

**CHRIST COLLEGE (AUTONOMOUS), IRINJALAKUDA**

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# **DEGREE OF M.COM**

## **MASTER OF COMMERCE**

**(CHOICE BASED CREDIT AND SEMESTER SYSTEM FOR UNDERGRADUATE CURRICULUM)**

**UNDER THE FACULTY OF SCIENCE**

## **SYLLABUS**

**(FOR THE STUDENTS ADMITTED FROM THE ACADEMIC YEAR 2019 – 20 ONWARDS)**

**BOARD OF STUDIES IN COMMERCE (PG)**

***CHRIST COLLEGE (AUTONOMOUS), IRINJALAKUDA - 680125, KERALA, INDIA***

**JUNE, 2019**

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**COMPOSITION OF BOARD OF STUDIES**

<b>Sl. No.</b>	<b>Composition</b>	<b>Name of the Faculty</b>	<b>Designation &amp; Address</b>
1.	Head of the department	Dr. Josheena Jose	Asst. Professor, Christ College (Autonomous), Irinjalakuda.
2.		Prof. Shine Paul Prof. Tom Jacob Prof. Arun Balakrishnan M.B. Prof. Jebin K. Davis Prof. Muvish K.M Prof. Renson John Prof. Neelima Anand	
3.	Two Subject experts from outside the Parent University nominated by the Academic Council	Dr. Raju V. P	Associate Professor, Research and P G, Department of Commerce, Nirmala College, Muvattupuzha.
		Dr. Venugopal K. V	Associate Professor, Research and P G, Dept. of Commerce, St. Peter's College, Kolenchery.
4.	One expert nominated by the Vice Chancellor	Dr. E. Murali	Associate Professor, Department of Commerce & Management Studies, Govt. College, Kuttanellur, Thrissur.
5.	One representative from industry/corporate sector/allied area relating to placement	Mr. Pradeep Chandrasekaran	Director, Finmark Trainers India, Ltd.
6.	One post graduate meritorious alumnus nominated by the Principal	Prof. Elizabeth Paul	Asst. Professor, St. Joseph's College (Autonomous), Irinjalakuda.

## 1. Programme Structure

- a. Students shall be admitted to post graduate programme offered under any of the faculties of the University.
- b. The programme shall include three types of courses : **Core courses, Elective courses and Audit Courses.**
- c. Comprehensive Viva-voce and Project Work / Dissertation shall be treated as Core Courses. Project Work is mandatory for all regular programmes and Comprehensive Viva-voce is optional and these shall be done in the end semester.
- d. Total credit for the programme shall be 80 (eighty), except for MSW Programme, this describes the weightage of the course concerned and the pattern of distribution is as detailed below :
  - I. Total Credit for Core Courses shall not be less than 60 (sixty) and not more than 68 (sixty eight)
  - II. Total Credit for Elective Course shall not be less than 12 (twelve) and not more than 20 (Twenty)
  - III. **Elective courses shall** be spread over either in the Third & Fourth Semesters combined or in any one of these Semesters (III / IV) only subject to the stipulations of the BoS concerned.
  - IV. Study Tour / Field visit / Industrial visit / Trip for specimen collection may be conducted as a part of the Programme as per the stipulations of the BoS concerned.
  - V. **Audit Courses :** In addition to the above courses there will be two Audit Courses(**Ability Enhancement Course & Professional Competency Course**) with **4** credits each. These have to be done one each in the first two semesters. The credits will not be counted for evaluating the overall GPA & CGPA. The colleges shall conduct examination for these courses and have to intimate /upload the results of the same to the University on the stipulated date during the III Semester. Students have to obtain only minimum pass requirements in the Audit courses. The details of the Audit courses are given below.

Semester	Course Title	Suggested Area	Details
I	Ability Enhancement Course (AEC)	Internship / Seminar presentation / Publications / Case study analysis / Industrial or Practical Training /Community linkage programme / Book reviews etc.	Concerned BoS can design appropriate AEC & PCC and evaluation criteria by considering the relevant aspects in the core area of the faculty under study.
II	Professional Competency Course (PCC)	To test the skill level of students like testing the application level of different softwares such as SPSS/R/ Econometrics / Pythan/Any software relevant to the programme of study / Translations etc.	

- e. The required number of credits as specified in the syllabus/regulations must be acquired by the student to qualify for the degree. A student shall accumulate a minimum of **80** credits for the successful completion of the programmes.
- f. For uniform identification a common guideline for Coding various courses are given in the last part of the Appendix.

## 2. Eligibility for Admission

- a. The admission to all PG programmes shall be as per the rules and regulations of the University.
- b. The eligibility criteria for admission shall be as announced by the University from time to time.
- c. Separate rank lists shall be drawn up for reserved seats as per the existing rules.

- d. The college shall make available to all the admitted students the information regarding all the courses including electives offered with syllabus and credit for the entire course.
- e. There shall be a uniform calendar prepared by the University for the Conduct of the programmes.
- f. There shall be provision for inter collegiate and inter University transfer in the 2<sup>nd</sup> and 3<sup>rd</sup> semester within a period of two weeks from the date of commencement of the semesters.
- g. There shall be provision for credit transfer subject to the conditions specified by the Board of studies concerned.

## **REGULATIONS GOVERNING MASTER OF COMMERCE PROGRAMME UNDER CBCSS**

### **APPLIED WITH EFFECT FROM ACADEMIC YEAR 2019 – 20**

#### **1. Title of the programme**

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

#### **Eligibility for admission**

Any candidate who has passed B. Com or BBA (earlier BBS) degree of University of Calicut or B. Com, BBA or BBS degree of any other University or institutes in any state recognised by UGC or AICTE and approved by University of Calicut with minimum of 45% marks or equivalent grade is eligible for admission. OBC and SC/ST students are eligible for mark/grade relaxation as per the University rules. In the case of B. Com (Honours) and B. Com (Professional) students, the minimum eligibility for admission is 50% for all categories of students.

#### **2. Admission Procedure**

Admission procedure stipulated by University from time to time shall be strictly followed.

#### **3. Duration of the programme**

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

#### **4. Medium of Instruction**

The medium of instruction and examination shall be English.

#### **5. Scheme of Instruction and Examination**

**Semester One**

<b>Course Code</b>	<b>Course Title</b>	<b>Internal Credit</b>	<b>External Credit</b>	<b>Total Credit</b>	<b>Teaching Hours</b>	<b>Type</b>
MCM1C01	Business Environment & Policy	0.8	3.2	4	5	Core
MCM1C02	Corporate Governance & Business Ethics	0.8	3.2	4	5	Core
MCM1C03	Quantitative Techniques for Business Decisions	0.8	3.2	4	5	Core
MCM1C04	Management Theory and Organizational Behaviour	0.8	3.2	4	5	Core
MCM1C05	Advanced Management Accounting	0.8	3.2	4	5	Core
	<b>Total in Semester One</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	

**Semester 5.1.1: Ability Enhancement Course (AEC)\***

<b>Course Code</b>	<b>Course Title</b>	<b>Internal Credit</b>	<b>External Credit</b>	<b>Total Credit</b>	<b>Type</b>
MCM1A01	Internship cum Organisation Study	0.8	3.2	4	Audit
MCM1A02	Case Study Preparation	0.8	3.2	4	Audit
MCM1A03	Communication/Mental Ability/Numerical Skill	0.8	3.2	4	Audit
MCM1A04	NET Coaching	0.8	3.2	4	Audit
MCM1A05	Designing with Block Chain Workshop/ Future Casting Workshop	0.8	3.2	4	Audit
MCM1A06	Model Project Preparation	0.8	3.2	4	Audit
MCM1A07	Soft Skill Development	0.8	3.2	4	Audit
MCM1A08	Presentation/Publication of research papers/Book Review	0.8	3.2	4	Audit

\*The department can choose any one of the above courses. This course will not be counted for calculation of SGPA/CGPA

<b>Grand Total in Semester One</b>	<b>4.8</b>	<b>19.2</b>	<b>24</b>
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**Semester Two**

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Teaching Hours	Type
MCM2C06	Advanced Corporate Accounting	3.2	0.8	4	5	Core
MCM2C07	Advanced Strategic Management	3.2	0.8	4	5	Core
MCM2C08	Strategic Cost Accounting	3.2	0.8	4	5	Core
MCM2C09	International Business	3.2	0.8	4	5	Core
MCM2C10	Management Science	3.2	0.8	4	5	Core
	<b>Total in Semester Two</b>	<b>16.0</b>	<b>4.0</b>	<b>20</b>	<b>25</b>	

**Semester 5.2.1: Professional Competency Course (PCC)\***

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Type
MCM2A01	Business Analytics using R	3.2	0.8	4	Audit
MCM2A02	Big Data Analysis	3.2	0.8	4	Audit
MCM2A03	Live Project with Statistical Packages	3.2	0.8	4	Audit
MCM2A04	Spread Sheet Application	3.2	0.8	4	Audit
MCM2A05	Accounting Package Skill	3.2	0.8	4	Audit
MCM2A06	Computer Programming Skill	3.2	0.8	4	Audit
MCM2A07	Innovation/Entrepreneurship/Idea Pitching	3.2	0.8	4	Audit

\*The department can choose any one of the above courses. This course will not be counted for calculation of SGPA/CGPA

<b>Grand Total in Semester Two</b>	<b>4.8</b>	<b>19.2</b>	<b>24</b>
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**Semester Three**

<b>Course Code</b>	<b>Course Title</b>	<b>Internal Credit</b>	<b>External Credit</b>	<b>Total Credit</b>	<b>Teaching Hours</b>	<b>Type</b>
MCM3C11	Financial Management	0.8	3.2	4	5	Core
MCM3C12	Income Tax Law, Practice and Tax Planning I	0.8	3.2	4	5	Core
MCM3C13	Research Methodology	0.8	3.2	4	5	Core
MCM3E01	Elective I	0.8	3.2	4	5	Elective
MCM3E02	Elective II	0.8	3.2	4	5	Elective
	<b>Total in Semester Three</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	

**Semester Four**

<b>Course Code</b>	<b>Course Title</b>	<b>Internal Credit</b>	<b>External Credit</b>	<b>Total Credit</b>	<b>Teaching Hours</b>	<b>Type</b>
MCM4C14	Financial Derivatives & Risk Management	0.8	3.2	4	5	Core
MCM4C15	Income Tax Law, Practice and Tax Planning II	0.8	3.2	4	5	Core
MCM4E03	Elective III	0.8	3.2	4	5	Elective
MCM4E04	Elective IV	0.8	3.2	4	5	Elective
MCM4PV01	Project Work & Comprehensive Viva Voce	0.8	3.2	4	5	<b>Dissertation &amp; Viva</b>
	<b>Total in Semester Four</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	
	<b>Grand Total (5.1+5.1.1+5.2+5.2.1+5.3+5.4)</b>	<b>17.6</b>	<b>70.4</b>	<b>88</b>		

**Specialization Elective****5.1.1 Finance**

MCM3EF01	Investment Management	3.2	0.8	4
MCM3EF02	Financial Markets & Institutions	3.2	0.8	4

MCM4EF03	International Finance	3.2	0.8	4
MCM4EF04	Advanced Strategic Financial Management	3.2	0.8	4

All the above courses shall be handled by Commerce Faculty.

**5.6.** Each student shall undergo any one course in respective semesters mentioned in clause 5.1 with course code MCM1A01 to MCM1A08 during the first semester and any one course mentioned in clause 5.2 with course code MCM2A01 to MCM2A07 during the second semester as Audit Courses (Ability Enhancement Course & Professional Competency Course) with 4 credits each. The credits will not be counted for evaluating the overall SGPA & CGPA. The colleges shall conduct examination for these courses and have to intimate /upload the results of the same to the College on the stipulated date during the III Semester. Students have to obtain only minimum pass requirements in the Audit Courses.

**5.7** There shall be an Industrial Visit/Study Tour/Field visit in the third semester and report shall be submitted to the Head of the department within two weeks of the visit.

### **6.0 Attendance**

A student shall attend at least 75 percent of the total number of classes held during each semester. The students having less than prescribed percentage of attendance shall not be allowed to appear for the University examination. Condonation of shortage of attendance for a maximum of 9 days (10% of the working days in a semester) in the case of single condonation and 18 days (20% of the working days in a semester) in the case of double condonation in a semester subject to a maximum of two times (for single condonation only) during the whole period of programme is granted. In the case of double condonation, only one condonation shall be allowed during the entire programme.

### **7.0 Duration of the semester**

Each semester shall have a duration of 18 weeks. Teaching and learning shall have a minimum duration of 16 weeks and for the conduct of semester end examination shall be completed within a period of 2 weeks. Instruction and Semester End examinations in each course in a semester shall be completed within 90 days in a semester.

### **8.1 Internal Assessment**

All courses shall have internal assessment.

#### **8.2 Internal Assessment Marks**

As per common regulations for CBCSS for PG of the University of Calicut

#### **8.3 Internal assessment components**

As per common regulation for CBCSS for PG of the University of Calicut

#### **8.4 Transparency about internal Assessment**

Each faculty shall maintain record of performance and attendance of each student in his or her class course-wise. Each faculty shall submit internal assessment marks of the students to the Head of the

department or institution on conclusion of lecture class in each semester. Such internal assessment mark lists shall show all the components separately and the total of internal assessment marks awarded to each student.

**Format for Internal Assessment Mark list**

Reg. No:	Name	Test:1	Test:2	Test:3	Sum of Best 2 Tests	Seminar Paper	Presentation of Seminar	Attendance	Assignment	Total
					<b>40%</b>	<b>10%</b>	<b>10%</b>	<b>20%</b>	<b>20%</b>	<b>100%</b>

The Department shall publish the list of internal assessment marks of all the students shall be published in the notice board within 5 days before the commencement of external examination.

The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal marks.

The Department shall strictly follow the grievance handling mechanism prevails in the College from time to time.

**9.0 External Examination: As per common regulations for CBCSS for PG**

**10.0 Project Work**

**10.1.** During the fourth semesters each student shall do a project work under the guidance of a faculty member preferably in their area of specialisation.

The project should be done individually on a topic based on a 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 50 A4 size, 1.5 spaced, pages, Times New Roman Font, Font Size 13 pt. References format shall be insisted on API style.

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). Plagiarism certificate shall be mandatory for project submission for all category of students Certificate from the supervising teacher.

Declaration of student.

Acknowledgements

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.

Appendix: Questionnaire, specimen copies of forms, other exhibits etc. Bibliography: Books, journal articles etc. used for the project work.

**Project work shall have the following stages**

Selection of an organization Problem identification

Project draft proposal presentation and discussion

Finalisation of the proposal

Data collection and analysis of data Report writing

Final Project Presentation

Report Submission.

Evaluation of project report: As per common regulations for CBCSS for PG of the University of Calicut.

**11.0. Viva Voce**

At the end of fourth semester, each candidate shall attend a comprehensive viva voce. along with the project evaluation. The viva voce shall include all the courses of the M. Com programme, including project report.

The viva board shall have two external examiners and one internal member. The external examiners shall be appointed by the University. The internal examiner shall be the Head, Department of Commerce of the College or a faculty member nominated by him or her from the Department of Commerce.

**Guideline for evaluation of Project Evaluation and conduct of Viva-voce**

(a)	The Head of the Department shall arrange the internal evaluation of the Project work and upload the mark to the University website.
(b)	The internal credit of 20% shall be distributed based on the following criteria: (1) Report Preparation as per the clause 11.3(d) (2) Comprehensive Viva-Voce as per clause 11.3(d)
(c)	The external marks shall be awarded by conducting Project Evaluation and Comprehensive Via-Voce by the Board consisting of External and Internal examiners constituted for this purpose.

(d)	The External evaluation by the final semester Board of Examiners appointed by the University for 3.2 credits for the project report and for comprehensive viva voce in the final semester. While evaluating the project report and comprehensive viva voce weightage may be distributed in the following order.
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Sl. No.	Criteria of Evaluation	Weightage External 3.2 Credit	Weightage Internal 0.8 Credit
1	<b>Problem Formulation and Methodology Adopted-</b> Relevance of the topic, statement of the problem, Setting SMART objectives, Research Design, Sampling Design, Tool Designing, Pilot Study Identification of Variables, Setting Hypothesis and Designing a Conceptual Map	08	02
2	<b>Analysis of Data and Findings:</b> - Quality of analysis, Synchronisation with SMART objectives and Hypothesis Testing	08	02
3	<b>Report Writings</b>	08	02
4	<b>Comprehensive Viva Voce</b>	16	04
	<b>Total</b>	<b>40</b>	<b>10</b>

## 12. Minimum Credit for the Project Report and VivaVoce

The student should get a minimum of P grade for the project report for a pass. If the student fails to get P grade for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendation of the examiners. This can be done immediately after publication of results.

The student should get P grade for a pass in viva-voce.

## **SEMESTER 1**

### **MCM1C01: BUSINESS ENVIRONMENT & POLICY**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

**Course Outline**

**Module I: (15hours)**

Business Environment: Meaning & Elements -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

**Module II: (20hours)**

Structure of Indian Economy: Economic Systems-Economic Planning– Planning Commission and NITI Ayog – 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. – GST- History and Development in India.

**Module III: (15hours)**

Profile of Indian Economy: New Economic and Industrial Policy–Recent Economic & Tax Reforms in India – GST-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.

**Module IV: Foreign: (10hours)**

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-Import& Export Policies- Start-ups- Digital economy- CRYPTO currency, Fintech

**Module V: (20hours)**

Environment management-Degradation of Natural Environment-Air pollution, Water Pollution, Land Pollution, National Wet land Policy-Madhav Gadgil Committee Report- Kasturi Rangan Report-Global warming-causes &Effects, Climate Change, KYOTO Protocol, Green Financing, Carbon Credit, Environment Protection Act 1986(Basics)-National Green Tribunal Act (Basics) -Consumer Protection Act,1986 (Basics) – RTI 2005(Basics) Salient features of Information Technology Act:2000.

**References:**

1. M. Adhikari: Economic Environment of Business, Sultan Chand and Sons, New Delhi.
2. Ian Worthington, Chris Britton: Business Environment.
3. Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai.
4. Claire Capon: Understanding the Business Environment.
5. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publications, Delhi.
6. David Baron: Business and Its Environment

7. Panday G.N: Environmental Management, Vikas Publishing House.
8. Raj Agarwal: Business Environment, Excel Publications, New Delhi.

## **SEMESTER 1**

### **MCM1C02: CORPORATE GOVERNANCE & BUSINESS ETHICS**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module-I: (15hours)**

Meaning and Definition of Corporate Governance- Evolution of Corporate Governance- Major Stakeholders of a Corporate Body and their goals- Communication mechanism of corporate organisation with stake holders-Objectives Corporate Governance- Principles of Corporate Governance.

##### **Module-II: (20hours)**

Theories and Models of Corporate Governance- Conceptual Framework of Corporate Governance- Legal framework of Corporate and administrative framework- regulatory framework of corporate governance in India- SEBI guidelines and clause 49- Reforms in the Companies Act-Secretarial Audit-Class action-NCLT- Insider trading- rating agencies- green governance- shareholders' activism- corporate governance in PSUs and banks- Legislative framework of corporate governance- an international perspective ( UK, USA, Australia, China, Russia, South Africa)

##### **Module-III: (15hours)**

Various Committees on Corporate Governance- International- Blue riband Committee-Cadbury Committee-Greens burry Committee- Kings Committee- Securities and Exchange Commission Report- Indian; Birla Committee, Narayanamurthy Committee- JJ Irani Committee, Naresh Committee Report. Uday Kodak Committee Report Corporate Reporting Framework- Reporting of Remuneration- Service Contract of Directors- Financial Reporting of the activities of the company as per clause 49 of the Companies and SEBI Act. IFRS- Need- Importance- Significance-Use.

##### **Module-IV: (20hours)**

Elements of Corporate Governance- Board of Directors- Executive Directors- Independent Directors- Appointment, Remuneration- Powers, Duties and Responsibilities- Audit Committee- Composition Power and Responsibilities- Statutory Officers- Duties, Board Committees- Responsibilities and Powers- Board

meetings- Whistle blowing and Corporate Governance- The Concept of Whistleblowing-Types of whistle blowers- Whistle blower policy- the Whistle Blower Legislation across countries- Developments in India.

**Module-V: (10hours)**

**Business Ethics- Meaning-scope-Importance-Dimensions-Role of ethics in business-Law &ethics- Ethics and values-Important ethical principles in business**-The new management philosophy-Ethics in business functional areas-integrity-Sales-HRM-Management of quality. Corporate excellence-corporate culture- Styles &values of management-managing cultural diversity in organisation- Building corporate image-knowledge workers & knowledge management.

**Suggested Readings: Books**

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.
4. Sharma. J.P., Corporate Governance and Social Responsibility of Business., Ane Books Pvt Ltd, NewDelhi
5. Jawahar Lal Corporate Financial Reporting Theory and Practice-Taxman
6. Singh S: Corporate Governance-Global Concepts and Practices- Excel Books
7. Robert A.G Monks & Nell Minow: Corporate Governance:Wiley
8. Bob Tricker: Corporate Governance: Principles, Policies and Practices- Oxford University Press.
9. Fernando.AC: Corporate Governance: Principles, Policies and Practices: Pearson Education
- 10.Indian Institute of Corporate Affairs- Corporate Governance:Taxman
- 11.Indrajit Dube: Corporate Governance- LexisNexis
- 12.Satheesh Kumar. T.N: Corporate Governance: Principles and Practices: Oxford University Press
- 13.Ghosh B.N. Business Ethics and Corporate Governance- Mc Graw Hill Education
- 14.Robert Cobbaut et al: Corporate Governance: An Institutional approach- Kluwer Law International.

Note: Latest edition of the readings may be used.

**Cases-International**

1. Bank of Credit and Commerce International –UK
2. Maxwell Communication Corporation and Mirror Group Newspapers (UK)
3. Enron (USA)
4. Anderson worldwide (USA)
5. Vivendi (France), Lehman Brothers (USA)

**Cases-Indian**

1. Satyam Computer Services Ltd
2. Sahara
3. Kingfisher Ltd

(Common governance problems noticed in various corporate failures; policy actions including major codes and standards). Journal: Chartered Accountant.

## SEMESTER 1

### MCM1C03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### Course Outline

##### Module 1: (20hours)

Quantitative Techniques: Introduction to quantitative techniques-Qualitative and quantitative approaches– role in decision making – Significance of quantitative decisions – Probability distributions- Discrete & Continuous-Binomial, Poisson, Uniform, Exponential, Normal distributions- Inferential analysis for management – statistical estimation – point estimation – interval estimation – Properties of a good estimator. Confidence intervals for means (a) when  $\sigma$  is known, and (b) when  $\sigma$  is not known. Sample size determination for a mean. Confidence intervals for proportions.

##### Module 2: Hypothesis Testing: One and Two-sample Tests: (15hours)

General methodology of hypothesis testing. One and two-tailed tests. Type I and typeII Errors. *One Sample Tests:* Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions. *Two-sample Tests:* Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

##### Module 3 Analysis of variance & Non parametric tests: (20hours)

F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi-square test for independence & Goodness of fit. Sign test, one sample runs test and rank correlation test

**Module 4: (10hours)**

Correlation and Regression analysis: Simple, partial & Multiple correlation, Simple & multiple linear regressions, Co-efficient of Determination

**Module 5: (15hours)**

Use of Excel and SPSS for quantitative methods (Application level)- Analysis tools - Descriptive statistics and inferential analysis

(Theory 30% Problem 70%)

**References:**

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

**SEMESTER 1****MCM1C04: MANAGEMENT THEORY & ORGANISATIONAL BEHAVIOUR**

Contact Hours per Week: 5

Number of Credits: 4

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

**Course Outline****Module I: (20hours)**

Introduction to management –management concept-Historical evolution schools of management thought – Major contributors to management thought- Principles of management- modern techniques in management- Japanese Management System-Korean Management system - Leadership and Management-Theories of Management, Theories of Leadership, Quality circle- TQM- Six sigma- Kaizen- Benchmarking –Core competence-Bottom of pyramid approach-MDP- steps in MDP– - 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.

**Module II: (15hours)**

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. HRM approach to managing and controlling performance. Behavioural aspects of Control

**Module III: (20hours)**

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. Building, leading and managing teams

**Module IV: (15hours)**

Group dynamic and inter group relationships–Characteristics of workgroup – Basic forces of group behaviour – Quality of Work Life-Work Life Balance-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.

**Module V: (10hours)**

Organisational Culture, Organizational development–Techniques of organizational development Interventions – Grid management – Transactional analysis – Sensitivity training – Process consultancy -Case discussions and analysis. Techniques for managing organizational relationships.

**References:**

1. Fred Luthans: Organisational behaviour
2. Danial C. Fieldman and Hugh Arnold: Managing individual and group behaviour in organization.
3. Henry Mint berg: The structure of organization
4. Edwin Gerlog: Organization theory and design.

**SEMESTER 1**

**MCM1C05: ADVANCED MANAGEMENT ACCOUNTING**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

**Course Outline**

**Module 1: Introduction to Management Accounting (10hours)**

Meaning and importance of Management Accounting- Tools of Management Accounting (Descriptive, Analytical, Diagnostic, Predictive) – Skills required for Management Accountants- Strategic Role of

Management Accountants- Functions of Management Accountants

### **Module 2: Performance Measurement (15hours)**

Financial and non-financial measurement of performance- ROI – Residual Income – KPI-Economic Value Added (EVA) – concept and measurement - Balanced Score Card- concepts and objectives- Multiple Score Card measures- New horizons in management control- Responsibility Accounting- Performance Budgeting- ZBB and ABB – Social Cost-benefit Analysis- Modern production Management techniques originating from Japan – Flexible Manufacturing Systems (FMS)- TQM.

### **Module 3: Decision making under Risk and Uncertainty: (15hours)**

Nature and Types of risk- Techniques for decision making under risk and uncertainty- Optimistic and Pessimistic estimates- Risk adjusted Discount Rate- Certainty Equivalent Co- Efficient Method- Sensitivity technique- Probability technique- Standard Deviation method- Co- efficient of Variation method- Simulation Technique- Decision Tree Analysis.

### **Module 4: Standard Costing and Variance Analysis (20hours)**

Types of Standards – setting standards- Variance Analysis- Importance- Material, Labour, Overhead, Sales and Profit Variance – Interpretation of variance - Control and Efficiency Ratios- Investigation of Variance – Techniques of interpretation of variance.

### **Module 5: Marginal Costing and its Application (20hours)**

CVP analysis and decision making – Managerial applications of CVP analysis- make or buy decision- 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.

**(Theory 30% and Problems 70%)**

### ***References:***

1. Cost and Management Accounting- Jain and Narang, Kalyani Publishers
2. Management Accounting and Financial Control-S N Maheshwari, Sultan Chand & Sons
3. Management Accounting N.K Kulshrestha, Taxman Publications
4. Management Accounting – Paresh Shah, Oxford Publishers
5. Advanced Management Accounting – Ravi. M Kishore, Taxman
6. Management and Cost accounting – Colin Drury, Cengage Learning
7. Management Accounting – Dr. S.P Gupta, Sahitya Bhavan Publishers
8. Catherine Stenzel & Joe Stenzel, Essential of Cost Management, John Wiley and sons, Latest Edition.
9. Roman I wiel & Michael W mahr Hand book of Cost Management, John Wiley and Sons, Latest Edition.
10. Lianabel Oliver, The cost management tool box. AMA Publication, Latest Edition.

11. John K. Shank & Vijay Govindarajan, Strategic Cost management: The new tool for competitive advantage, The free press, Latest Edition.
12. K.P. Gupta, Cost Management: Measuring, monitoring and motivating performance, Global India Publications, Latest Edition.
13. Publications, Latest Edition. Journals/Newspapers Management Accountant Chartered Financial Analyst

## **SEMESTER 2**

### **MCM2C06: ADVANCED CORPORATE ACCOUNTING**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module 1: Group Financial Statements (20hours)**

Group accounts and group structures – consolidation procedures (IFRS 10 /Ind AS 110)- Non- Controlling Interest (NCI)- Goodwill valuation (IFRS 3/Ind AS 103)- Goodwill arising on consolidation – Intra-group transactions and mutual owing – Treatment of unrealised profit- revaluation of assets and liabilities- Treatment of dividend and bonus shares.

##### **Module 2: Accounting for Corporate Restructuring (20hours)**

Accounting for Mergers, Acquisition and Reconstruction (internal and external)- Accounting for liquidation of companies- preparation of Statement of Affairs – Deficiency /Surplus Account- Liquidator's final statement of account- Receiver's statement of accounts.

##### **Module 3: Accounting for Taxation (15hours)**

Current Tax Expense –calculation and accounting entries- Deferred Tax – Temporary Difference- TTD and DTD – Deferred Tax Assets and Deferred Tax Liabilities – Deferred Tax Expense and Deferred Tax Income (Deferred Tax Reversal)- Recognition, Measurement, Presentation and Disclosure of Deferred Tax

##### **Module 4: Accounting for Revenue and Leases (20hours)**

Revenue from contact with customers ( IFRS 15 / Ind AS 115) – Revenue Recognition model– Variable Consideration-Long term contracts–Revenue recognition from construction contracts Accounting for Leases(IAS17/IndAS17)– Classification of lease – Operating Lease – recognition, measurement , presentation and disclosure in the books of Lesser and Lessee – Financial Lease- recognition, measurement , presentation and disclosure in the books of Lesser and Lessee- New standard on lease (IFRS 16 /Ind AS 116) -major changes in the lease accounting (especially in the books of lessee).

### **Module 5: Modern Concepts in Accounting (5hours)**

Human Resource Accounting- Forensic Accounting – Social Responsibility Accounting – Environmental Accounting- Investment Accounting – Proactive Accounting – Inflation Accounting

**(30% Theory and 70% Problems)**

#### ***References:***

1. Shukla and Grewal: advanced Accounts. (S. Chand & Co Ltd. New Delhi)
2. Jain and Narang: Advanced Accounts (Kalyani Publishers, Ludhiana)
3. Sr. K. Paul: 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 Graw Hill)
7. Dr. S.N. Maheshwari: Corporate Accounting (Viakas Publishing House Pvt. Ltd. New Delhi)
8. Dr. Ashok Sehgal & Dr. Deepak Sehgal; Advanced Accounting (Taxman, New Delhi).
9. RL Gupta & Radha Swamy Advanced Accountancy. (Sultan Chand andCo.)
10. Anthony, RN & Reece, JS: Accounting Principles, Richard Irwin,Inc.
11. Barker, P & O'hOgartaigh, C: Group Accounts – Theory and Practice, Oaktree Press 1stEdn.
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. Advanced Accountancy MC Shukla. T.S. Grewal. & S. C. Gupta.
17. IFRS Red Book (Official Publication of IASB)
18. ICAI study material for Financial Reporting
19. Indian Accounting Standards, Chinten Patel & Bhupendra Mantri (Taxman Publication)
20. Illustrated Guide to Ind AS, T P Ghosh (Taxman Publication).

### **SEMESTER 2**

### **MCM2C07: ADVANCED STRATEGIC MANAGEMENT**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

**Course Outline**

**Module 1: Introduction: (15hours)**

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.

**Module 2: Environmental Analysis (15hours)**

SWOC-Strategy and Competitive Advantage-Emerging trends in strategic management- New modes of leadership- Organisational Redesign.

**Module 3 : Strategic Choice: (20hours)**

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 Mintzberg's five Ps Strategy, KPI, KSF – External growth strategies – Competitive Advantage, Porters Value Chain Merger, acquisition, joint venture and strategic alliance (with business cases)

**Module 4: Strategy implementation: (15hours)**

Various approaches to implementation of strategy – Planning and allocating resources – Strategic Control.

**Module 5: Strategy evaluation and control: (15hours)**

Tools and techniques of evaluation-control techniques and process –DuPont Control model, Balanced score card-etc

At least one relevant case shall be discussed in each module and assignments shall be encouraged to be in the form of case studies

**References:**

1. Krishna Kumar: Cases in Strategic Management – Managerial Experiences, Global Business Press (1996).
2. RM Srivastava: Corporate Strategic Management, Pragati Prakashan.
3. AzharKazmi: Strategic Management and Business Policy, Tata McGraw-Hill 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.

**SEMESTER 2**

**MCM2C08: STRATEGIC COST ACCOUNTING**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation: Internal – 20 Marks + External – 80 Marks**

**Course Outline**

**Module I- Overview of Cost Accounting (10hours)**

Cost, Costing, Cost Accounting, Cost Accountancy, Scope of Cost Accounting, Objectives of Cost Accounting, Limitations of Cost Accounting, Art, Science and Practice. Cost Accounting System- Importance of Cost Accounting to Management, Workers, creditors, investors, government, general public, Advantages of Cost Accounting System, Essentials of a good Cost Accounting System, Reports provided by Cost Accounting Dept., Practical difficulty in installation of Costing System, suggestions to overcome practical difficulties. Comparison of Cost Accounting with other subjects- Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting.

**Module II- Performance Measurement (10hours)**

Cost Accounting- Cost Unit, Composite Cost Unit, Cost object, Cost Centre, Profit Centre, Investment Centre. Costing Systems- Historical Costing, Absorption Costing, Direct Costing, Marginal Costing, Standard Costing, Uniform Costing. Cost Classification by Nature of Production Process-Batch Cost, Process Cost, Operation Cost, Operating Cost, Contract Cost, Joint Cost. Classification of Cost based on Behaviour- Variable Cost, fixed cost, semi-variable or semi- fixed cost, stepped costs, specific and common fixed cost, committed fixed cost, discretionary fixed cost, engineered cost, managed cost, capacity cost, programmed cost. Importance of Behaviour wise cost classification, cost control, decision making, marginal costing, flexible budgets, CVP analysis, direct costing.

**Module III- Process Costing (20hours)**

Features, Applications, Difference between Job Costing and Process Costing, Normal loss, abnormal loss, abnormal gain, inter process profits, equivalent production-FIFO, average method, weighted average method. Joint and By-Products-Difference between Joint products and co-products, features of Joint Products, accounting for joint costs- split-off point, joint costs. Accounting treatment-physical quantity method, average unit cost method, weighted average method, selling price method. Meaning of by-products, accounting treatment-Non-cost methods, cost methods, difference between Main product and Joint & By products, value, manufacturing objective.

**Module IV- Decision Making Tools (20hours)**

Absorption Costing-limitations of Absorption Costing, Marginal Costing-meaning, features, advantages/merits of Marginal Costing-limitations of marginal costing (Theory only), Throughput Accounting-concepts, throughput accounting and contribution approach, comparison of throughput costing and absorption costing, steps to be followed to increase throughput, problems faced in throughput accounting (theory and problems), Activity based costing-limitations of traditional costing system, definition, objectives,

steps in ABC, limitations of ABC, Activity Based Budgeting, Activity Based Management, Difference between Activity Based Costing and Activity Based Management (problems in ABC). Transfer Pricing- Introduction, meaning, objectives of Inter Company Transfer Pricing, Methods of Transfer Pricing (Problems). Treatment of special expenses in Cost Accounts- Research and Development Expenses, Preliminary Expenses, Rectification Cost, Obsolescence, Waste, Scrap, Spoilage –normal & abnormal spoilage, conceptual difference of waste, scrap & spoilage, accounting and control of defectives.

#### **Module V- Emerging Costing Approaches: (20hours)**

Productivity Management-meaning, measurement of productivity, misconceptions in measuring Productivity, ratios in measuring productivity index and total productivity index, distinction between productivity and profitability, productivity and value added, Productivity and quality, productivity and cost effectiveness, higher productivity and reduced cost, importance of human factor in productivity drive, productivity objectives, Plan, audit, advantages, causes of Low productivity, criticism, Total Productivity Management (TPM), Pareto analysis and Theory of Constraints- meaning, usefulness, practical application of Pareto Analysis, meaning of TOC, steps, key measures, methodology of implementation of TOC, TOC and Cost Accounting Procedures. JIT or Lean Manufacturing, steps, implementation, features, merits and demerits, role of JIT in elimination of waste, increasing profitability, Project Life Cycle Costing, meaning, benefits, cost management in LCC, Value Chain Analysis- concept, definition, meaning, steps, Porter's Value Chain, Kaizen- concept, procedure for implementation, benefits, Target Costing- meaning, need, types, methods of establishment of target costs, backflush accounting.

**(Theory 30% and Problems 70%)**

#### ***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.
6. Strategic Cost Management- Ravi M. Kishore, Taxman Publications.

## **SEMESTER 2**

### **MCM2C09: INTERNATIONAL BUSINESS**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

## **Course Outline**

### **Module I : (20hours)**

Meaning and Scope–Theories of International trade: classical and modern theories – protectionism vs. freetrade–Tradebarriers-TariffandNon-tariffbarriers–Termsoftrade–Balanceofpayment– Components of BOP: Current account, Capital account and Official reserve account-disequilibrium and corrective measures International business-Local, regional, national, international and global business— management orientation of overseas business-ethno centric, poly centric, region centric and geocentric orientation--reasons for internationalization of business-factors restricting internationalization of business—major global companies in the world.- Export –Import policy of India – Regulation and Promotion of foreign trade in India

### **Module II : (18hours)**

International business environment: Cultural, social, political and legal, technological, economic and trade environment—natural and demographic environment. Opportunities and threats of Indian companies in international market. – Modes of Entry - exporting – Licensing – franchising – contract manufacturing – Management contracts, turnkey projects – Foreign Direct Investments- Theories of FDI-Cost & Benefits to Home & Host countries- Recent trends. Problems and prospects of foreign companies in Indian market.

### **Module III : (15hours)**

Strategy development in international business—the firm as a value chain—global expansion plan:- International business locations- factors influencing locations-factors restricting location. Value chain analysis, risk analysis, cost benefit analysis. Business entry strategy-exporting, licensing, investment, joint ventures, green fiend investment, strategic alliance, global strategic partnerships.

### **Module IV : (10hours)**

International economic institutions and integrations: Types of Trade Agreements-WTO-GATT- TRIPS- TRIMS-Regional economic integration-Levels of economic integrations –Arguments surrounding economic integration-E. U-NAFTA -ASEAN-SAARC-International Monetary Fund— International liquidity and SDRs- World Bank.

### **Module V : (17hours)**

International business functional strategies: International production strategy—international financing strategy—international human resources strategy and international marketing strategy. 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-Contribution of MNCs to India.

## ***References***

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

## **SEMESTER 2**

### **MCM2C10: MANAGEMENT SCIENCE**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module1: (10hours)**

Introduction to Management Science- Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

##### **Module 2 : (25hours)**

**Linear Programming:** Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; – Application in Business. **Transportation and Assignment: Formulation; Solving transportation (NWC method – Least Cost method–Vogel's approximations method – stepping stone method – Modified Distribution method) and assignment problems (Hungarian Method).**

##### **Module 3 : (17hours)**

Inventory and Queuing Management: Concepts of inventory management; Inventory models – classical EOQ, planned shortage model- deciding optimum safety stock and reorder level. **Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population.**

#### **Module 4 : (18hours)**

Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis-scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

#### **Module 5 : (10hours)**

Markov Chains and Theory of Games: Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

**Theory 30% Problems 70%**

#### ***References:***

1. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
2. Operations Research – Kautiswarup, P.K. Gupta, Manmohan – Sultan Chand & Sons.
3. Operations Research SD Sharma, Kadar Notes, Ramnath & G. Meerut.
4. OR Techniques for management – VK Kapoor & Sumant Kapoor – Sultan Chand & Sons.
5. Quantitative Techniques in Management, Vohra N.D., The Mc Graw Hill companies
6. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
7. Operations Research – Kautiswarup, P.K. Gupta, Manmohan – Sultan Chand & Sons.
8. Operations Research SD Sharma, Kadar Notes, Ramnath & G. Meerut.
9. OR Techniques for management – V K Kapoor & Sumant Kapoor – Sultan Chand & Sons.

## **SEMESTER 2**

### **MCM2C11: FINANCIAL MANAGEMENT**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module 1: Foundation of Finance: (25hours)**

Goals and functions of finance–Legal–Operating and Tax environment for financial decisions –Financial manager-Agency problem in financial management- Time value of money-compounding and discounting- An overview of capital investment decisions.

##### **Module II: Sources of long-term finance (9hours)**

Cost of Capital: Conventional and innovative sources- leasing-factoring-securitisation- financial engineering-cost of capital-Concept–significance– Computation of cost of Debt, Preference capital, Equity capital and Retained Earnings – Opportunity cost of capital – Marginal cost of capital – WACC – Capital

## Asset Pricing Model.

### Module III: Working Capital Management: (25hours)

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-working capital financing for Indian industry

### Module IV: Financial leverage (9hours)

Capital Structure: Definition of 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- over capitalisation, under capitalisation and fair capitalization

### Module V : Mechanics and practices of dividend payment (10hours)

Factors affecting dividend policy – legal framework of payment of dividend – dividend theories – determinants of dividend policy and some case studies.

(Theory 30%, Problems 70%)

### *References:*

1. Soloman, Ezra, Theory of Financial Management, Columbia Press (Latest Edition)
2. James C Van Horne. Financial Management and Policy Prentice Hall of India (Latest Edition)
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. Brigham, Ehrhardt. Financial Management, Cengage Learning India Private Ltd. New Delhi – 110082 (Latest Edition)
9. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill (Latest Edition)
10. Anderson, Sweeney and Williams. An Introduction to Management Science, Cengage Learning India Private Ltd. New Delhi – 110092 (Latest Edition)
11. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning India Private Ltd., New Delhi – 110091 (Latest Edition)
12. Brealey R.A. and S.C. Myers. Principles of Corporate Finance, McGraw Hill, (Latest Edition)
13. Sudhirbhat. Financial Management. Excel Book (Latest Edition)
14. Damodaran, A. "Corporate Finance: Theory and Practice". John Wiley & Sons (Latest Edition)

Journals

15. Finance India

16. Applied Finance, ICFA Journal of Finance

17. Journal of Financial Economics Chartered Financial Analyst Financial Dailies

## **SEMESTER 3**

### **MCM3C12: INCOME TAX LAW, PRACTICE & TAX PLANNING I**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module 1: Basic Concepts (10hours)**

Direct and indirect taxes- Capital & revenue- Tax planning, tax evasion, tax management, tax avoidance - residence and incidence of tax- exempted income- Tax planning relating to residence & incidence of tax.

##### **Module 2 Computation of Taxable Income (20hours)**

Under different heads-income from salary- house property-income from business/profession- capital gains- other sources – Tax planning relating to different heads of income.

##### **Module 3 (20hours)**

Assessment-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- Assessment of agricultural Income – Computation of Agricultural Income – Calculation of tax on integration. Assessment of individuals- AMT- Assessment of HUF -Tax planning related to clubbing and aggregation of income, setoff and Carry forward of losses-Agricultural income, Individual Assessment – Tax planning- Assessment of HUF- Tax planning.

**Module 4: Income Tax Authorities: (15hours)** 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.

##### **Module 5 : Procedure for assessment of Income Tax: (15hours)**

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.

(30% theory and 70% problems)

### **References:**

1. BB Lal, Income Tax, Pearson (Dorling Kindersley (India) Publication, Latest Edition,
2. Dr. H C. Mehrotra and Dr. S P. Goyal, Income Tax including Tax Planning and Management, Sahitya Bhavan Publications, Agra –latest.
3. Ahuja GK & Gupta Ravi, Systematic Approach to Income Tax, Bharat Law House, Latest Edition.
4. AC Sampat Ayengar, Law of Income Tax, Bharat Law House, Latest Edition.

## **SEMESTER 3**

### **MCM3C13: RESEARCH METHODOLOGY**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module I : (15hours)**

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 – Sample Design – Collecting, analysing, testing, interpreting and presenting result.

##### **Module II : (20hours)**

Population Survey and Sample Study: Population & Sample–Sampling theories - 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.

##### **Module III : (10hours)**

Data collection: collection of Primary Data–Methods of Data Collection – Observation – Field Survey – Questionnaire - Interview Schedule – Preparation of Questionnaire – Process of Interviewing – Collection of secondary data – Sources of secondary data.

##### **Module IV : (20hours)**

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.

### **Module V : (15hours)**

Data Processing and Presentation : Field Work–Editing–Classification – Coding – Tabulation – Summarization – Analysis of data – One way ANOVA - 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- Plagiarism  
(Theory only)

**Theory 60% & Problem 40%**

### ***References:***

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

## **SEMESTER 3**

### **MCM3E01: INVESTMENT MANAGEMENT**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

### **Course Outline**

#### **Module I: (10hours)**

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.

#### **Module II: (10hours)**

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

### **Module III: (20hours)**

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 (Problems)– Efficient Market Hypothesis (EMH) and Random Walk theory–Tests of market efficiency – Critique of Investor rationality – Behavioural Finance.

### **Module IV: (25hours)**

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 – Behavioural finance – Behavioural finance theories .

### **Module V: (15hours)**

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- Investment accounting.

**Theory 40 % Problems 60 %**

### ***References:***

1. Bodie, Zvi, Kane Alex and Alan, J. Marcus, Investments, Mc Graw Hill.
2. Bhalla, V.K. Investment Management, S. Chand & Company Ltd.
3. Chandra, P. Security Analysis and Portfolio Management, Tata Mc Graw Hill. 4.Elton, E. and Gurber, M. Modern Portfolio Theory and Investment Analysis, John Wiley and Sons
4. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
5. Preeti Singh, Investment Management, Himalaya Publishers.
6. Sharpe William, F. and Bailey Jeffery V. Alexander Gordon, J. Investments, PHI Learning.
7. Skein, Security Analysis and Portfolio Management, PHI Learning
8. Stephen Ross and R. Westerfield, Corporate Finance, McGraw-Hill. 10.Vishwanath, R and Krishna Murthi,C., Investment Management, Springer.
9. V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishers.
10. Fabozzi, Frank, J. Investment Management, PHI learning.

## SEMESTER 3

### MCM3E02: FINANCIAL MARKETS & INSTITUTIONS

Contact Hours per Week: 5

Number of Credits: 4

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### Course Outline

##### Module I: (15hours)

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

##### Module II: (15hours)

Commodity markets: MCX, NCDEX, and ICEX–Functions, administration, regulations and general mechanism – International commodity markets – Debt market – Types, functions, instruments – Operational mechanism –Hindrances for the development of debt market.

##### Module III: (15hours)

Financial Instruments- issue of financial instruments-Primary issue, Book building process, private placement, offer for sale, buy back of shares –various innovative financial instruments, bitcoin, crypto currency etc

##### Module IV: (15hours)

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

##### Module V: (20hours)

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.

#### References:

1. LM Bhole and Jitendra Mahakud: Financial Institutions and markets, Tata Mc Graw-Hill Publishers, (2009)
2. Shashi 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 McGraw-Hill 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)

## **SEMESTER 4**

### **MCM4C14: FINANCIAL DERIVATIVES & RISK MANAGEMENT**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module I: (16hours)**

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.

##### **Module II: (20hours)**

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.

##### **Module III: (16hours)**

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

##### **Module IV: (16hours)**

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.

##### **Module V: (12hours)**

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. Recent trends in derivatives –Taxation on derivatives

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

***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 Edition
6. SS Kumar, Financial Derivatives, Prentice Hall of India, Latest Edition.

**SEMESTER 4**

**MCM4C15: INCOME TAX LAW, PRACTICE & TAX PLANNING II**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

**Course Outline**

**Module 1: Assessment of firms** (including limited liability partnership) **(20hours)**

Computation of book profit- Remuneration to partners –Computation of taxable income and tax liability- AMT-Tax planning regarding Assessment of AOP/BOI- Computation of taxable income and tax liability- AMT-Tax planning regarding Assessment of AOP/BOI

**Module 2: Assessment of Co-operative societies and trusts (15hours)**

Deductions under 80 P-Tax Planning- Trusts- Definition-creation-types-tax exemptions-Assessment of trusts-Tax planning

**Module 3: Assessment of Companies: (20hours)**

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.

**Module 4: Corporate tax planning and managerial decisions: (15hours)**

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.

**Module 5: Tax planning under various circumstances: (10hours)**

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.

**(30% Theory and 70% problems)**

***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.
6. Dr. H. C Mehrotra and Dr. S.P. Goyal, Income tax including tax planning and Management, Sahitya Bhavan Publications, Latest Edition.

**SEMESTER 4**

**MCM4E03: INTERNATIONAL FINANCE**

*Contact Hours per Week: 5*

*Number of Credits: 4*

***Course Evaluation:*** Internal – 20 Marks + External – 80 Marks

**Course Outline**

**Module I : (20hours)**

International Finance: Meaning, Importance- International financial environment-Risk associated with international finance- International Financial Markets- International Money Markets – Money Market Instruments – International Capital Markets – Comparison of New York, and Indian Money Market – International Bond Market - Recent changes in global financial markets. -International Monetary system- Multilateral financial institutions International Institutions –Bretten wood and International Monetary Fund (IMF)-Objectives- Role of IMF in International Liquidity- Conditionality's of IMF lending-World Bank - International Development Association (IDA)-Objectives- International Financial Corporation (IFC)- Objectives- Asian Development Bank (ADB)- Objectives- International trade Centre.

**Module II: (20hours)**

International financial markets-foreign exchange market-foreign exchange trading-Cash and spot exchange rates-foreign exchange rate and quotation forward markets- Exchange rate behaviour-cross rates-foreign exchange market participants-SWIFT Mechanism-Forecasting exchange rate-measuring exchange rate movements-Exchange rate equilibrium-factors affecting foreign exchange forecasting- international parity relationship-interest rate parity, purchasing power parity and Fisher effects.

### **Module III: (20hours)**

Exchange rate definition- Spot and forward exchange- Exchange rate determination- Theories and models of exchange rate, Purchasing power parity theory, Asset market model, Portfolio balancing model- Exchange rate of rupee- recent trends in exchange rate -convertibility of Indian rupee. Foreign Exchange exposure: Management of transaction exposure-Management of translation exposure- Management of economic exposure- Management of political exposure-Management of interest rate exposure-Foreign exchange risk management-Hedging against foreign exchange exposure-Forward Market-Futures market- options market-swap market-Hedging through currency of invoicing-Hedging through selection of supplying country-Country risk analysis.

### **Module IV : (10hours)**

International capital budgeting-concept, problems associated, evaluation of a project factors affecting risk evaluation, impact on value-Long term asset and liability management-foreign direct investment- foreign portfolio management.

### **Module V : (10hours)**

Short term asset and liability management: Working capital management- international cash management- receivables and inventory management-management of short-term overseas financing resources- international banking and money market International Monetary and Financial Environment – International Monetary Investments –International Investments-Types of foreign investment- Significance of foreign investments- Factors affecting international investment

**Theory 75% Problems 25 %**

### ***References:***

1. A.K Seth, international financial management, Galgotia
2. V. K. Bhalla, international financial management, Anmol publications,2000
3. V. Sharon, International financial management, Prentice hall
4. Jeff Madura, international financial management, Asia books
5. Eun & Resnick, international financial management, Tata McGraw Hill Publishing co.

6. John Holland, International financial management, Blackwell publishers, Oxford
7. Keith Pilbeam “International Finance” Palgrave, New York
8. Apte P G. “International Financial Management” Prentice Hall of India New Delhi
9. Alan C. Shapiro “Multinational Financial Management” Prentice Hall of India New Delhi
10. Soderston B O “International Economics” Macmillan London.
11. Cheol S Eun and Bruce G Resnick “International Financial Management” Irwin McGraw Hill, New York
12. Arthur Stonehill et al “International Finance” Pearson Education Asia, Delhi
13. Maurice D Levi “International Finance” Tata McGraw Hill, New Delhi.

## **SEMESTER 4**

### **MCM4E04: ADVANCED STRATEGIC FINANCIAL MANAGEMENT**

*Contact Hours per Week: 5*

*Number of Credits: 4*

**Course Evaluation:** Internal – 20 Marks + External – 80 Marks

#### **Course Outline**

##### **Module I: (12hours)**

Financial goals and strategy : Shareholder value creation (SCV)– Economic Value Added (EVA) - Market Value Added (MVA) – Market – to – Book Value (MBV) — managerial implications of shareholder value creation – Growth ratios – Internal Growth Rate (IGR) – Sustainable Growth Rate (SGR)

##### **Module II: (20hours)**

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.

##### **Module III: (16hours)**

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 lesser's point of view – NPV and IRR methods.

##### **Module IV: (16hours)**

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.

**Module V: (16hours)**

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

**(Theory 40% problem 60%)**

***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, Prasanna: 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)

**Semester 5.1.1: Ability Enhancement Course (AEC)\***

<b>Course Code</b>	<b>Course Title</b>	<b>Internal Credit</b>	<b>External Credit</b>	<b>Total Credit</b>	<b>Type</b>
MCM1A01	Internship cum Organisation Study	0.8	3.2	4	Audit
MCM1A02	Case Study Preparation	0.8	3.2	4	Audit
MCM1A03	Communication/Mental Ability/Numerical Skill	0.8	3.2	4	Audit
MCM1A04	NET Coaching	0.8	3.2	4	Audit
MCM1A05	Designing with Block Chain Workshop/ Future Casting Workshop	0.8	3.2	4	Audit
MCM1A06	Model Project Preparation	0.8	3.2	4	Audit
MCM1A07	Soft Skill Development	0.8	3.2	4	Audit

MCM1A08	Presentation/Publication of research papers/Book Review	0.8	3.2	4	Audit
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\*The department can choose any one of the above courses. This course will not be counted for calculation of SGPA/CGP0041