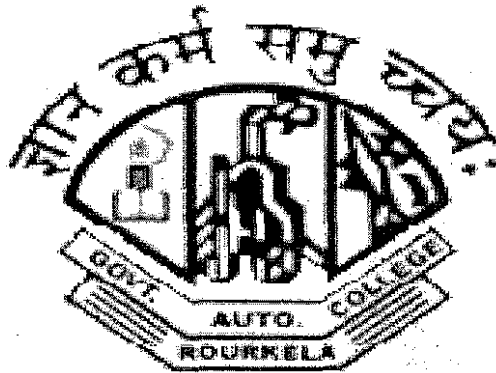



COURSES OF STUDIES


FOR POST GRADUATE DEGREE IN COMMERCE
(SEMESTER SYSTEM)

Session: 2017-2019



GOVERNMENT AUTONOMOUS COLLEGE
ROURKELA


(G.R. Rai)


(Pradeep Kumar Harpal)

SEMESTER SYSTEM OF P. G. COMMERCE

Courses of Studies for P.G. in COMMERCE Session

2017-2019

Framed and approved by

The Board of Studies in COMMERCE

BoS *PCB*

SEMESTER SYSTEM OF P. G. COMMERCE

**PG COURSE STRUCTURE AT A GLANCE
DEPARTMENT OF COMMERCE**

<u>FIRST SEMESTER</u>			
<u>Course No.</u>	<u>Name of the Course</u>	<u>Credit</u>	<u>Marks</u>
MCO101	Managerial Economics	6	100 (80+20)
MCO102	Advance Business Statistics	6	100 (80+20)
MCO103	Management Concepts And Practices	6	100 (80+20)
MCO104	Corporate Financial Accounting	6	100 (80+20)
	Total	24	400
<u>SECOND SEMESTER</u>			
<u>Course No.</u>	<u>Name of the Course</u>	<u>Credit</u>	<u>Marks</u>
MCO201	Social Survey and Research Methodology	6	100 (80+20)
MCO202	Marketing Management	6	100 (80+20)
MCO203	Financial Management	6	100 (80+20)
MCO204	Risk & Insurance Management	6	100 (80+20)
	Total	24	400
<u>THIRD SEMESTER</u>			
<u>Course No.</u>	<u>Name of the Course</u>	<u>Credit</u>	<u>Marks</u>
MCO301	Project Report Presentation and Viva Voce	8	100 (50+50)
MCO302	Corporate Governance & Business Ethics	6	100 (80+20)
MCO303	Organizational Behaviour	6	100 (80+20)
MCO304	Accounting For Managerial Decision	6	100 (80+20)
MCO305	Merchant Banking And Financial Services	6	100 (80+20)
	Total	32	500
<u>FOURTH SEMESTER</u>			
<u>Course No.</u>	<u>Name of the Course</u>	<u>Credit</u>	<u>Marks</u>
MCO401	Business Environment	6	100 (80+20)
MCO402	Corporate Tax Planning	6	100 (80+20)
MCO403	Strategic Management	6	100 (80+20)
MCO404	Project Management	6	100 (80+20)
MCO405	Accounting Standard & Corporate Reporting	6	100 (80+20)
	Total	30	500
	Grand Total	110	1800

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SEMESTER SYSTEM OF P. G. COMMERCE

FIRST SEMESTER

Paper – MCO101

MANAGERIAL ECONOMICS

Objective: To learn about the application of economics for managerial decision making

- UNIT I** **Fundamental Concepts & Principles:** Introduction to Managerial Economics; Scope and Subject matter. Basic Concepts and Techniques, Nature of Managerial and Economic Problems, Nature of Economic Analysis, Role and responsibility of managerial economic; Implicit and explicit costs.
- UNIT II** **The Theory of Firm:** The circular flow of Economic Activity; The nature of the firm; Objectives of the firm; Maximizing versus satisfying; the concept of economic profit; theories of profit Accounting and economic interpretation of profit; Policies on profit maximization; Profits for control.
- UNIT III** **Demand Analysis:** The demand schedule and demand curve; The demand function; Price elasticity of demand; Interpretation of elasticity of demand. Income and cross elasticity of demand; business and economic forecasting; Method of forecasting: Expert opinion; Market experiments & Surveys.
- UNIT IV** **Theory of Production.** The production function; One variable input production function – Empirical estimation and managerial uses; Two-variable input production function , Isoquants – Characteristics; Features and managerial use; Formulation of a Cobb- Douglas production function.
- UNIT V** **Theory of Cost & Cost Concepts:** Meaning and managerial use; Cost function - cost curves; Empirical estimation of a short run cost function; Cost Reduction and Control.

Books Recommended:

1. Managerial Economics - Joel Deans, Prentice Hall
2. Managerial Economics - Mote, Paul, Gupta (McGraw Hill)
3. Managerial Economics - Habib-Ur-Rahman (Himalaya)
4. Economic Theory and Operation Analysis – Baumel Williams (Prentice Hall)
5. Business Economics - M. Adhikary (Excel Books)
6. Managerial Economics - P. Chopra (Tata Mc Graw Hill)
7. Managerial Economics - R. L. Varshay and Viahem

SEMESTER SYSTEM OF P. G. COMMERCE

Paper – MCO102

ADVANCED BUSINESS STATISTICS

Objective: To learn about the application of advanced business statistics for managerial decision making

UNIT-I **Partial Correlation**, Multiple Correlation, Multiple Regression, Interpolation & Extrapolation.

UNIT-II **Probability Theory:** Probability- classical, relative and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

Probability Distributions: Binomial, Poisson and normal distributions: Their characteristics and applications.

UNIT-III **Statistical Decision Theory:** Decision Environment; Expected profit under uncertainty and assigning probabilities; Utility Theory; Decision Tree analysis.

Sampling: Sampling and Sampling (probability and nonprobability) methods; Sampling and non-sampling errors; Law of large numbers and central limit Theorem; Sampling distributions and their characteristics.

UNIT-IV **Statistical Estimation and Testing:** Point and interval estimation of population mean, proportion and variance; Statistical testing hypotheses and errors; sample size; Large and small sampling tests- Z tests, T tests and F tests.

UNIT-V **Non Parametric Tests:** Chi-square tests; Sign tests; Wilcoxon Signed – Rank tests;

Statistical Quality Control: Causes of variations in quality characteristics; Quality control chart- purpose and logic; Constructing a control chart- computing the control limits (X and R charts); Process under control and out of control; Control charts for attributes- fraction defectives and number of defects; Acceptance sampling.

Books Recommended:

1. Fundamentals of Statistics - D. N. Elhance (Kitab Mahal)
2. Statistics for Management- Levin and Rubin (Prentice Hall)
3. Statistical Change and Practice - Dr. B. N. Gupta (Sahitya Bhawan)
4. Statistics for Business and Economics - Larance B. Morse (Haper Collection)
5. Statistical Methods - S. P. Gupta (Sultan Chand)



SEMESTER SYSTEM OF P. G. COMMERCE

Paper – MCO103 MANAGEMENT CONCEPTS AND PRACTICES

Objective: To familiarize the students with the developments of management principles and practices.

UNIT-I Basic Concepts of Management: Management in Antiquity, Historical development of management thought- Classical, Neo-Classical and Modern Schools, Tasks of a professional manager, Managerial roles.

UNIT-II Planning: Nature and significance, developing planning premises, planning exercises and limitations,
Decision Making: Types of decision, decision making process, models, techniques and conditions, creativity exercises.

UNIT-III Organizational Design: Organization structure-mechanistic and organic, Products Functional, and Project and Matrix structure, Centralization vs. Decentralization of Authority, Informal Organization, and Organization Effectiveness.

UNIT-IV Management of Human Resources: Manpower planning, Job Analysis, Recruitment & Selection, Training and Development, Performance Appraisal.

UNIT-V Management Control: Process, Tools and Techniques, Behavioral Implication of Control, Management in a Global Environment Case Study.

References:

1. Robbins, "Management", Pearsons Education, New Delhi.
2. Koontz & Wehrich, "Essentials of Management" -McGraw Hill
3. Gibson JL etal: Organisations, Behaviour, Structure and Process- McGraw Hill
4. Rao & Narayana ; Principle & Practice of Management – Konark Publishing
5. Stoner & Freeman : Management-PHI
6. Prasad L.M. : Principles & Practice of Management – Sultan Chand.
7. Prasad Manmohan," Management: Concepts and Practices, Himalayan.
8. Terry, George R," Principles of Management", Richard D Irwin.



SEMESTER SYSTEM OF P. G. COMMERCE

Paper – MCO104 CORPORATE FINANCIAL ACCOUNTING

Objective: To learn about the accounting procedure and technique followed in corporate sector.

UNIT-I Final Accounts and Financial Statements of Companies: Corporate problems with special reference to divisible profits and dividend, advance payment of tax and provision for taxation.

~~Computation of managerial remuneration: Limits of managerial remuneration,~~
conditions for the appointment of managerial person, methods of calculating net profit for the purposes of calculating managerial remuneration

UNIT-II Valuation of Goodwill and Shares; Funds Flow Statements and Cash Flow Statements

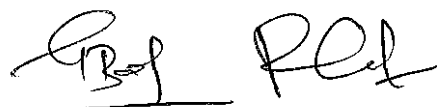
UNIT-III **Accounting Issues:** Relating to Amalgamation, absorption, and reconstruction of companies both external and internal

UNIT-IV **Accounts** Relating to liquidation of companies. Investment Accounts, Lease Accounting, Royalty Accounting

UNIT-V **Human Resource Accounting:** Meaning, Approaches & Assumptions, Methods of human Resource Accounting, Accounting for Price Level Changes.

Books Recommended:

1. R. L. Gupta, Adv. Financial Accounting, Sultan chand & Co.
2. Maheswari S. N., Adv. Accountancy, Vol. I, I. V., Vikas Publish Hard.
3. Tulsian P. C., Financial Accounting, Pearson Education, N. D.
4. Sukla M. C. & T. S. Grewal, Adv. Accounting, Sultanced & Co.
5. Beams F. A., Adv. Accounting, Prentice Hill, New Jersey.
6. Monga J. R., Adv. Final Accounting, Mayor Papaback, Noida.
7. Heigs R. F., Final Accounting, Tata McGraw Hill, N.D.



SECOND SEMESTER

Paper – MCO201

SOCIAL SURVEY & RESEARCH METHODOLOGY

Objective: The objective of this course is to acquaint students the concepts Social Survey and Research. They will also be provided inputs research methods, research methodology, and process of research the process of research the process of report writing.

UNIT I **Research:** Meaning and Objectives, Type of Research, Role of research in functional areas; Accounting, Finance, Marketing, HR etc.

Research Methods, Research Methodology, Research Process.

UNIT II **Defining Research Problems:** Setting Objectives, Formulating Hypothesis, Research Design, Sample Design.

UNIT III **Social Survey:** Collection of Primary and secondary data, Design of questionnaire.

UNIT IV **Data Processing:** Classification, Tabulation, Editing, Analysis and interpretation of data, Uni-variate, Bi-variate and Multivariate Analysis.

UNIT V **Report Writing:** Categories of report, parts of a report, presentation of a report.

References:

1. Young. P.V. Sehid, C.F. Scientific Social Survey and Research
2. Seltiz Claire, et: Research Methods in Social Relation, Hold, Tinchart & Willton, New York.
3. Good and Halt, Methods in Social Research, McGraw Hill.
4. Kothari, C.R. Research Methodology Techniques, Wishwa Prakashan, New Delhi.
5. Cooper and Schindler, Business Research Methods, MsGraw Hill.
6. Wilkinsor & Bhandarkar, Methodology of Research in Social Sciences, Himalaya.
7. Paneerselvan R. Research Methodology, PHI.
8. Bajpal SR, research Methodology in Social Science.



Paper – MCO202
MARKETING MANAGEMENT

Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental context.

UNIT I **Basics of Marketing:** Meaning, Importance, and Scope of Marketing; Marketing Elements and Strategies, Marketing Environment; Marketing and Economic Development Process; Marketing Organization.

UNIT II **Marketing Management and Consumers Behaviour;** Marketing Management Process; Market Segmentation, Marketing Research & Marketing Information System; Consumers Behaviour and Marketing Strategies; Buyer's Decision process and consumer Behaviours

UNIT III **Production Management & Pricing Strategies:** Meaning and importance of product decision, Product Classification, Product Life Cycle (PLC) and Marketing Strategies; Branding & Packaging; Pricing objectives; factors of Methods of Pricing; and pricing policies and Strategies.

UNIT IV **Promotion & Placement Strategies:** Meaning and importance of Communication and Promotion, elements of communication, tools of promotion, Objectives and Strategies of Promotion; Meaning and importance of Distribution. Physical Distribution System, Wholesaling and Retailing practices in India

UNIT V **Marketing in Indian Practice:** Rural & Agricultural Marketing; International Marketing; Cyber Marketing; Co-operative Marketing; Green Marketing, Social and ethical aspects of marketing, Services Marketing

Books Recommended:

1. Principles of Marketing - Philip K Otler, Prentice Hall
2. Fundamental of Marketing - Stanton Williams
3. Marketing Management - Ramaswamy V. S. and Nama Kumari, McMillan, India
4. Sales Management: Decision - Still, Lundiff Norman, Prentice Hall
5. Varshney R. L., Gupta S. L. – Marketing Management, Sultan Chand



Paper – MCO203
FINANCIAL MANAGEMENT

Objective: The objective of this course is to enable the students to understand the fundamentals of financial management in the context of a corporate entity. It attempts to acquaint them with different dimensions of financial management with a focus on the application of the relevant tools and techniques of financial decision-making aimed at shareholder's wealth maximization.

UNIT-I Introduction: Nature and Scope of Financial Management; Financial Goals- Conflict of interest between the stakeholders; Functions of Financial Manager, Changing Financial Environment, Emerging Challenges faced by the Finance Manager. ~~Financial Risks, time value of money and valuation of securities,~~ bonds & shares.

UNIT-II Financing Decisions: Sources of Long term Capital-Equity, Debt, and Term Loan, Preference share, Hybrid Securities, Internal Funds- Innovative sources of Domestic and Foreign Capital-Issues relating Financing Decisions. Capital Budgeting, Nature of Investment decision, Investment evaluation criteria, NPV, IRR. Pay back ARR, RISK analysis and Capital budgeting cost of capital, computation of cost of debt. Preference capital, equity capital, retained earnings, Combined cost of capital.

UNIT-III Leverage and Capital Structure Analysis: Analysis of Operating Leverage and Financial Leverage- Combined Financial and Operating Leverage Concept of Capital Structure Determinants – Theories of Capital Structure- Relevance and Irrelevance- Capital Structure Decision and Shareholder's Value Maximization.

UNIT-IV Long Term Investment Analysis: Investment Idea Generation Tools and Techniques of investment analysis-Risk Analysis in Capital Investment Decisions
Dividend Decisions: Issues in Dividend Decisions-Models and Theories of Dividend- Forms of Dividend-Corporate Dividend Behavior.

UNIT-V Short Term Asset Management: Strategic Planning and Estimation of Short Term Funding Needs-Financing Sources- Computation of Cost of Short Term Fund. Management of Cash, Inventory and Receivables.

Books Recommended:

1. Prasanna Chandra: Financial Management – Tata McGraw Hill
2. I. M. Pandey: Financial Management, Vikash Publishing Home
3. Van Home J. C., Financial Management and Policy - Prentice Hall
4. M. Y. Khan and P. K. Jain: Financial Management-Tata McGraw Hill
5. Bhattacharaya H - Working Capital Management - Prentice Hall
6. Kishore, Ravi M - Financial Management, Taxman
7. Keown - Financial Management, Pearson



Paper - MCO204
RISK & INSURANCE MANAGEMENT

Objective: To learn about the recent development in insurance section.

UNIT I Basic Concepts of Risk Management and Insurance: Meaning of risk, Basic categories of risk, methods of dealing with risk; Meaning and objective of risk management; Concepts and features of Insurance; Types of insurance contract and fundamental principles of Insurance; Cost benefit of Insurance to the society.

UNIT II Insurance Regulatory Act, 1999 and Insurance Market: IRDA Act. 1999, Meaning, Objectives, Duties, Powers and Functions of Authority, Globalization of Indian Insurance, Privatization and Challenges before the Insurance Industry, need for Reforms and Reforms Strategy of Insurance

UNIT III Life Insurance: Definition, Features and Principles of Life Insurance, Procedure for taking a policy, policy conditions, Premium Plans, Calculation of Premium. Settlement of Claims

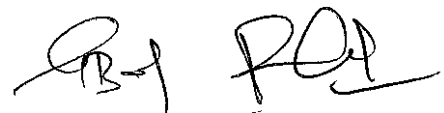
UNIT IV Fire and Marine Insurance: Principles, Policy conditions, Types of policies, of fire & Marine Insurance, Clauses and factors of Marine Insurance, Settlement of claims (Both Fire and Marine Insurance).

UNIT V Re-Insurance and Investment: General Features, Common terms, Features and Objectives, Rights and Liabilities of Re-Insurance, Principles of Re-Insurance, Methods.

Investment: Investment Principles, Types, Legal and Social aspect of Investment Policies of Insurance Companies.

Books Recommended:

1. Misra M. N.: Insurance Principle and Practices, Sultan Chand and Co.
2. Gupta O. S.: Life Insurance - Frank Brother, New Delhi
3. Vinayakan, Radhaswamy, Vasudevan – Insurance Principles and Practices, Sultan Chand and Co.
4. P. K. Gupta, Insurance and Risk Management Himalaya Publishing Home.



THIRD SEMESTER

Paper – MCO305

PROJECT REPORT (Credit -8)

Report: Credit – 4; Presentation and Viva-Voce: Credit – 4

Paper – MCO305

CORPORATE GOVERNANCE & BUSINESS ETHICS

Objective: The objective of the paper is to provide a theoretical understanding of the issues involved in corporate governance and business ethics from the perspective of a company manager engaged in welfare of the stakeholders

UNIT I Corporate Governance (CG): Meaning, Historical Perspective, Issues In CG, Theoretical basis of CG, CG Mechanism, CG Systems.

UNIT II Landmarks in the Emergence of CG: CG Committees, World Bank on CG, OECD Principles, Sarbanes- Oxley Act, 2002, Indian Committees and Guidelines, CII Initiatives.

UNIT III Agents & Institutions in CG: Rights & Privileges of Shareholders, Investors Problems & Protection, CG & other Stakeholders, Role of Regulators & Government.

UNIT IV Business Ethics: Importance & Need for Business Ethics, Unethical Behavior & Issues, Ethics in Global Business.

UNIT V Ethics and CSR: Importance & Scope of CSR, Social Responsibility & Indian Corporations, Environmental Concerns, Ethics in the Business Decisions.

Reference:

1. A.C.Femado – Corporate Governance, Pearson Education
2. L. P.Hartman – Business Ethics, Tata McGraw-Hill
3. B.H Agalgatti & S. Krishna – Business Ethics, Niraj
4. Murthy, C. S. V. , Business Ethics and Corporate Governance, Himalaya Publishing House, New Delhi.
5. Crane, A. and Matten, D. Business Ethics, Oxford University, Press.
6. Fernando, A. C. , Business Ethics, An Indian Perspective, Pearson Education.



Paper-MCO303
ORGANISATION BEHAVIOUR

Objective The objective of this course is to help students understand the conceptual framework of Interpersonal and organizational Behaviour.

UNIT I **Organisational Behaviour:** Organisational behaviour-concept and significance; Relationship between management and organizational behaviour; Attitudes; Perception; Learning; Personality.

UNIT II **Group Dynamics and Team Development:** Interpersonal and Group Behaviour, Group dynamics-definition and importance, types of groups, group formation, group development, group composition, group performance factors; Group decision making merits and demerits.

Motivation: Process of motivation; Theories of motivation – Need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's Expectancy theory, Stacy Adams Equity theory.

UNIT III **Leadership:** Concept; Leadership styles; Theories- Trail theory, Behavioural theory, Fiedler's contingency theory; Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

UNIT IV **Interpersonal and Organizational Communication:** Concept of two-way communication; Communication process; Barriers to effective communication; Types of organizational communication; Improving communication; Transactional analysis in communication. Stress Management.

UNIT V **Organisational Conflict:** Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

Organizational Development: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

References:

1. Aswathappa K. Organizational Behaviour, Himalaya Publishing House
2. Prasad L. M. Organizational Behaviour, Sultan Chand.
3. Robbins, Stephen P: Organisational Behaviour, Pearson Education, Delhi.
4. NY. Sukla, Madhukar; Understanding Organisations: Organisation Theory and practice in India, Pearson Education, Delhi.
5. Ivancevich; John and Michael T. Matheson: Organisational Behaviour and Management, Business Publication Inc. Texas.



Paper – MCO304
ACCOUNTING FOR MANAGERIAL DECISION MAKING

Objective: The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

UNIT I Accounting Information and Managerial Decision Making: Financial accounting; Accountant's Position, role, and responsibilities.

Analysis of Financial Statements: Horizontal and Vertical Analysis, Ratio analysis.

UNIT II Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; cost-volume-profit analysis; Break-even analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

UNIT III Budgeting: Features of a budget; Essentials of budgeting; Types of Budgets- functional, master budgets, etc; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

UNIT IV Standard Costing and Variance Analysis: Standard costing as a control technique; setting of standards and their revision; Variance analysis- meaning and importance, kinds of variance and their uses- materials, labour, overhead and sales variance; Disposal of variances.

UNIT V Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting, Responsibility centers – cost centre, profit centre and investment centre, Objective and determinants of responsibility center; Activity-based costing; Reporting to Management; Balanced Score Card

Books Recommended:

1. Homgren Charies T. George Foster and Srikanta M. Dattar:
2. Cost Accounting: A Manegerial Emphasis, Pearson.
3. Jawahar Lal, Cost Accounting, Tata McGraw
4. Khan, M.Y., and Jain, P.K., Cost Accounting, Tata McGraw
5. Maheswari, S.N., Principles of Cost Accounting, Sultan Chand
6. Lall, B.M., and I.C, jain; Cost Accounting Principles and Practice, PHI
7. Pandey, I.M, Management Accounting, Vani
8. Kaplan, Management Accounting , PHI.
9. Kishore, R.M., Cost and Management Accounting, Taxman
10. Shukla, Grewal & Gupta, Cost Accounting, S. Chand.



PAPER - MCO300 301
MERCHANT BANKING AND FINANCIAL SERVICES

Objective: To know the conceptual, functional, and regulatory aspects of India Capital Market and Merchant Banking activities.

UNIT I Indian Financial System & Financial Services: Introduction to Indian Financial system and Securities Market, Market Structure; Market Participants; Financial Instruments; Regulations.

UNIT II Capital Market Operations: New Issues Market and Development, Growth of Stock Market operations in India; Organization and Functioning of Regional Stock Exchange, National Stock Exchange and OTCEI; Trading and Settlement mechanism.

UNIT III Growth of Merchant Banking in India & Issue Management; Meaning, nature, role and functions, regulations; Project Appraisal and Management; Pre-issue and Post-issue management.

UNIT IV Marketing of Financial Services: Depository Services, Credit Rating, Housing Finance, Credit Cards, Mutual Fund.

UNIT V Assets Based Financial Services: Leasing and Hire Purchase; Factoring, Forfeiting and Bills Discounting.

References:

1. Fabozi. F.J., "Capital Market", prentice Hall of India, New Delhi.
2. Femando, A.C., "Indian Financial System", Pearson education, New Delhi.
3. Mishkin, Eakins., "Financial Markets & Institutions", Pearson", Pearson education, New Delhi.
4. Fabozl. F.J., "Foundations of Financial Markets and Institutions".pearson education, New Delhi.
5. Khan, M.Y., "Indian Financial System", TataMc-Graw Hills, New Delhi.
6. Srivastava, R.M., and Nigam, D. "management of Indian Financial institutions", Himalayan Publishing House, New Delhi.
7. Pathak, "Indian Financial System", Pearson education, New Delhi.
8. Desai, "Merchant Banking", Himalayan Publishing House, New Delhi
9. Abdhani, V., "Marketing of Financial Service", Himalayan Publishing House, New Delhi.
10. Machraju, "Merchant Banking and Financial Services," Willey Eastern Publication, New Delhi.
11. Indian Institute of Bankers, "Merchant Banking", Mac millan, New Delhi,
12. Ravichandran K. – Merchant Banking- Financial Services –Himalaya Publishing House, New Delhi.



FOURTH SEMESTER
Paper – MCO401
BUSINESS ENVIRONMENT

Objective: The Course develops ability to understand and scan business environment analysis opportunity and take decisions under uncertainty.

UNIT I **Theoretical Framework of Business Environment:** Concept, Significance and Nature of business environment; Elements of environment; Techniques of environmental scanning and monitoring. Global environment and its rationale merits and demerits.

UNIT II **Economic Environment of Business :** Significance and elements of economic environment; Economic systems and business environment; Economic Planning in India; Government Policies Industrial Policy, Fiscal Policy, Monetary Policy, Public Sector and Economic Development.

UNIT III **Political and Legal Environment of Business:** Critical elements of political environment; Government and Business; Changing dimensions of legal environment in India.

Socio-Cultural Environment: Critical elements of socio-cultural environment; Social Institution and systems; Social values and attitudes; Indian business system; Social responsibility of business; Consumerism in India.

UNIT IV **International and Technological Environment:** Multinational Corporations; Foreign Collaborations and India business; International economic Institutions – WTO, World Bank, IMF and their importance to India; Foreign Trade Policies; TRIPS, TRIMS, Anti-dumping. Dispute Settlement.

UNIT V **Economic Reforms:** - Need for economic reforms, Main features of reforms, structural changes, Deregulation, privatization and globalization impact of reforms, Human faces of reforms, Future trends of reforms, MNCs- Definition, advantages, disadvantages, Control over MNCs.

References:

1. Adhikary, M; Economic Environment of Business, Sultan Chand & Sons, New Delhi
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub. New Delhi
4. Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Pub. New Delhi.
7. Raj Agrawal and Parag Diwan, Business Environment; Excel Books, New Delhi.
8. Ramaswamy, V.S. and Nama Kumari; Strategic Planning for Corporate Success, Macmillan New Delhi
9. Sengupta. N.K: Government and Business in India, Vikas Publication, New Delhi.
10. Daniels "International Business, Environment and Operations", Pearson Education, Delhi.



Paper-MCO402
CORPORATE TAX PLANNING

Objective: To provide a conceptual idea about the various provisions of the Income Tax Act related to the corporate sector and study the implications of these provisions on the tax planning of the companies.

UNIT I **Introduction to Tax Management:** Concept of Tax Planning, Objectives of Tax Planning, Tax avoidance, Tax Management and Tax evasion, Tax Planning Vrs. Tax Evasion, Tax Planning Vrs. Tax Avoidance, Tax Avoidance Vrs Tax Evasion, Tax Planning Vrs. Tax Management, Requisites of successful Tax Planning, Limitations of Tax Planning

Corporate Tax in India: Types of Companies, Residential status of a company, carry Forward & Set-off of Losses of a company, Concept of Minimum Alternate Tax (MAT), Dividend Tax

UNIT II **Tax Planning for New Business:** Tax Planning with reference to Location: Newly established industrial undertaking in Free Trade Zone, Special Economic Zone 100% Export oriented undertakings

Tax Planning with reference to Nature and Form of Organization.

UNIT III **Tax Planning & Financial Management Decision:** Tax Planning relating to Capital Structure Decisions, Dividend Policy, Inter-Corporate Dividends, Bonus Shares.

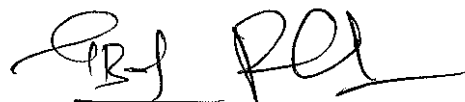
UNIT IV **Tax planning & Managerial Decisions:** Tax Planning in respect of Purchase of asset, own or Lease, Purchase by instalment or Hire, Sale of assets used for scientific Research, Make or Buy, Repair, Replace, Renewal or Renovation, Shutdown or continue.

UNIT V **Tax Issues Relating to Business Restructuring:** Tax issues relating to Amalgamation of Companies, Demerger, Slump Sale.

Tax Payment: Deduction/Collection of Tax at Source, Advance Payment of Tax.

References:

1. Corporate Tax Planning & Management by Rajeev Puri & Puja Gaur; Kalyni Publisher.
2. Corporate Tax Planning & Management, V.K. Singhania & M Singhania, Taxman's Publication, New Delhi
3. Corporate Tax Planning: R.N. Lakhota, Vision Books (P) Ltd.



Paper – MCO403
STRATEGIC MANAGEMENT

Objective: The objective of this course is to enhance decision making abilities of students in situation of uncertainty in a dynamic business environment.

UNIT I **Concept of Strategy:** Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; strategic business unit (SBU); Functional level strategies.

Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational Appraisal; Strategic Advantage, Analysis and diagnosis: SWOT analysis.

UNIT II **Strategy Formulation and Choice of Alternatives:** Strategies stability, growth, modernization, diversification, integration; Merger, take-over and joint strategic, Turnaround, Divestment and Liquidation strategies; Factors affecting Strategic Choice; Generic Competitive Strategies-cost Leadership, Differentiation focus, Value Chain analysis, Bench Marking.

UNIT III **Functional Strategic:** Marketing, Production/Operations and R & D plans policies. Personnel and Financial plans policies


UNIT IV **Strategy Implementation:** Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource allocation.

Strategy and Structure: Structural considerations, structures for strategies Organizational design and change.

UNIT V **Strategy Evaluation:** Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control, Problem in management and evaluation, Global issues in Strategic Management.

References:

1. David, "Strategic Management", Pearson Education, New Delhi.
2. Bhattachary, S.K. and N.Venkataramin; managing Business Enterprises; Strategies structures and systems, Vikas Publishing House, New Delhi.
3. Budhiraja. S.B. and M.B. Athreya: Cases in strategic Management, Tata McGraw Hill, New Delhi.
4. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
5. Kazml, Azhar: Business Policy and Strategic Management, Tata McGraw Hill, Delhi.
6. Michael, E Porter; The Competitive Advantage of Nations, Macmillan, New Delhi.
7. Srinivasan : Strategic Management – The India Context-PHI.
8. Ghosh P. K. Business Policy and Strategic Management, Sultan chand.



Paper – MCO404
PROJECT MANAGEMENT

Objective: The objective of the course is to acquaint the students with the concepts, tools and techniques as well as the methods of project planning and use as the strategy in the financial management.

UNIT I **Project Identification and Formulation:** Meaning, Lifecycle Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

UNIT II **Project Appraisal:** Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal. Preparation of appraisal reports, techniques of methodology of appraisal.

UNIT III **Project Cost Estimation, Project Financing and Risk Analysis:** Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP, mix of govt. support and regulation.

UNIT IV **Administrative Approval:** Project organization, Administration, engagement of consultants, preparation of technical specifications and contract finalization.

UNIT IV **Project Evaluation and Audit:** Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination, post audit, objectives of post audit, phases of post audit, types of post audit, Preparation of Audit plan and Audit Report, agencies for project audit.

Reference

- 1) Project Management- K. Nagarajan- New Age International
- 2) Project Management and Appraisal-S.Khatua-Oxford
- 3) Project Management-Pinto-Pearson
- 4) Project Management and Control-N.Singh-HPH



Paper – MCO405
ACCOUNTING STANDARD & CORPORATE REPORTING

Objective: To provide an understanding of the accounting standards of ASB and IASB, and to study the corporate reporting practices in India.

UNIT I **Accounting standard:** Meaning, Scope, objectives, compliance with A.S; A.S and auditors, Procedure of issuing A.S by the ICAI; status of Ass issued by the ICAI, Applicability of Ass to non-corporate Entities': companies, co-operative societies, partnership and proprietorship.

UNIT II **Valuation of Inventories (AS-2):** Objectives, Applicability, Measurement, cost formula, cost of Inventories in certain conditions, Net realisable value, Disclosure in the financial Statement.
Depreciation Accounting (AS-6): Objectives, Applicability, calculation of depreciation, methods of depreciation, changes in depreciation methods, Disclosure as per Schedule II of the Companies Act, 2013

UNIT III **Accounting for Investment (AS-13):** Definition, Scope, Classification, applicability, valuation of investment for the purpose of Balance Sheet,
Segment Reporting (AS-17): Meaning, Objectives, Types of segment, Disclosure requirements of primary segments, Disclosure of segment information.
Earnings per share (AS-20): Objectives, Types of EPS, right issue, Diluted EPS, Disclosure.

UNIT IV **Corporate Reporting:** Meaning, Objectives, requirements of good report, classification of reports, Reporting and levels of management – TOP, Middle and Lower level, process of report writing, suggestion for report improvement.

UNIT V **Interim Reporting:** Meaning, Objectives, Interim reporting in India, Difficulties in Interim Reporting, Suggestions to improve interim reporting; Accounting Standard – 25.
Social Accounting and Reporting: Concepts, Features, needs and benefits of social accounting, Scope of social audit, social cost benefit analysis.

Reference:

1. Financial Analysis and Reporting, S.K Gupta & A Mehera, Kalyani Publisher
2. Corporate Accounting, by Hunif & Mukherjee, Tata Macgraw, Hill Publisher
3. Student's Guide to Accounting Standard, D.S Rawat, Taxmann Publication
4. Systematic Approach to Accounting Standards; Dr. S Singhal & Dr. J. L Gupta

