

M.COM (FINANCE & CONTROL) REGULATIONS & SYLLABUS

(For 2-Year M.Com (Finance & Control) under CBCS effective from 2020-21)

1. Eligibility:

- 1.1 Bachelor Degree in Commerce / Arts / Science/ Business Administration / Engineering/ Pharmacy or Equivalent from a University.
- 1.2 Any student who has passed Diploma in Office Management from State Council of Vocational and Technical Education established by Govt.

2. Duration:

- 2.1 Two years of four semesters in toto.
- 2.2 Odd semester is from June to December (i.e., 1st & 3rd semester). The examination shall be held in tentatively in the month of November- December.
- 2.3 Even semester is from January to May (i.e., 2nd & 4th semester). The examination shall be held in tentatively in the month of May-June.
- 2.4 A student shall be required to complete the course within four academic years from the Year of admission.

3. Classes:

- 3.1 Under Regular Programme,
4 Credit Point: - 40 hours,

4. Marks:

- i) Each Paper of Semester shall carry 100 Marks and shall be distributed as the ration 70:20:10 i.e. Theory, Internal Examination and Internal Assignment.
- ii) A candidate has to secure 30% marks in each Theory paper (i.e. 21 out of 70), 40% marks in each Practical Paper (i.e. 28 out of 70), 50% marks in SIP / Project Work Paper to pass in End Semester Examination. Similarly, a candidate has to secure 30 % Marks in Mid Semester [i.e. 09 out of 30 (20+10)] in the End Semester Examination.

5. Semester:

- i) Each Semester shall consists of Mid and End Semester.
- ii) There shall be Theory, Internal Examination and Assignment in respect of each Paper except SIP and Project Report / Dissertation.
- iii) Mid (Middle) Semester Examination shall consist of Internal Theory Examination of 1-Hour duration and Two Assignment in each Paper during the Semester except SIP / Dissertation.
- iv) The duration of End Semester Theory and Mid Semester Internal Examination shall be 03 Hours (70 Marks) and 01 Hour (20 Marks) respectively.
- v) The Teacher concerned teaching a paper shall set question for both Internal Theory Examination and Assignment and evaluate out of 20 and 10 Marks respectively.
- vi) The Lab Practical and SIP, & Dissertation Reports shall be evaluated by One Internal Examiner, and two External Examiners and marks shall be awarded on consensus.
- vii) A student, who fails to appear / submit Assignments in a Mid Semester Examination, will be allowed once to take the same examination with the next batch of student. There will be no provision to reappears in a MID -Semester Examination for improvement.

- (viii) A candidate failing in any End Semester Examination will be allowed to appear in the End semester examination of that semester conducted for the next batch of students and shall be allowed to continue in the next higher semester. However, the candidate has to pass and / or improve [subject to clause 5 (vii)] all the four End Semester Examination.
- (ix) A candidate who has passed a semester examination may repeat for improvement only once in one or more papers of that semester examination.
- (x) The Question Pattern for End Semester Theory Paper shall be set in Unit Patter representing two questions of each unit, and a student shall be required to answer at least one question from each unit of the Syllabus of that Paper.
- (xii) Answer scripts of the End Semester Examination shall be valued by external faculty of sister college or parent University teaching that paper.
- (xiii) A minimum of one External Examiner from Academia / Industry, and One Internal Teacher as Internal Examiner shall conduct / evaluate the Lab / Practical, SIP / Project Work / Dissertation Report with Viva Voce.
- (xiv) The Teachers of the Department will be the Members of the Board of Studies.

6. Grading System in each paper (Mid + End Sem. Examinations) in a Semester:

- i)

Grade	Mark secured from 100	Points
'O'	100-90	10
'A'+	89-80	9
'A'	79-70	8
'B'	69-60	7
'C'	59-50	6
'D'	49-40	5
'E'	39-30	4
'F'	Below 30	0
- ii) A student has to secure Grade E or above to pass in each paper.
- iii) Transitory Letter Grade: A transitory letter Grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade (s) as when the results are complete.
- iv) Grade Point Average: A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:
 - SGPA - Semester Grade Point Average
 - CGPA- Cumulative Grade Point Average
- v) Calculation of SGPA and CGPA:
 - The calculations of SGPA and CGPA shall be as followes:
 - (a) POINT Integer equivalent of each letter Grade
 - (b) CREDIT Integer signifying the credit point of individual paper in a semester as indicated by the course structure and syllabus.

CREDIT POINT = (b) x (a) for each paper

CREDIT INDEX = (SUM of CREDIT POINTS of the papers in a Semester

$$\text{SGPA} = \frac{\text{CREDIT INDEX}}{\text{SUM OF TOTAL CREDITS of all the semester}}$$

$$\text{CGPA} = \frac{\text{CREDIT INDEX of all the semester}}{\text{SUM OF TOTAL CREDITS of all the semesters}}$$

- vi) In addition to the POINTS, Marks / Percentage will also be awarded and shall also be reflected in the Mark Sheet.
- vii) The details of Grading System including Major / Minor as Elective (s) shall be printed on the backside of the College / University Mark Sheet.

08. Repeat Examination:

- i) A student has to clear back papers (i.e. in the paper / papers one has failed) by appearing at subsequent two semester examinations (which means that a student will get maximum 3 chances to clear the back papers in any semester examination.
- ii) A student may appear improvement (repeat) in any number of papers in the immediate subsequent examination. The higher marks shall be retained.
- iii) Repeat and improvement has to be completed with 4 academic years from the date of admission.
- iv) There shall not be any distinction between repeat and improvement.
- v) A student appearing in a repeat and / or improvement examination is not entitled for the Gold Medal.

09. Hard Case Rule:

- i) 1 % of grace mark on the aggregate mark subject to maximum of 2 (two) marks in a single paper shall be given. This will be applicable in each semester.
- ii) 0.5 (point five percent) grace mark can be given for award of B grade in each semester provided grace mark under clause 11 (a) has not be awarded.

Nb: a) A student has to undergo 6-8 Weeks Summer – Training, and Project Work, and shall be required to submit a “Report” under the joint certification of Internal Guide and Supervising Officer of the Agency.

b) A Student upon submission of the Report, shall also be required to present a Power Point Presentation before the Committee consisting of not less than two and more than three Experts out of which one will be from the Department as internal, and one or two from Academia and / or Industry.

**COURSE STRUCTURE M.COM (FINANCE & CONTROL)
FIRST SEMESTER**

Code	Subject	Credit	Marks			F.Mark
MFC1.1	Business Environment	4	70	20	10	100
MFC 1.2	Financial Accounting	4	70	20	10	100
MFC 1.3	Principle of Management	4	70	20	10	100
MFC 1.4	Business Statistics	4	70	20	10	100
MFC 1.5	Quantitative Techniques	4	70	20	10	100
MFC 1.6	Computer for Management	4	70	20	10	100
MFC 1.7	Business Communication	4	70	20	10	100

SECOND SEMESTER

Code	Subject	Credit	Marks			F.Mark
MFC 2.1	Business Economics	4	70	20	10	100
MFC 2.2	Financial Management	4	70	20	10	100
MFC 2.3	Business & Corporate Law	4	70	20	10	100
MFC 2.4	Marketing Management	4	70	20	10	100
MFC 2.5	Cost Accounting	4	70	20	10	100
MFC 2.6	Research Methodology	4	70	20	10	100
MFC 2.7	SIP					100

THIRD SEMESTER

Three Papers from any Group opted as Major and One Paper from remaining Group as opted Minor						
Code	Subject	Credit	Marks			F.Mark
MFC 3.1	Human Resource Management	4	70	20	10	100
MFC 3.2	Banking & Financial Institution	4	70	20	10	100
MFC 3.3	Seminar Presentation	4				100
MFC 3.4	SPL PAPER (Major)	4	70	20	10	100
MFC 3.5	SPL PAPER (Major)	4	70	20	10	100
MFC 3.6	SPL PAPER (Major)	4	70	20	10	100
MFC 3.7	SPL PAPER (Minor)	4	70	20	10	100

FOURTH SEMESTER

Three Papers from any Group opted as Major and One Paper from remaining Group as opted Minor without any change in Group						
Code	Subject	Credit	Marks			F.Mark
MFC 4.1	Organizational Behavior	4	70	20	10	100
MFC 4.2	Dissertation	4				100
MFC 4.3	Viva-Voce	4				100
MFC 4.4	SPL PAPER (Major)	4	70	20	10	100
MFC 4.5	SPL PAPER (Major)	4	70	20	10	100
MFC 4.6	SPL PAPER (Major)	4	70	20	10	100
MFC 4.7	SPL PAPER (Minor)	4	70	20	10	100

Special Papers:

3rd Semester – And any one of the following Four Optional Groups	
Group : “A” Accounting	
AFA	Advance Financial Accounting
CTP	Corporate Tax Planning
CA	Corporate Accounting
FS&A	Financial Statement & Analysis
Group : “B”-Finance	
SA&PM	Security Analysis & Portfolio Management
FD	Financial Derivatives
FS	Financial Systems
AFM	Advance Financial Management
Group: “C”- Marketing	
ASP	Advertising & Sales Promotion
P&BM	Product & Brand Management
CB	Consumer Behavior
RM	Retail Management

Special Papers 4th Semester –And any one of the following Four Optional Groups	
Group: “A”- Accounting	
MA	Management Accounting
AS	Accounting Standard
IA	International Accounting
A	Auditing
Group: “B”- Finance	
FM	Financial Markets
PPA&M	Project Planning Analysis & Management
IBF	International Business Finance
SFM	Strategic Financial Management
Group: “C”- Marketing	
S&DM	Sales & Distribution Management
SM	Service Marketing
RM	Rural Marketing
L&SCM	Logistic & Supply Chain Management

M. COM (F&C) Syllabus

Semester-I

MFC 1.1: BUSINESS ENVIRONMENT

- UNIT-1:** Theoretical framework of B.E., Concept, Significance & nature of B.E., Elements of BE-internal & external, Environmental scanning & Monitoring, Indian Business Environment: concept, Components, Importance, types of Business Environment.
- UNIT-2:** Economic Environment: Economic Planning in India, NITI aayog, Industrial Policy, Monetary policy, Fiscal Policy, Export & Import policy ,economic reform, Public Sector, Private Sector & SSI.
- UNIT-3:** Political & Legal Environment: Government and Business, MRTP, FERA, FEMA, Licensing Policy, Consumer Protection Act, Competition Act. Regulatory bodies: SEBI, TRAI, IRDA, RBI, CLB, Small and Macro Enterprises in India, Amended industrial policy of India.
- UNIT-4:** Socio-cultural Environment: Elements of Socio Cultural environment , Social intuition and systems, Social value and attitudes , Social groups, Emerging rural sectors in India , Consumerism in India, Social Responsibilities of Business , Social Audit ,Corporate Governance.
- UNIT-5:** International and Technological environment: MNC, Foreign Collaboration and Indian Business , FDI and FII, International Economic Institution : WTO,IBRD,IMF, Globalization and Liberalization , Foreign Exchange rates, Technological environment of India , R&D ,Technology Transfer.
- Books :**
1. Francis Cherunilam , Business Environment, Himalaya Publication House
 2. V. Neelamegan , Business Environment, Vinda Publishers
 3. Rosi Joshi , Sangam Kapoor , Business Environment, Kalyani Publisher
 4. B.N. Ghosh, Business Environment , Oxford
 5. K Aswathappa , Essential of Business Environment , Himalaya Publication House
 6. H.L. Ahuja , Economic Environment of Business (Macroeconomic Analysis)
S. Chand

MFC 1.2: FINANCIAL ACCOUNTING

- UNIT-1:** Meaning & Scope of Accounting: Definition, need, development, book-keeping, interest parties in Accounting, Branches of Accounting, Accounting cycle, Objectives of Accounting. Accounting Principles: Concepts and conventions.
- UNIT-2:** Accounting transactions: Journal, Ledger, Cashbook, Subsidiary book and Journal Proper, Trail balance.
- UNIT-3:** Capital and Revenue Expenditure: Classification of Expenditure, Income and Receipts. Final Account: Manufacturing Account, Trading and Profit & Loss A/c (with adjustment), Balance sheet.
- UNIT-4:** Rectification of Errors: Classification of Errors, Location of Errors, Suspense A/c, effects of error on Profit. Depreciation Account: Provision and reserve:-Concepts, Causes of Depreciation, Methods of recording Depreciation-(SLM,WDV,DEPRECIATION FUND, SUM OF DIGITS, AUNNITY,SINKING FUND) Change of Methods.
- UNIT-5:** Non- trading Accounting, Partnership A/c: Essential Characteristics of Partnership, Partnership deed, Joint life Policy, Change in Profit sharing Ratio, Admission of a Partner, retirement of a Partner.
- Books :**
1. P.C. Tulsian, Financial Accounting , S. Chand
 2. S.N. Maheswari & S.K. Maheswari, Financial Accounting, Vikas
 3. Goyal V.K. , Financial Accounting , Prentice Hall India
 4. S.P. Jain , K.L. Narang , Financial Accounting , Kalyani
 5. Maheswari & Maheswari , Advanced Accounting, Vikas

MFC 1.3: PRINCIPLES OF MANAGEMENT

UNIT-1: Introduction: Concept, nature, Process & Significance of Management, Managerial roles: An overview of Functional areas of management, Development of management thought: Classical, neo-classical and modern systems.

UNIT-2: Planning – Concepts, Process & types, strategy and planning, decision making – concept & process, Types of Decision Making, MBO.

UNIT-3: Organising – Concept, nature & significance, Organising theory, Formal & Informal Organisation, Departmentation, Span of Management. Forms of Organisation structure, Authority & responsibility – Centralisation & Decentralisation.

UNIT-4: Motivation: Concept, theories of Motivation: Maslow, Herzberg, Mc Clelland, Alderfer, Vroom, Porter-Lawyer, Mc Gregor's ,Ouchi, financial and non financial incentive. Leadership: Concept, Leadership styles, Leadership theories.

UNIT-5: Communication– Nature, process network and barriers, managerial control – concept and process, effective control system, Technique of Control – traditional & modern.

Books :

1. Sharma, Gupta , Principle of Business Management , Kalyani Publisher
2. Pradeep Kumar , KS Thakur, Management Principle & Practice , Wisdom publication
3. T. Ramasamy , Principle of Management , HPH
4. P.C. Tripathy, P.N. Redy , Principle of Business management, Mc. Graw Hill
5. Meenakshi Gupta , Principle of Business management , Prentice Hall India
6. Harold Koontz , Heinz Weihrich, Essential of Mgt , Tata Mc Graw Hill
7. L.M. Prasad , Principle & Practice of Management, Sultan Chand

MFC 1.4: BUSIENSS STATISTICS

- UNIT-1:** Introduction to Statistics; Definition, characteristic Importance, Methods of collecting data, types of data. Measures of central Tendency, Measures of Dispersion, Skewness, Kurtosis & their measure's Correlation & Regression Analysis
- UNIT-2:** Theory of probability Distribution: Meaning & Definition, types of event's, Addition Theory, Multiplication Theory, Types of probability, Bayesian probability, Types of theoretical distribution: - Binomial, Poisson & Normal.
- UNIT-3:** Sampling & Sampling Distribution :- Concept , Theories of Sampling, Method's of Sampling , Determination of Sample size , Sampling error sampling distribution & standard error's.
- UNIT-4:** Hypothesis testing : Meaning , Definition & Characteristics of hypothesis , Types of hypothesis , Error's in hypothesis testing , tailed test, procedure of Hypothesis testing , Limitation's in sampling of attributes, Large size sampling test & small size sampling test ; t-test , z-test.
- UNIT-5:** Variance analysis & Non-parametric test:- Meaning of variance analysis, Types of variance & its uses, F-test technique, preparation of ANOVA table. Chi- square test: Meaning, Characteristics, conditions, Degree of Freedom, Limitations, Precautions, Procedures of Chi- square test, methods of Finding the expected value, Yates corrections.
- Books :**
1. D Patri & D. N. Patri , Business Statistics , Kalyani Publisher
 2. S.P. Gupta , Statistical Method , Sultan Chand
 3. S.C. Gupta , Fundamentals of Statistics
 4. R.S. Bharadwaj , B.S. Bharadwaj , Excel Books
 5. M.P. Singh, A. Bajpai , BS, Himalaya Publication House

MFC 1.5: QUANTITATIVE TECHNIQUE

- UNIT-1:** Introduction to quantitative technique, definition, method of quantitative techniques, Relevance of QT in Management, merits
- UNIT-2:** Linear Programming: Introduction to LPP, Formulation of LPP problem, Graphical Method, Simplex method
- UNIT -3:** Introduction to Transportation Problem: Mathematical formulation, Definition, Optimal solution of Transportation Problem: NWCM, LCM, VAM, MODI. Assignment Problems: Definition, Mathematical Formulation, Difference between Assignment and Transportation Problem
- UNIT-4:** Network Analysis: Introduction, Basic terminology, Rules of network construction, Rules of numbering events, Time analysis, Critical Path Method, PERT Method.
- UNIT-5:** Inventory Control: Introduction, Reasons of Inventory Control, Types, Cost and Variables of Inventory Problems, Factors involved in Inventory Control, EOQ Model, Stores Ledger- FIFO, and LIFO , Average cost method

Books :

1. S Kalavathy , Operation Research , Vikas
2. D Patri & D.N. Patri , Quantitative Technique , Kalyani Publishers
3. Vohra ND , Quantitative Technique in Management, Mc Graw Hill
4. Swarup Kanti , PK Gupta , Manmohan , Operation Research
5. Gupta & Khanna , Quantitative Technique for decision Making , Prentice Hall of India

MFC 1.6: COMPUTER FOR MANAGEMENT

- UNIT-1:** Introduction to Computer; Characteristics of Computer, types and classification of computers, Computer hardware and software, computer organization.
- UNIT-2:** Operating System: meaning, Types and function.
- UNIT-3:** Computer Devices and Languages: Input and output devices, Storage devices: primary and secondary, Computer languages: high-level Language, assembly language, machine language, compiler and interpreter; number systems.
- UNIT-4:** Computer Network: Different types of networks – LAN, MAN, WAN, and Network environments: Topology, Protocol.
- UNIT-5:** Introduction to Internet: Internet, Intranet, extranet, Internet service provider, internet access, web fundamentals, e-mail, e-Commerce, Security and privacy issue.

Computer for Management –LAB

PRACTICAL:-

DOS Commands-Internal, External, Using Windows, MS-Word, MS-Excel, MS Access, MS Power Point, Using Internet.

Books :1. P.K. Sinha , Fundamentals Of Computer, DPB Publication

2. R.P. Jain , Fundamentals Of Computer

3. Leon & Leon , Introduction to Computers

4. V rajaraman , Computer Programming in Fortran

5. J k chhabra , Programming with ‘C’

MFC 1.7: BUSIENSS COMMUNICATION

- UNIT-1:** Foundation of Business Communication, Achieving success through effective business communication, Communication in terms & mastering listening and non-verbal communication skills.
- UNIT-2:** Applying the three-step writing process, Planning business messages, Writing business messages, Completing business messages.
- UNIT-3:** Writing Letters, Memos, E-mail, Writing Routines, good-news & goodwill messages, Writing bad news messages.
- UNIT-4:** Designing & delivering Oral presentations, Planning, writing and completing oral presentations, Enhancing oral presentations with electronic slide shows and overhead transparencies.
- UNIT-5:** Writing employment messages and interviewing for jobs, Writing resumes and application letters, Interviewing for employment and following up.

- Books :**
1. S.S. Debasis & B. Das , Business Communication
 2. Urmila Rai & S.N. Rai , Business Communication
 3. Raymond and Lesikar , Business Communication
 4. Praksh Singh , Business Communication
 5. Bikram K das , Rath, Nayak , Professional English & Soft English
 6. JS Kanwar , A book of Busienss Communicative English , Kalyani Publisher

Semester-II

MFC 2.1: BUSINESS ECONOMICS

- Unit-I :** **Introduction to Business Economics:** Nature & Scope of Business Economics, Concept of utility and its types, Law of diminishing marginal utility, Law of equimarginal utility, and Law of demand. Concept of elasticity and its types, factors affecting elasticity.
- Unit-II :** Production Analysis- Production Function-Long Run and Short Run production function Cost Analysis-Introduction to cost concepts- Variable cost, fixed cost, Total Cost, Average cost, Marginal Cost, Opportunity cost- Cost curves- Economies of scale. Theory of firm – profit maximization, Sales maximization, Organizational slack,
- Unit-III** Market Analysis- Meaning of Market, price and output determination under perfect competition. Monopoly , monopolistic , oligopoly Market.
- UNIT-IV** Meaning and nature of macro economics- Aggregate demand- Aggregate supply framework, WPI,CPI, and Inflation- Balance of payment, business cycle – Phases, causes.
- Unit-V** National Income- Meaning , concept and Measurement, GNP and GNP , Consumption Function, Components of consumption, investment function- components of investments. Monetary policy , fiscal policy.

- Books:**
1. Koutsyiannis, Modern Micro Economics, Mc Milan.
 2. Varian, Micro Economic Analysis, Norton.
 3. P. Robert, S. Daniel, L. Rubinfeld & Prem L. Mehta, Micro Economics, Pearson.
 4. Mithani D M, Managerial Economics, HPH.
 5. Chopra O P, Managerial Economics, TMH.
 6. H L Ahuja, Business Economics, S. Chand

MFC 2.2: FINANCIAL MANAGEMENT

- UNIT-1:** Introduction, nature, scope and objective of Financial management . Financial decision making & type of Financial decisions , role of a Financial manager , Profit maximization and Wealth Maximization , Risk – Return, Frame Work for Financial decision making.
- UNIT-2:** Capital Structure: An Overview of cost of Capital – Specific and WACC. Theories of capital structure – NI, NOI, NM hypothesis with and without Corporate Tax, Millers argument with Corporate and Personal Tax. Trade–off Theory, Pecking order theory, optimal Capital structure, determinants of Capital structure in practice.
- UNIT-3** Working Capital Planning & Management : Concept & type of Working Capital, Operating and Cash cycle , Estimation of Working Capital requirement, Working Capital Financing, Determinate of Working Capital , Components of working Capital management , Cash Management – Baumol’s Model and Miller–Orr Cash management. Receivable Management – Dimension of Credit Policy of a Firm and evaluation of Credit Policies, Credit Analysis, inventory Management
- UNIT-4:** Dividend Policy: Form of Dividend, Theories of relevance & E-relevance of Dividend in Firm valuation (Walter model, Gordon Model, MM hypothesis, Bird-in-hand theory), Relevance of Dividend Policy under market Im-perfection, Issue in Dividend policy, types of Dividend policies in practices(Constant rupees dividend policy, constant dividend payout Policy, Smooth stream Dividend Policy etc) Determinant of dividend.
- UNIT-5:** Capital Budgeting : Nature , significance & Kinds of Capital Budgeting Decision ,Estimation of Cash flows, Capital Budgeting technique – ARR, Payback period, Discounted Payback period , NPV, IRR, Capital Rationing.
- Books :**
1. I M Panday, Financial management , Vikas
 2. Prasanna Chandra , Financial management, Tata Mc Graw Hill
 3. Shasi K Gupta, SK Sharma , Financial Management , kalyani Publisher
 4. Reddy G. Sudarsan . Financial Management Principle and Practice Himalaya Publication House
 5. Van Horne , James C , financial management and Policy , Prentice Hall , delli

MFC 2.3: BUSINESS & CORPORATE LAW

- UNIT-1:** Law of Contract , Nature of contract , Classification , Offer and Acceptance , Capacity of Parties to contract , Free Consent, Consideration , Discharge of Contract .
- UNIT-2:** Performance of Contract- Remedies for Breach of Contract, Special Contract : Indemnity and Guarantee , Bailment and Pledge, Agency.
- UNIT-3:** Sales of Goods Act 1930, Formation of Contracts of Sale , Goods and their Classification, Condition and Warranties, Transfer of Properties in Goods, Performance of Contract of sales, Unpaid Seller and his Rights, Sales by Auction, Hire purchase Agreements.
- UNIT-4:** Companies Act 2013, Historical Back ground, Origin & Growth of Companies law, Type of Companies , One person Company, Producer Company, Association not for Profit, Illegal Association , formation of a Company – Promoters , Their Legal Position, Pre-incorporation , Contract and Provisional Contract, Memorandum of Association , Article of Association , Doctrine of Constrictive notice and In-door management, Prospectus and Book Building , Postal Ballot, Issue , Allotment and Forfeiture of Shares, Transmission & Buy back of Share , Provision regarding Buy back, Issue of Bonus share , Online registration of a Company.
- UNIT-5:** Management and Control of a Company : Directors, Classification of Directors , Women & Independent Directors, Disqualification , Directors Identity no., Appointment , Legal position , Power & Duties , Removal of Directors ,Key managerial personnel, MD, Manager and Managerial Remuneration, meeting of share holders & Boards-Kinds , Convening & Conduct of Meeting.
- Books :**
1. ND kapoor , Mercantile Law ,Sultan Chand
 2. Bulchandini KR , Business Law's , Himalaya publication House
 3. Corporate Law's , Dr S.K. Kapoor , Taxman Publisher
 4. Sharma & J.P. , Corporate Laws, Ane Books Pvt. Ltd ,New Delhi
 5. Bharat's Companies Act 2013, Bharat Law house House ,New Delhi
 6. Kannal, S & VS sowrirajan , Companies Law Procuder , Taxman's Allied Services (P), Ltd

MFC 2.4: MARKETING MANAGEMENT

- Unit-1:** Marketing: concept, nature, scope and importance of marketing; evolution of marketing concept; goals of marketing; marketing mix; process of marketing management; strategic marketing planning; market segmentation and positioning; Marketing organization and control; Social, environmental and ethical issues in marketing; International marketing; Green marketing.
- Unit-2** Product decisions: concept of product; core product and augmented product; product line and product mix decisions; product life cycle- strategic implications of product life cycle; new product development; branding, packaging and labelling.
- UNIT-3** Pricing decisions: Factors affecting price determination; Pricing policies and strategies; Methods of pricing; Discounts and rebates; Price adjustment strategies.
- Unit-4** Promotion and distribution decisions: Marketing communication; Promotion mix- advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques. Selection and management of marketing channels; Managing retailers, wholesalers and market logistics.
- Unit-5** Consumer behaviour: Consumer vs institutional buyers; consumer decision – making process; consumer perception; buying process; problem identification and information search.
- Books :**
1. Kotler, Philip and Gary Armstrong: “Principles of Marketing”, Prentice Hall of India, New Delhi.
 2. Ramaswamy V.S. and Namakumari: “Marketing Management”, Macmillan India, New Delhi.
 3. Stanton, William J and Charles Futreil: “Fundamentals of Marketing”. McGraw Hill Publishing Co. New York.
 4. Rajagopal: “Managing Rural Business”, Wheeler Publishers, New Delhi.
 5. Mamoria, C.B.: “Agricultural Marketing”, Himalaya Publishing House, New Delhi.
 6. Kotler, Phillip, Keller, Kevin Lane, Koshy, Abraham & Mithileswar Jha, Marketing Management : A South Asian Perspective
 7. Kumar, Arun & N Meenakshi : marketing Management, Vikas
 8. Etzel, Michel J, Walker, Bruce J, Staton & Ajay pandit : marketing Concepts & cases, Tata Mc Graw Hill

MFC 2.5: COST ACCOUNTING

UNIT-1: Nature & Scope of Cost Accounting , Objective , Importance, Scope of Cost Accounting , Method and Technique , Cost Concept , Element of Cost, Classification of Cost , Preparation of Cost Sheet.

UNIT-2: **Material Costing** : Material Control, Pricing of material Issues , Inventory Management : Meaning of Inventory , Benefit of holding Inventory , Objective of inventory management , Technique of Inventory Management. labour : Labour Turn over , Method of Wage Payment, Remuneration and Incentives, Computation and control.

UNIT-3: **Overhead** : Meaning , definition , classification , Accounting of Overhead , Apportionment and Absorption of Overhead , Treatment of special Item of Overhead, One Operation Costing , Service Costing .

UNIT-4: **Emerging Concept in Cost Management** : Strategic Cost Management , concept , TQM, Benchmarking , BPR, JIT, Inventory Control , strategic Cost management.

Activity Based Costing : Introduction , Concept, Need , Kaplan and Coopers approach, Cost Driver & Pool , Characteristics of ABC, Implementation of ABC, Benefits of Using ABC, Target Costing .

UNIT-5: Job, Batch and Contract Costing, Process Costing : Introduction , Process , Loss and wastage , Work in Progress , Joint Product and By Product , Internal Process Profit.

Books :

1. Drury Colin, Management & Cost Accounting, Thomson Learning.
2. Ronald W. Hilton, Michael W. Maher & Frank A. Selto, Cost Management: Strategies For Business Decisions, Mc Graw Hill Irwin.
3. Don R. Hansen & Maryanne M. Mowen, Cost Management, Accounting & Control, Cengage Learning (India) Ltd.
4. M. N. Arora, Cost Accounting: Principles & Practices, Vikash.
5. Shukla M. C.& Grewal T. S., Cost Accounting: Text & Problems, S. Chand.

MFC 2.6: RESEARCH METHODOLOGY

- UNIT-1:** Introduction to Research, Objective and Importance of Research, Types & Scope of Research, Functional areas: Finance, Marketing , HRD, Research methodology , Process of Research.
- UNIT-2 :** Defining Research problem , Process of Formulating Hypothesis , Research Designing , Sampling and Sampling Designing.
- UNIT-3:** Method of Data Collection, Processing and Analysis of data , Designing of questionnaires, Testing of Hypothesis: Parametric and Non-parametric Test , T-Test, Z-Test, Chi-square Test.
- UNIT-4:** Scaling: Meaning and definition of Scaling , types of scale , importance and technique , ANOVA.
- UNIT-5:** Interpretation and Report writing, Importance and Technique of Interpretation, Significance of report Writing, Steps in Report writing , Type of Report, Lay out of Research Report.
- Books:**
1. Kothari C. R.: Research Methodology, New Age Publication.
 2. Cooper, Donald R. & Schindler, Pamela S., Business Research Methods, TMH.
 3. Krishnaswami O. R.: Methodology Of Research In Social Science, HPH.
 4. Suresh Gupta, Research Methodology, Deep & Deep Publications, New Delhi.
 5. Deepak Chawla, Neena Sondhi, Research Methodology

THIRD SEMESTER

MFC 3.1: HUMAN RESOURCE MANAGEMENT

- UNIT-1:** Human Resource Management: Concept, philosophy, Objective, Scope and development of HRM, Function, HR planning, Emerging issues in HRM, HR policy.
- UNIT-2:** Recruitment, Meaning, Factors affecting Recruitment, Sources, Process, Methods of Recruitment, Selection: Definition, Need, Process Placement: Induction and Orientation HR appraisal and audit: Concept, scope, process, Methods and importance.
- UNIT-3:** HRD: Concept of HRD, Training: Meaning of training, Training methods, Evaluation of a training programme, Pedagogy and Androgogy.
- UNIT-4:** Industrial Relation: Grievance- Meaning, its cause, importance, its procedures of grievance handling, Code of discipline, Collective bargaining.
- UNIT-5:** Wage and Salary Administration: Objective and components, Methods of Wage payment, Managerial Remuneration.

Recommended Books:

1. Human Resource Management, VSP Rao, Excel Books
2. Human Resource Management, Durai, Pearson
3. Personnel & Human Resource Management, P. Subba Rao, HPH
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Managing Human Resources, Gomez, Balkin, Cardy, PHI
7. Human Resource Management, Jyoti, Venkates, Oxford
8. Human Resource Management, Khanka, S.Chand
9. HRM- a case study approach, Muller Camen, Jaico

MFC 3.2: BANKING & FINANCIAL INSTITUTION

- UNIT-1:** Importance of Banking to the business, types of Bank, their function, RBI and its role in monetary policy.
- UNIT-2:** Commercial banking, its function, development, NABARD, Rural banking (Regional Rural Banking).
- UNIT-3:** Banking sector reform in India, NPA, Capital adequacy norms, E-Banking.
- UNIT-4:** Development banking, Importance of developments Banks, Types of development banks, IDBI, IFCI, SFC, UTI, SIDBI, ICICI.
- UNIT-5:** Non-banking financial companies: Concept, Role in financial market, Regulation and Role leasing, higher purchase, venture capital .Risk management in Banks.

Recommended Books:

1. Indian Commercial Banking, Nageswar Rao Katuri.
2. Commercial banking, G. P Kapoor.
3. Indian Financial System , M Y Khan , Tata Mc Graw Hill
4. Financial Market & Services , E Gorden & K Natrajan, HPH

GROUP-A: ACCOUNTING

MFC 3.4: ADVANCE FINANCIAL ACCOUNTING (AFA)

- UNIT-1:** Banking Company Accounts: Different systems of posting, Different statutory books, P&L Account, P&L Appropriation Account & Balance sheet as per Banking Regulation Act 1948.
- UNIT-2:** Insurance Company Accounts: Life Insurance companies & statutory books to be maintained, statutory provisions, valuation of balance sheet, Marine & Fire insurance companies.
- UNIT-3:** Govt Account, Commercial accounts & government accounts, accounting methods & financial statements, basic principles of government accounts in India, Classification of govt accounts in India.
- UNIT-4:** Partnership Accounts: Amalgamation, Accounting problems, Dissolution of partnership firm; gradual realisation of assets & piecemeal distribution, insolvency of partners, sell of firm.
- UNIT-5:** Royalty Accounts, Single entry system; meaning, features, computation of profit, net worth method, conversion method, Single entry system.

Recommended Books:

1. Mordeen Accountancy: Hanif & Mukharjee volume 1 (TMH)
2. Higher Secondary Accounting : Hanif, Mukharjee, Biswal & Sharma
3. Financial Accounting: P. C Tulsian (Pearson)
4. An Introduction to Accountancy: SN Maheshwari, SK Maheshwari (Vikas).

MFC 3.5: CORPORATE TAX PLANNING (CTP)

- UNIT-1:** Introduction to Tax Management, Concept of Tax Planning, Tax Avoidance and Tax Evasions, Methods of Tax Planning. Self assessment, Tax Planning as Residential Status.
- UNIT-2:** Tax Planning in new business: Tax planning with reference to location, Nature and form of new business, MAT, Tax Planning with reference to: Depreciation and Capital Gain.
- UNIT-3:** Tax Planning with relation to House Property and Amalgamation.
- UNIT-4:** Tax Planning and financial management decisions: Tax Planning relating to capital structure decision, Dividend Policy, Inter Corporate Dividend and Bonus share.
- UNIT-5:** Tax Planning and compensation package, Double Taxation, Tax Deduction and Collection at source. Advance Payment of Tax.

Recommended Books:

1. Corporate Tax Planning and Business Tax Procedure – Singhania/Singhania - Taxmann
2. Indirect Taxes – Law and Practice – V.S. Datey – Taxmann
3. Income Tax – Law and Practice – N. Hari Haran – TMH
4. Students' Guide to Income Tax – Singhania / Singhania – Taxmann

MFC 3.6: CORPORATE ACCOUNTING (CA)

- UNIT-1:** Basics of company accounts, Issue, forfeiture, Re issue of forfeited shares, Redemption of preference shares, Debentures: Issue, Redemption of debentures.
- UNIT-2:** Issue of right share and bonus share, Profit prior to incorporation, Computation of managerial remuneration, Preparation of final account of companies.
- UNIT-3:** Amalgamation, Absorption and reconstruction, External Reconstruction (including inter-company holdings), Internal Reconstruction.
- UNIT-4:** Holding company accounts, Consolidate Balance Sheet, Cost of capital, Capital and Revenue profit, Minority interest, Treatments in preparing consolidated Balance Sheet.
- UNIT-5:** Valuation of Goodwill and Share. Liquidation of companies, Modes of Winding up.

Recommended Books:

1. J R. Monga, Basic Corporate Accounting, Mayur Paperbacks, New Delhi
2. Nirmal Gupta, Chhavi Sharma, Corporate Accounting theory and practice, Ane books pvt ltd.
3. M.C. Shukla, T.S. Grewal and S.C Gupta, Corporate Accounting, S.Chand and co. New Delhi.
4. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume II, Taxman, New Delhi.
5. S.N. Maheswari and S.K. Maheswari, Corporate Accounting, Vikas Publication, New Delhi.
6. Mukharji and Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi.

MFC 3.7: FINANCIAL STATEMENT & ANALYSIS (FS&A)

- UNIT-1:** **Introduction:** Concepts of financial statements – Nature of financial statements – Objectives of financial statements – Different types of financial statements: income statement, balance sheet, statement of retained earnings, fund flow statement, cash flow statement, schedules – Limitations of financial statements.
- UNIT-2:** **Analysis & Interpretation of Financial Statements: Traditional Approaches Vs. Modern Approaches** to financial statement analysis – Classification of financial statement analysis: based on modus operandi and based on materials used – Techniques of financial statement analysis: Comparative Statements, Common-size Statements, Trend Ratios and Ratio Analysis – Problems encountered in financial statement analysis.
- UNIT-3:** **Ratio Analysis:** Objectives of ratio analysis – Classification of ratios – Ratio formation – Ratio interpretation – Practical methods of ratio analysis: Time Series (intra firm) Analysis, Cross Sectional (inter firm) Analysis, Residual Analysis and Multivariate Analysis.
- UNIT-4:** **Multivariate Ratio Analysis:** Concept, objectives, uses and limitations – Univariate analysis Vs. Multivariate ratio analysis – Application of statistical tools in financial statement analysis.
- UNIT-5:** **Fund Flow Analysis and Cash Flow Analysis:** Fund flow analysis (advanced level) – Cash flow analysis (advanced level).

Recommended Books:

1. Foster, G.: Financial Statement Analysis, Englewood Cliffs, NJ, Prentice Hall.
2. Sahaf M.A – Management Accounting – Principles & Practice – Vikash Publication
3. Foulke, R.A.: Practical Financial Statement Analysis, New York, McGraw-Hill.
4. Hendriksen, E.S.: Accounting Theory, New Delhi, Khosla Publishing House
5. Kaveri, V.S.: Financial Ratios as Predictors of Borrowers' Health, New Delhi, Sultan Chand
6. Lev, B.: Financial Statement Analysis – A New Approach, Englewood Cliffs, NJ, Prentice Hall.
7. Maheswari, S.N.: Management Accounting & Financial Control, New Delhi, Sultan Chand.
8. Myer, J.N.: Financial Statement Analysis, NJ, Prentice Hall.
9. Porwal, L.S.: Accounting Theory – An Introduction, New Delhi, Tata-McGraw-H

GROUP-B: FINANCE

MFC 3.4: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SA&PM)

- UNIT-1:** Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model.
- UNIT-2:** Selection of Optimal Portfolio:- Sharpe Model, Capital Assets Pricing Model(CAPM), Arbitrage Pricing Theory(APT),
- UNIT-3:** Valuation of Bond: - Meaning, Types, Determining future value and Present value of bond, Holding period return (HPR), Yield to maturity(YTM), Bond management strategy in building port folio. Efficient Market Hypothesis (EMH).
- UNIT-4:** Fundamental Analysis: Economic, Industry, Company Analysis, Technical analysis: - Tools of technical analysis ,Dow theory, Volume trading, Odd lot trading, Moving average, Oscillators &Charts.
- UNIT-5:** Portfolio Revision / Performance Evaluation:-Passive management, Active management, Formula plan:-Rupee cost averaging. Constant Rupee plan. Variable ratio plan. Performance measurement:-Sharpe's performance index, Tenor's performance index, Jensen index. Advantages and Disadvantages of Portfolio Analysis

Recommended Books:

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. V.A. Advani: Security Analysis & Portfolio Management
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall

MFC 3.5: FINANCIAL DERIVATIVES (FD)

- UNIT-1:** **Financial Derivatives-** An overview: Introduction, Definition of financial derivatives, Features and Types of derivatives, History , Development, growth of derivatives market, Uses of derivatives, Traders in Derivatives market, Factors contributing to the development of derivatives market, Forward market, Features of forward market, Classifications of forward market.
- UNIT-2:** **Future market:** Introduction, Financial future contract, Types of financial future, Basic hedging practices, Continuous compounding, cost of carry, margin requirement for future, convenience yield, stock futures, use and application of stock index future, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.
- UNIT-3:** **Options Market:** Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread.
- Principles of option pricing-put-call parity, binomial mode for pricing options ,Black-scholes model, volatility and implied volatility from the Black-scholes model, options Greeks and basic delta hedging, Forex options, structured solutions.
- UNIT-4:** **Swap Market and Risk Management :** SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps, interest rate swaps, currency swaps ;over view of Commodity Derivatives.
- UNIT-5:** Interest rate derivatives, derivative market in India.

Recommended Books:

1. Options, Futures and Other Derivatives – Hull / Basu – Pearson
2. Financial Derivatives – Theory, Concepts and problems – Gupta – PHI
3. Derivatives and Risk Management – Srivastav – Oxford
4. Options and Futures, Patwari and Bhargava, Jaico
5. Risk Management and Derivatives – Stulz – Cengage
6. Derivatives and Risk Management – Varma – TMH
7. Introduction to Derivatives, Johnson, Oxford
8. Financial Derivatives – B. Mishra / S.S. Debashis – Excel Books
9. Financial Derivatives – Kumar – PHI
10. Derivatives Simplified, Bhaskar, Mahapatra, Sage
11. Mastering Derivatives Markets, Taylor, Pearson

MFC 3.6: FINANCIAL SYSTEMS (FS)

- UNIT-1:** Financial System - An Introduction: Components of formal financial system, Functions of the financial system, Nature and role of financial institutions and financial market, Role of financial system in Economy, Reforms in financial system.
- UNIT-2:** Money market: Introduction, T-Bills, Commercial Paper, Certificate of Deposit, Call Money Market, Money Market Intermediaries, Money Market Mutual Fund, Tools for managing liquidity in the money market, Capital Market: Introduction and functions of capital market, Emergence in capital market , Improvements and short comings, Reforms in capital market.
- UNIT-3:** The Primary Market: Introduction, Free Pricing regime, Book Building, On Line IPOs, Resource Mobilisation from International Capital Market, The Secondary Market: Functions, Listing of securities , Trading Arrangements, Trading and settlements, Internet Trading, Stock Market Index, Measures to boost liquidity in Secondary Market, Reforms in Secondary Markets.
- UNIT-4:** Depository and Custodian: Depository System, NDSL, And CDSL, Custodians: SHCIL, Credit Rating: Introduction, Features and growth, rating process, Methodology, Credit Rating Agencies in India, IPO ratings.
- UNIT-5:** Mutual Funds: Meaning and Types of Mutual Fund Schemes, Organisations of Mutual Funds, Associations of Mutual Funds in India, Growth and performance, Merchant Banking: Meaning and Concepts, Functions of Merchant Banks, Role of Merchant Banker, Merchant Banking in India, Regulations, Government policies, Merchant Banking Scenario.

Recommended Books:

1. Financial Markets and Institutions, S Gurusamy, Thomson
2. Management of Indian Financial institutions, Srivastava, Nigam HPH
3. Financial Services in India, Kothari, Sage.
4. Indian Financial System, M.Y Khan.

MFC 3.7: ADVANCE FINANCIAL MANAGEMENT (AFM)

- UNIT-1: Cash Management Analysis:** Cash Management, Motives for Holding cash, Cash Management, Managing cash flows, Cash management models.
- UNIT-2: Inventory Management:** Meaning of Inventory, Purpose of Holding Inventory, Inventory Management, Objectives of Inventory management, Inventory management Techniques.
- UNIT-3: Receivable management:** - cost of maintaining receivable, meaning and definition of R.M, Dimensions of receivables management
- UNIT-4: Debt analysis and management:-** risk in debt ,Rating of debt securities ,design of debt issue ,Innovations in debt securities, securitization, Bond covenants, Bond refunding, Deviation, term structure of interest rates.
- UNIT-5: Corporate valuation:-** Adjusted book value approach ,stock and debt approach , direct comparison approach, Discounted cash flow approach , Guidelines for corporate valuation.

Recommended Books:

1. Financial Management, I.M. Pandey, Vikas
2. Financial Management, Kapil, Pearson
3. Fundamentals of Financial Management, Brigham & Houston, Cengage
4. Financial Management, Prasanna Chandra, TMH
5. Financial Management, Reddy, HPH
6. Financial Management, Srivastav, Misra, Oxford
7. Financial Management, Shashi K Gupta, R.K. Sharma, Kalyani
8. Financial Management, Tulsian, S. Chand
9. Financial Management, Rustagi, Taxman

GROUP-C: MARKETING

MFC 3.4: ADVERTISING AND SALES PROMOTION (ASP)

- UNIT-1:** Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.
- UNIT-2:** Advertising as Mass communication: the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.
- UNIT-3:** Advertising media, General and special characteristics of different media: Media planning, scheduling, selection and evaluation, measuring advertising effectiveness (DAGMAR): The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition
- UNIT-4:** Advertising Budget: Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.
- UNIT-5:** Introduction: Definition, objectives, Functions and classification of sales promotion. Consumer Promotion, sales force planning and execution, Recent Trends, Elementary knowledge of public relations.

Recommended Books:

1. S.A.Chunawala advertising management (HPH)
2. Aakers and Meyers "Advertising Management", PHI, New Delhi
3. Chunawallia and Sethia "Advertising Management" Galgotia Publications,
4. Wright, Farner and Ziegler" Advertising
5. Manendra Mohan "Advertising Management" TMH,
6. M.N.Mishra "Sales Promotion and Advertising Management" Himalaya Publishing House.

MFC 3.5: PRODUCT AND BRAND MANAGEMENT (P&BM)

- UNIT-1:** Product basic concept, New Product Development process, Research techniques used in the process, Product Development strategies ; Idea generation, concept testing, concept evaluation, product testing, pre-test Marketing and Test. Marketing, Launching strategies for new product.
- UNIT-2:** Product life cycle Management, Product Portfolio Analysis and management, Product line and MIS – management, Industrial Products and Services, Consumer Products & Services (Durables & FMCG).
- UNIT-3:** Branding: Concepts, functions, branding decisions, brand positioning & extensions, brand hierarchy.
- UNIT-4:** Brand leveraging strategies, Brand identity system, Brand Valuation and equity, Building strong brands in Indian and international contexts, Importance of Branding in terms of product success.
- UNIT-5:** New Product planning: Business Enovation, new product development, Kanter , Kao and Wiersema on innovation. Sustainable development, organization for new product , stages in new product development process.

Recommended Books:

1. Varma Harsh. V. Brand Management, Excel Books.
2. Chunawala – Product Management – Himalaya.
3. Chunawala – Brand Management – Himalaya.
4. Kurtz and Boone, Principles of Marketing, Thomson.
5. YLR Moorthi, Brand Management, Vikas Publishing house Pvt. Ltd.
6. David Aakers, Managing Brand Equity, New York; Free press.
7. Jean Noel Kapferer, Strategic Brand Management, New York: Free press.
8. Keller Kavin, Strategic Brand Management, Pearson Education.
9. Sengupta Subroto, Brand Positioning, TMH.
10. Chunawalla S.A., Product Management, Himalaya Publishing House.
11. Gupta S.L. – Brand Management, Himalaya.

MFC 3.6: CONSUMER BEHAVIOUR (CB)

- UNIT-1:** Introduction: the application of consumer behaviour, principle to strategic marketing, Consumer Research, Consumers Psychographics; Constructing a Psychographic inventory, application of psychographic analysis
- UNIT-2:** The nature of consumer's attitude; structural models of attitudes, measurement of attitudes, social class and consumer behaviour; the measurement of social class, life style profiles of the social classes
- UNIT-3:** The influence of culture on consumer behaviour, characteristics of culture, the measurement of culture personal influence and the opinion leadership process; measurement of opinion leadership
- UNIT-4:** Consumer Decision making; Four view of consumer - Economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process, Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model.
- UNIT-5:** Diffusion of innovations; the diffusion process, the adoption process, a profile of the consumer innovator consumer behaviour, application for profit and Non profit service Organisation.

Recommended Books:

1. Solomon –Consumer Behaviour-Buying, Having & Being. PHI.
2. Assael H Consumer Behaviour and Marketing Action, Ohio, South Western, 1995
3. Engle, J F etc Consumer Behaviour Chicago, Dryden Press, 1993
4. Howard, John A etc consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc , 1989
5. Hawkins, D I etc Consumer Behaviour, Implications for Marketing Strategy, Texas, Business, 1995
6. Mowen, John C Consumer Behaviour, New York, MacMillan, 1993
7. Schiffman L G and Kanuk, L L Consumer Behaviour, New Delhi, Prentice Hall of India,
8. Kardes-Consumer Behaviour and Managerial Decision Making (2nd) PHI

MFC 3.7: RETAIL MANAGEMENT (RM)

- UNIT-1:** Retailing- An introduction: Definition, Functions, Importance, Retail Formats-Store & non store; emerging retail formats; retailing in India-Current Scenario, Factors influencing Consumer shopping behaviour, Retail mix.
- UNIT-2:** Retail planning- Purpose, method structure and monitoring the plan; retail brand management- positioning, personality, types of brand, brand and life cycle; merchandise management – meaning methods assortment and inventory; purchase negotiation, visual merchandising and displays.
- UNIT-3:** Retail location decision – trade area analysis, types of location , site evaluation; store design- layout and space management, customer traffic flow & pattern, retail pricing – approaches, influencing factors, price sensitivity and mark down policy.
- UNIT-4:** Retail promotion- setting objectives, role of advertising, sales promotion, personal selling, public relations and relationship marketing in retailing; customer service management, retail aesthetics.
- UNIT-5:** Impact of IT in retailing: Integrated systems and Networking, EDI, Bar coding, customer database management, Electronic retailing- Role of web, online retailing, Consumerism and ethics in retailing- social and green issues; retail equity.

Recommended Books:

1. Retail Management – Berman, Evans – Pearson
2. Retail Management – Bajaj, Tulsi & Srivastava – Oxford
3. Retail Management – Dunue Lusch – Cengage
4. Retailing Management – Levy, Weitz, Pandit – TMH
6. Fundamentals of Retailing – Madaan – MC Graw Hill
7. Retail Management – Asif Sheikh, Kaneez Fatima – HPH

FOURTH SEMESTER

MFC 4.1: ORGANIZATIONAL BEHAVIOUR

- UNIT-1:** **Fundamentals Of OB:** Meaning, definition, scope and importance of OB. Evolution of OB. Various school of thoughts, Approaches of OB, Models of OB. Limitations of OB.
- UNIT-2:** **Attitude:** Concept, Components of attitude, Factors in attitude formation, Job related attitude, developing emotional intelligence at the workplace .**Personality:** Definition & importance of personality. Theories of personality. MBTI, Big five personality models, personality job fit.
- UNIT-3:** **Perception:** Meaning and concept of perception. Factors influencing perception, Selective perception, attribution theory, perceptual process, Social perception (Stereotyping & Halo effect).
- Motivation:** Definition & concept of motivation, The content theories of motivation.(Maslow's need hierarchy Theory. Herzberg's two factor model). The process theories (Vroom's expectancy theory, Porter's Lawler Model).
- UNIT-4:** **Learning:** Concept & theories of learning. **Leadership:** Meaning. Theories of leadership (Behavioural theory, Contingency theory, Transformational Theory)
- UNIT-5:** **Foundations Of Group Behaviour:** **Group** behaviour & group dynamics, types of groups, the five stage model of group development, team effectiveness & team building, Conflict & negotiation. **Organizational Culture:** Meaning & definition of OC. Culture & Climate, Creating & sustaining OC, Type of culture (Strong Vs weak, soft Vs hard, formal Vs informal), creating positive OC. Concept of workplace spirituality.

Recommended Books:

1. Stephen.P.Robbins, et.al - Organizational Behaviour, Pearson Publication
2. Steven L., McShane, et.al - Organizational Behaviour, TMH.
3. Fred Luthans - Organization Behaviour, McGraw Hill.
4. K.Awsathappa - Organisation Behaviour.

FOURTH SEMESTER
GROUP-A: ACCOUNTING

MFC 4.4: MANAGEMENT ACCOUNTING (MA)

- UNIT-1:** Nature & scope of Management Accounting, Difference between cost accounting & management accounting, Relationship between financial accounting & management accounting. Need & Importance, Limitations of management accounting, Cost control, Cost reduction, cost management.
- UNIT-2:** Budgeting & budgetary control, Concept of Budget, Objectives, Merits & demerits, budgeting Vs Forecasting, Budgeting process, functional budget, cash budget, fixed & flexible budget, zero base budget, performance budget, accounting problems.
- UNIT-3:** Standard costing & variance analysis; meaning of standard cost & standard costing, advantages, limitations & applications, variance analysis- material, labour, overhead & sales variance, disposition of variances, control ratios.
- UNIT-4:** Absorption & marginal costing, distinctive features & income determination, cost-volume profit analysis, break-even analysis, contribution ratios, key factors, margin of safety, angle of incidence, determination of cost indifference point.
- UNIT-5:** Decision making; cost for decision making, variable costing & differential analysis as aids in making decisions- fixation of selling price , exploring new market, make or buy, product mix, operate or shut down,, sell or process further, responsibility accounting.

Recommended Books:

1. I.M. Pandey: Management Accounting Viksas Publishing House, New Delhi.
2. Marriot, Introduction of Accounting, Sage Response Books.
3. Hug Coombs and David Hobbs and Elis Jenkins, Management Accounting: Principles and Applications, Sage Response Books.
4. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University.
6. N.M. Singhvi, Management Accounting, Text and Case, Prentice Hall of India.
7. Paresh P. Shah, Management Accounting, Wiley India, New Delhi Publications.

MFC 4.5: ACCOUNTING STANDARD (AS)

- UNIT-1:** Accounting Standards: Meaning and Importance, Historical Development, Need for harmonisation and standardisation, Accounting Standards in India, Objectives and process of Accounting Standards, IASB and IFRS
- UNIT-2:** Corporate Disclosure: Statutory and non statutory disclosure, Modern Trends in Corporate Disclosure.
- UNIT-3:** Brief idea about first ten accounting standards.
- UNIT-4:** Brief idea of accounting standards from AS-11 to AS-21.
- UNIT-5:** Brief idea of accounting standards from AS-22 to AS-32.

Recommended Books:

1. Students Guide to Accounting Standard [CA/CMA Final] Dr D.S. Rawat, Taxmann.
2. Accounting Standard made easy for IPCC, Ravi Kanth Miriyala, and Bharat Publisher.
3. A Simplified Approach to Accounting Standard with Indian Accounting Standard and Schedule III Prof. Israr Sheikh and CA Rajesh Makkar, Carvinowledge Press.
4. Indian Accounting Standard, B.D. Chatterjee, Taxmann.

MFC 4.6: INTERNATIONAL ACCOUNTING (IA)

- UNIT-1:** International dimensions of accounting, Meaning, Importance and scope of International Accounting, Internationalization of the accounting in select countries, Classification of financial accounting and reporting system, Interaction between accounting and its environment.
- UNIT-2:** Foreign currency translation, the need for translation, Transaction of Foreign Currency, Financial Statements- Forward exchange contracts, International Accounting Standards on foreign currency translation
- UNIT-3:** International Dimensions of Financial Reporting, Transactional Reporting, Reporting practices, Consolidation of financial statements, Financial Reporting and Disclosure , Issues in global context.
- UNIT-4:** Harmonisation of Accounting Practices, The need for Harmonisation, Methods of achieving Harmonisation, its impediments, Process, Regional and Global Harmonisation, International Accounting Standards, Indian Accounting Standards,
- UNIT-5:** Analysis of Foreign Financial Statements, Techniques of financial statement analysis, Analysing Global financial statement, Evaluation of performance, Transfer pricing, Managerial issues in International Accounting.

Recommended Books:

1. Beans, F.A: Advanced Accounting, Prentice Hall, New Jersey.
2. Engler, C., L.A. Bernstein and K.R. Lambert: Advanced Accounting, Irwin, Chicago.
3. Gupta, R.L: Advanced Financial Accounting, S.Chand & Co. New Delhi.
4. Shukla, M.C and T.S. Grewal: Advanced Accountancy, S. Chand & Co. New Delhi.

MFC 4.7: AUDITING (AUD)

- UNIT-1:** Audit strategy, planning and programming; planning the flow of audit work, drafting of report , audit strategy planning , programme and importance of supervision , review of audit report and working paper , control of quality of audit work .
- UNIT-2:** Documentation and internal control and audit working paper , audit file and permanent and current audit file , ownership of and custody of working paper , element of internal control , evaluation of internal control system , internal control questionnaires , internal check list , test of control , concept of audit report .
- UNIT-3:** Audit of impersonal ledger; capital expenditure, deferred revenue expenditure, outstanding expenses and income, repair and renewal, distinction between reserve and provision, implication of change on the basis of accounting.
- UNIT-4:** Qualification: Notes on accounts, distinction between notes and qualification, Details observation by the statutory auditor to the management vis –a-vis obligation of reporting to member special report on offer document.
- UNIT-5:** Government audit ; constitutional framework in India ,comptroller and auditor general of India (Duties , power , condition and service) act 1971 audit procedure adopted by CAG ; Audit of public sector undertaking – audit of commercial account , audit of government companies , audit report on CAG on account of union or state or central government .

Recommended Books:

1. Sexena R G – principle and practice of auditing ,Himalaya publishing house Gupta
2. 2. kamal – contemporary auditing – Tata Mc grow books
3. Emite woset er al – Advance auditing investigation Mc Donald and evan & uk
4. Emile woolf – Auditing today – Prentice hall

GROUP-B: FINANCE

MFC 4.4: FINANCIAL MARKET

- UNIT-1:** Financial System: Components of Indian Financial System, Meaning and Characteristics, Financial Institutions: IFCI, IDBI, ICICI, IRBI, EXIM Bank. Financial Market and its structure, Financial Sector Reform.
- UNIT-2:** Money Market: Meaning, Characteristics, Objectives, Importance, Sub –markets (CD, CP, TB, Acceptance Market), Money market vs Capital market, interbank participation certificate, Developed Money Market, Indian Money Market.
- UNIT-3:** Capital Market: Constituents and Function, Capital Market Instruments, New Issue Market, Private Placement, SEBI, Regulation and investor protection, Secondary sector reform.
- UNIT-4:** Stock market, Stock Exchanges in India, Listing of securities, Registration of stock exchange, Kinds of Brokers, Methods of trading in stock exchange, Online stock trading, Speculator, Recent development in stock market.
- UNIT-5:** Foreign Exchange Market: Objective, Features, participants, Spot market, Forward market, Market for Currency futures, Hedging and speculation with currency future.

Recommended Books:

1. Financial Markets and Services, E. Gorden AND Natarajan, HPH
2. Financial Markets, Institutions and Financial Services, Gomez and Clifford, PHI
3. Financial Markets and institutions, Stanely Eakins and Fredric S. Mishkin, Pearson
4. Financial System in India, S.C Das, PHI.

MFC 4.5: PROJECT PLANNING ANALYSIS & MANAGEMENT (PPA&M)

- UNIT-1:** Generation and screening of project idea.
- UNIT-2:** Capital expenditure; importance and difficulties; market demand and situational analysis.
- UNIT-3:** Technical analysis; financial analysis; analysis of project risk; firm risk and market risk; social cost benefit analysis; multiple projects and constraints.
- UNIT-4:** Network techniques for project management; project review and administrative aspects.
- UNIT-5:** Project financing in India; problem of time and cost overrun in public sector enterprises in India; assessment of the tax burden; environmental appraisal of projects.

Recommended Books:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

MFC 4.6: INTERNATIONAL BUSINESS FINANCE (IBF)

- UNIT-1:** foreign exchange market, balance of payment, foreign exchange market, market players, financial swaps, interest-rate swaps, aspects of swap management and its types.
- UNIT-2:** International capital market, its components and its working, international monetary system :IMF, its objectives, sources of funds ,exchange rate and par value, international liquidity-need for reserve, adequacy & problems of liquidity, special drawing rights, allocation of SDR and its uses.
- UNIT-3:** hedging and risk management, need for hedging, hedging of transaction exposure, real operating exposure, managing translation exposure, international portfolio. Investment: benefits & problems, identification of optimal, international investment portfolio.
- UNIT-4:** Strategic decision making in international finance, foreign direct investment, financing short-term & long term funds, international trade finance.
- UNIT-5:** International capital budgeting: objectives, computation of cash flow, cost of capital, adjusted present value approach, real options and project appraisal.

Recommended Books:

1. International Finance Management, V. Sharan,PHI.
2. International Business , F.Churunillam,PHI.
3. International Finance, Prakash G.Apte,Tata McGraw Hill
4. International Financial Management, V.A . Avadhani,hph
5. International Finance: Theory and Policy,Krugman, Paul R. And Obstfeld, Maurice

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MFC 4.7: STRATEGIC FINANCIAL MANAGEMENT (SFM)

- UNIT-1:** Financial Goals and Strategy, Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV), Economic Value Added (EVA), Managerial Implications of Shareholder Value Creation.
- UNIT-2:** Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk, Capital Structure Planning and Policy, Financial Options, Dividend Policy and Value of the Firm.
- UNIT-3:** Investment Strategy, Techniques of Investment Appraisal under Risk and Uncertainty Risk Adjusted Net Present Value; risk Adjusted Internal Rate of Return, Capital Rationing, and Decision Tree Approach for Investment Decisions, Evaluation of Lease Vs borrowing Decision.
- UNIT-4:** Merger Strategy ,Theories of Mergers, Horizontal and Conglomerate Mergers ,Merger Procedure, Valuation of Firm, Financial Impact of Merger ,Merger and Dilution Effect on Earnings Per Share, Merger and Dilution Effect on Business Control.
- UNIT-5:** Takeover Strategy, Types of Takeovers, Negotiated and Hostile Bids, Takeover Procedure, Takeover Defences, Takeover Regulations of SEBI, Distress Restructuring Strategy, Sell offs, Spin offs, Leveraged Buyouts.

Recommended Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
2. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
3. James T. Gleason, Risk. The New Management Imperative Finance A Jaico Book.
4. Van Horn, JC, Financial Management and Policy, Prentice Hall.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.
6. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall
7. Pandy IM, Financial Management, Vikas.

GROUP-C: MARKETING

MFC 4.4: SALES AND DISTRIBUTION MANAGEMENT (S&DM)

- UNIT-1:** Introduction to Sales Management: Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills
- UNIT-2:** Sales Organization and Territory Management: Importance of Sales Organization, Types of Sales Organization, Roles, Responsibilities of Sales Manager, Sales Forecasting and Budgeting, Territory Management, Sales Quotas, Sales Displays and Sales Promotion
- UNIT-3:** Sales Force Management: Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Education and Controlling of Sales Force
- UNIT-4:** Distribution Management: Introduction to Indian Distribution System, Factors in Designing Strategic Distribution System, Logistics, Managing Physical Distribution System
- UNIT-5:** Management of Channels of Distribution: Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Whole selling, Management of Retailing, Horizontal and vertical Marketing System.

Recommended Books:

1. STILL, Cundiff, Govoni – Sales Management: Decision, Strategies & cases (5th Edition) PHI.
2. R L Spiro, WJ Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publ.
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House.
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book.
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford.
7. Das Gupta: Sales Management, In the Indian Perspective, PHI.

MFC 4.5: SERVICE MARKETING (SM)

- UNIT-1:** Origin, growth and Classification of services, the Emergence of service economy, Nature of services, Goods and services marketing, Marketing Challenges in service Business.
- UNIT-2:** The service encounter, the service consumer behaviour, the service vision & service strategy, service delivery, service blue print, servicescape,
- UNIT-3:** Quality issues and quality models (Gaps Model, SERVQUAL), demand supply management, advertising, branding, and packaging of services, pricing of services
- UNIT-4:** Service failure, service recovery, customer retention, Customer Relation management, concepts of marketing of financial services, tourism services, and health services.
- UNIT-5:** A demand & supply management, advertising, branding and packaging of services, recovery management, and relationship marketing.

Recommended Books:

1. K Ram Mohan Rao, Service Marketing, Pearson Education
2. Jha SM-Services Marketing- Himalaya Publication.
3. Zeithaml, V.A & Bitner, M.J. Service Marketing, Newyork McGraw Hill
4. NIMIT & Monica Chowdhary, Text Book of Marketing of Services: The Indian Experience, Mc Millan India Ltd.
5. Thakur, BABRAH, DOGRA, Services Marketing, Kalyani Publication.
6. Lovelock, Writz, Chatterjee- Services Marketing: People technology, Strategy, Pearson Education, New Delhi.
7. R Srinivasn, Services marketing. PHI.
8. Rajendra, Nargundkar, Service Marketing, TATA McGraw Hill
9. Bhattacharjee, Services Marketing, Excel Books
10. Andersen & Kotler, Strategic Marketing for Non Profit Organization-PHI/Pearson

MFC 4.6: RURAL MARKETING (RM)

- UNIT-1:** Nature, Characteristics and potential of rural markets in India, Rural marketing environment- Socio-cultural, economic, political and technological, Concepts of agri-marketing, marketing of agri inputs- tractors, seeds, fertilizers and pesticides, role of co-operative marketing in India.
- UNIT-2:** Rural consumer behavior: Characteristic of rural consumers, factors affecting rural consumers, Rural consumer buying decision process; rural marketing research, rural marketing strategy; rural marketing mix; segmentation, targeting and positioning.
- UNIT-3:** Rural product strategy: FMCG, consumer Durables, services, product life cycle, NEW Product Development, Rural packaging, rural branding strategy.
- UNIT-4:** Rural pricing strategy: pricing objective, factors influencing rural pricing, rural pricing technique. Rural distribution strategy: channel of distributions, role of feeder town, Evolution of rural distribution systems, rural distribution model.
- UNIT-5:** Rural communication strategy: Communication process, rural advertising and sales promotions, personal selling, challenges of rural communication, rural media-conventional and nonconventional. Innovation in rural Market; Diffusion of Innovations; Future of rural marketing.

Recommended Books:

- 1.R. Krishnamoorthy – Intr to Rural Marketing – Himalaya Publishing
- 2.House Arora, RC. Integrated Rural Development. 1979. Schand, New Delhi
- 3.Desai, Vasnat. Rural Development. 1988, Himalaya, Bombay.
- 4.Mishra, SN. Politics and Society in Rural India. 1980 Inter India, Delhi.
- 5.Porter, Michael E. Competitive Strategy. 1980. Free Press, New York
- 6.Rural Marketing – Vadi, Vadi – Himalaya Publishing House P. Ltd. Rudra, Ashok.
- 7.Indian Agricultural Economics. Myths and Realities. 1982 Allied, New Delhi.

MFC 4.7: LOGISTICS AND SUPPLY CHAIN MANAGEMENT (L&SCM)

- UNIT-1:** **Introduction:** Introduction to Logistic & It's Interface with production & marketing, Measures of Logistics, Physical Distribution and Logistics, Logistic Systems analysis & design, Ware Housing & Distribution Centre.
- UNIT-2:** **Supply Chain Foundations:** Supply Chain Network of Entities: Role & Interaction between the entities. Values & Focus of Supply Chain. Impact of Supply Chain management On Sales, Cost, Profit, Profitability, Balance Sheet, Profit & Loss Account, and Customer account Profitability. Centralized & Decentralized Supply Chains: Their Coordination & aligning Business Activities.
- UNIT-3:** **Customer Orientation:** Customer Satisfaction Oriented Supply Chain Management Strategy, Customer Segmentation, Customer Requirement Analysis, Aligning Supply chain to customer needs: With response logistic, Vendor Managed Inventory, Cross Docking, Packaging Innovations, Third party Logistic and Service concepts and applications, Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing. Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual Components Vs. module Purchases. Vendor Development and Vendor relationship Management, Vendor Performance Monitoring.
- UNIT-4:** **Manufacturing Logistics Management:** Lean & Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead Time Components and their Compressions, Not Streaming. Distribution: Distribution Channels: Structure & operation, Distribution cost Components, Pipe Line Inventory & Response Consideration, Hub & Spoke Models, Cross Docking, Carrier Selection, Vendor Consolidation, Vehicle Loading, Vehicle Routine methods.
- UNIT-5:** **Important Issues in SCN:** Reverse Logistics, Green Logistics, Global Logistics, Competitive Cooperation, Bull-whip effect & it's management, Technology Driven SCN: Information Sharing amongst channels partners, Point of sales Information Sharing, Inventory & production Information. Sharing, Technology Partnership, Global Positioning System and Its Uses, Managing Inventory in Transit.

Recommended Books:

1. Supply Chain and Logistic Management, Donald j. Bowersox and David J. Closs, Tata McGraw Hill.
2. Business Logistics, Supply Chain Management, Ballou, Pearson
3. Managing Supply Chain, a logistic Approach- John j. Coyle and C. John Langley, Cengage
4. Logistic and Supply Chain Management, G. Raghuram and N. Rangaraj, Laxmi Publisher.