Social Science*, Prentice Hall of India.
7. Achalapathi KC, *Readings in Research Methodology in Commerce and Business Management*, Himalaya Publishing House.

**SEMESTER III**

**Elective: Finance**

**VPMC3EF01 FINANCIAL MANAGEMENT**

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

**Objectives**

- To acquaint the students with the basic analytical techniques and methods of financial management of business organization.
- To provide the students the exposure to certain advanced analytical techniques that are used for taking financial policy decisions.

**Module 1: *Foundation of Finance:*** Goals of Finance and Functions of finance-Financial, Investment and Dividend Functions – Risk and Return– Time value of Money: Present value of single amount, annuity, and perpetuity -Compounded value of Money-Future value of single amount, annuity.

**16 hours**

**Module II: *Cost of capital and capital budgeting:*** Cost of capital: concepts and methods of computation - capital budgeting techniques and their application- capital budgeting decisions under inflations – capital budgeting decisions under risk and uncertainty and their evaluation using statistical decision theory.

**12 hours**

**Module III: *Capital Structure:*** Leverage Analysis – Operating, Financial & Combined leverage – EBIT – EPS Analysis – Financial Breakeven – Indifference Point – Capital Structure Theories – Optimum capital Structure – NI approach, NOI approach, Traditional approach & Modigliani Miller approach – Arbitrage process – Determinants of Capital Structure.

**16 hours**

**Module IV: *Dividend policy :*** Mechanics and practices of dividend payment – factors affecting dividend policy – legal framework of payment of dividend – dividend theories – determinants of dividend policy and some case studies.

**12 hours**

**Module V : *Working Capital Management:*** Working Capital – meaning – concept and cycle – Working capital management strategy – Estimation of working capital – Mathematical and simulation models of working capital decisions – Management of cash and marketable securities – Cash management techniques – Lock box system, Concentration banking – Methods of Inventories – Techniques of inventory management – Management of receivables – Techniques of receivable management.

**24 hours**

**(Theory 50%, Problems 50%)**

**References:**

1. Soloman, Ezra, *Theory of Financial Management*, Columbia Press
2. James C Van Horne. *Financial Management and Policy* Prentice Hall of India
3. Weston, J. Fred and Brigham, Eugene F. *Managerial Finance*, Dryden Press (Latest

Edition)

4. Prasanna Chandra. *Financial Management*, Tata McGraw Hill (Latest Edition)
5. Khan, M.Y. and P.K. Jain. *Financial Manager*, Tata McGraw Hill (Latest Edition).
6. Pandey, I.M. *Financial Management*, Tata McGraw Hill (Latest Edition)
7. Ravi M. Kishore. *Financial Management*, Taxmann (Latest Edition)
8. Damodaran, A. *"Corporate Finance : Theory and Practice"*. John Wiley & Sons

**Journals:** Finance India, Applied Finance, ICFA Journal of Finance Journal of Financial Economics Chartered Financial Analyst, Financial Dailies: Economic Times, Business Line etc.

### Elective: Finance

#### VPMC3EF02: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### Objectives:

- To establish a conceptual framework for the study of security analysis and portfolio management.
- To provide the students the ability to understand and utilize the skill of optimizing returns.

**Module I: *Investments*:** Meaning and concept – Investment objectives – various asset classes – factors in investment decisions- Investment process – concept of risk and return – sources of risk – Measurement of risk and return – Diversification and hedging – ethical investing.

**13 hours**

**Module II: *Bond Investment analysis*:** Types of bonds – International bonds – Bond yields – Yield to Maturity (YTM) – risk analysis is bonds – Bond value theorem – Bond immunization strategies.

**15 hours**

**Module III: *Equity Analysis*:** Approaches to equity analysis – Fundamental analysis – Economy, Industry and Company (EIC) analysis – Equity valuation models – Dividend Discount Models (DDM) and Price Earnings Ratio (PER) models – Technical analysis – Dow theory – Chart and Chart Patterns – Market and Mathematical Indicators – Efficient Market Hypothesis (EMH) and Random Walk theory – Tests of market efficiency – Critique of Investor rationality – Behavioural Finance.

## 20 hours

**Module IV: *Portfolio analysis and selection*:** Risk return analysis of investment portfolio – Individual and Interactive risks – measurement of portfolio risks – Risks tolerance and asset allocation – optimal portfolio – portfolio selection models- Markowitz model – Sharpe single index model – Capital Asset Pricing Model (CAPM) – Capital Market Line (CML) and Security Market Line (SML) – Market anomalies : calendar effect, size effect and market overreaction – Arbitrage Pricing Theory (APT) – Multifactor asset pricing Models.

## 20 hours

**Module V: *Portfolio Management*:** Active and Passive investment strategies – Value and growth investing, contrarian strategies – index investing and tracking efficiency, Portfolio evaluation- Sharpe, Treynor and Jensen measures, Fama's Decomposition Index – Portfolio revision.

## 12 hours

**(Theory 60%, Problems 40%)**

### References:

1. Bhalla, V.K. *Investment Management*, S. Chand & Company Ltd.
2. S.Kevin, *Security Analysis and Portfolio Management*, PHI Learning
3. Chandra, P. *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
5. Preeti Singh, *Investment Management*, Himalaya Publishers
6. V.A. Avadhani, *Security Analysis and Portfolio Management*, Himalaya Publishers.
7. Sharpe William, F. and Bailey Jeffery V. Alexander Gordon, J. *Investments*, PHI Learning.
8. Vishwanath, R and Krishna Murthi, C., *Investment Management*, Springer.
9. Stephen Ross and R. Westerfield, *Corporate Finance*, McGraw-Hill.

## SEMESTER IV

### VPMC4C14: FINANCIAL DERIVATIVES AND RISK MANAGEMENT

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

Course Objectives:

- To provide students with an introduction to financial derivatives
- To make the students efficient in the area of derivatives, by giving them the knowledge of basics in options, futures, swaps etc.

**Module I: *Introduction to risk management*** – Meaning and need – importance – Types of market risk – Risk management issues in business – Financial derivatives – Meaning – Need – Growth of financial derivatives markets in India – Derivative markets – Exchange traded financial derivatives for risk management in India – Participants – Functions – Types of risk management instruments – Forwards – Futures – Options – Swaps – The regulatory framework of derivative trading in India.

**16 hours**

**Module II: *Future's growth and development***- Difference between forwards and futures - financial future - Future trading – currency futures – Interest rate futures Pricing and valuation – of future contracts – Value at risk-Hedging risk – Hedging with stock index future – types of members and margin system in India-Future trading in stock exchange for risk management.

**20 hours**

**Module III: *Options*** – meaning – needs and importance-options and futures fundamental option strategies-type of option-put-call-trading strategies of risk instruments-positions in options-stock indices-options in Indian stock market

**16 hours**

**Module IV: *Risk pricing of options*** - intrinsic value and time value - pricing at the expiry of contract- factors affecting option pricing – put – call parity pricing - models of pricing - binomial option - pricing models - Black Schole's pricing methods.

**16 hours**

**Module V: *Swaps***-meaning and definition-development-structure of swap dealing for risk management-interest rate swaps-forward swaps and swap option contracts cancellable and extendable swaps-no generic swaps transactions. Currency swaps - Valuation and pricing of swaps - risk management function of swap transaction

**12 hours**

**(Only theory, No problems expected)**

#### References:

1. Kevin Dowd-*Measuring Market risk*, second edition.
2. John C Hull-*Options futures and other derivatives*, seventh edition.
3. Jayanth Rama Varma, *Derivatives and Risk Management*, TMH, Latest Edition.
4. Mishra, *Financial Derivatives*, Excel publishers, Latest Edition.



5. SL. Gupta, *Financial Derivatives: Theory, concepts and problems*, Prentice Hall of India, Latest dition.
6. SS Kumar, *Financial Derivatives*, Prentice Hall of India, Latest Edition.

### VPMC4C15: COST MANAGEMENT

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

Objectives:

- To provide students with the adequate knowledge of modern cost management techniques.
- Enable the students to apply these techniques for making strategic decisions in managing profitable and competitive enterprises.

**Module I: *Cost Management*** – Nature – Cost management system – Strategic cost management (SCM) – Components of SCM – Cost concepts in decision making. Activity Based Costing (ABC) – Need for emergence of ABC – Concept of ABC –Kaplan and Cooper's approach to ABC-Cost drivers and cost pools –Characteristics of ABC-Allocation of overheads under ABC-Steps in ABC system- Implementation of ABC and its benefits

**15 hours**

**Module II: *Modern cost management*** concepts–Kaizen costing–concepts–procedures–evaluation– benefits–target costing– nature– methods–steps–life cycle costing–phases–features–stages and importance-Product Life Cycle costing and cost control.

**15 hours**

**Module III: *Emerging Costing Approaches***: Measuring productivity – Productivity index - Advantages of Higher productivity - Causes of low productivity – Business Process Reengineering - Concept-Importance - Issues in BPR-Just In Time (JIT) -Objectives – Features - Implementation and benefits of JIT - Value Chain Analysis - Internal linkages - Supplier linkages - role of value chain in decision analysis.

**15 hours**

**Module IV: *Costing in service sector and process costing*** : Classification and collection of costs in operating costing - Transport costing-Boiler house costing-Power house costing -



Hospital costing – Canteen costing – Cinema theatre costing-Hotel costing - Process costing - process losses and gains valuation of work in progress (equivalent production) – Inter – process profits.

**20 hours**

**Module V: *Standard costing and variance analysis*:** Types of standard-setting standards – advantages – variance analysis – importance – material, labour, overhead, sales and profit variance – interpretation of variance - control and efficiency ratios – investigation of variances – techniques of interpretation of variances.

**15 hours**

(40% theory and 60% problems)

#### References:

1. Catherine Stenzel & Joe Stenzel, *Essential of Cost Management*, John Wiley and sons, Latest Edition.
2. Roman I wiel & Michael W mahr *Hand book of Cost Management*, John Wiley and Sons, Latest Edition.
3. Lianabel Oliver, *The cost management tool box*. AMA Publication, Latest Edition.
4. John K. Shank & Vijay Govindarajan, *Strategic Cost management: The new tool for competitive advantage*, The free press, Latest Edition.
5. K.P.Gupta, *Cost Management: Measuring, monitoring and motivating performance*, Global India Publications, Latest Edition

#### Elective: Finance

#### VPMC4EF03: STRATEGIC FINANCIAL MANAGEMENT

**Instructional Hours: 80 Hours**

**Total Credits: 04**

**Weightage : 36**

#### Objective

- To build an understanding among students about the concepts, vital tools and techniques used for financial decision making by a business firm
- To make students to be able to analyse financial data and provide a decision on a course of action that is in the best interest of firm shareholders and be able to analyse and account for risk in the decision making process.

**Module I: *Financial goals and strategy* :** Shareholder value creation (SCV) – Market Value Added (MVA) – Market – to – Book Value (M.BV) – Economic Value Added (EVA) –

managerial implications of shareholder value creation – Growth ratios – Internal Growth Rate (IGR) – Sustainable Growth Rate (SGR)

**12 hours**

**Module II: *Financial strategy for capital structure*:** Leverage effect and shareholders risk – Capital structure planning and policy – Financial options and the value of the firm – Dividend policy and the value of the firm.

**20 hours**

**Module III: *Lease Financial strategy*:** Leasing concept – Types – Cash flow consequences of lease – Financial evaluation of leasing - Lessee's point of view – leasing versus buying – NPV method – Equivalent loan method – Evaluation from lessor's point of view – NPV and IRR methods.

**16 hours**

**Module IV: *Merger strategy* :** Theories of Merger – Horizontal, vertical and conglomerate mergers-Merger procedure – Valuation of firm – Financial impact of merger – Merger and dilution effect on EPS – Merger and dilution effect on business control.

**16 hours**

**Module V: *Take over strategy* :** Types of takeovers – Negotiated and hostile bids – Take over procedures – Takeover defences – Takeover regulations of SEBI – Distress restructuring strategy – Sell offs – Spin offs – Leveraged buy outs

**16 hours**

**(Theory 50% problem 50%)**

**References:**

1. Vanhorne, James C: *Financial Management and policy*, Pearson, New Delhi, (Latest edition)
2. Brigham and Ehrhardt: *Financial Management*, Thomson India, (Latest edition)
3. Chandra, Prasana: *Financial Management*, Tata McGraw Hill, New Delhi, (Latest edition)
4. Khan, MY and James PK: *Financial Management*, Tata McGraw Hill New Delhi, (Latest edition)
5. Pandey IM: *Financial Management*, Vikas Publishing House, New Delhi, (Latest edition)
6. Gitman, LJ: *Principles of Managerial Finance*, Harper and Row (Latest edition)
7. Hampton: *Financial decision making, Concepts, problems and cases*, Prentice Hall of India, New Delhi (Latest edition)
8. Brealey and Meyers: *Principles of Corporate Finance*, Tata McGraw Hill, New Delhi

(Latest edition)

**Elective: Finance**

**VPMC4EF04: TAX PLANNING AND MANAGEMENT**

**Instructional 80 Hours**

**Credits: 04**

**Weightage : 36**

**Objectives:**

- To acquaint the students with theoretical and practical knowledge of tax planning and management techniques.
- To familiarize the students with major and latest provisions of the India tax laws and related judicial pronouncements pertaining to various assesses with a view to derive maximum possible tax benefits admissible under the law.

**Module I: *Introduction to tax planning and management:*** Concept of tax planning and management – Tax evasions and tax avoidance-Need and significance of tax planning and management-Tax Planning in respect of residential status.

**10 hours**

**Module II: *Assessment of companies:*** Residential status and incidence of tax-Special Provisions applicable to assessment of total income of companies-Deductions available to corporate assesses – Computation of taxable income of companies and determination of corporate tax liability – Minimum Alternate Tax- Tax on distributed profit of domestic companies- Tax on income distributed to unit holders-Security Transaction Tax – Tonnage Tax.

**25 hours**

**Module III: *Tax Planning:*** Individuals – Tax Planning with reference to all five heads of income for individuals – Salary, House Property, Profit from business and profession, Capital Gains and Income from other sources – Tax planning with respect to deductions, exemptions, Rebate, Relief, Concession and incentives (Problems focused on tax planning).

**20 hours**

**Module IV: Tax planning and managerial decisions:** Tax planning in respect of make or buy, own or lease, repair or replace, export or domestic sales, shut down or continue, expand or contract, amalgamate or demerger, invest or disinvest-Financial Management decisions, Capital Structure, dividend policy and bonus shares.

**15 hours**

**Module V:** Tax planning under various circumstances: Tax planning while setting up of a business- with reference to location, nature and form of organizations-Tax planning related to Special Economic Zones (SEZ), Export Processing Zones (EPZ) and Export Oriented Units (EOUs) – Infrastructure sector and background areas –Tax incentives for exporters.

**10 hours**

(50% theory and 50% problem)

**References:**

1. VK Singhania, *Direct Tax's Planning and Management*, Taxman, Latest Edition.
2. VS Sundaram, *Commentaries on the Law of Income Tax in India*, Pearson Law Publishers, Latest Edition.
3. AC Sampat Ayengar, *Law of Income Tax*, Bharat Law House, Latest Edition.
4. Bhagmati Prasad, *Direct Taxes Laws Practice*, Wishwa Prakashan, Latest Edition.
5. Kaushal Kumar Agarwal, *Direct Tax Planning and Management*, Atlantic Publishers, Latest Edition.