

REGULATIONS PERTAINING TO MASTER OF FINANCE AND ACCOUNTING
(M.F.A) COURSE UNDER CBC SYSTEM FROM 2014-15 ONWARDS

1. OBJECTIVE:

The broad objective of the Master of Finance and Accounting course is to impart to the Students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.

2. Eligibility for Admission:

A candidate who has passed the B.Com/B.B.M/BBA/BBS Degree examination of this University or of any other University recognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate shall be eligible for admission to the course. In the case of SC/ST/Cat-I students and blind students the minimum percentage of marks required shall be less by 5%.

3. Duration of the Course:

The course of study for M.F.A, degree shall extend over a period of two years divided into 4 (four) semesters. Each Semester will be of 16 weeks or more duration with a minimum of 90 actual working days.

4. Scheme of Instruction:

1. In each semester there will be seven papers (including practicals)
2. There will be 27 contact hours per week. This includes practicals.
3. Candidates are required to maintain record for computer practicals, which will have to be certified by the Chairman / Co-ordinator of the course, failing which students will not be permitted to take the end semester examination in that subject.

5. Attendance:

Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course shall be required to repeat that semester.

6. Medium of Instruction:

The medium of instruction shall be English. However a candidate will be permitted to write the examination either in English or in Kannada.

7. Registering for the Examination:

A candidate shall register for all the papers of a semester when he appears for the examination of that semester for the first time.

8. Scheme of Examination:

8.1 There shall be a University examination at the end of each semester.

8.2 The details of the scheme of examination are as given below:

| Sl. No. | Course | Duration | No. of papers per semester | Maximum Marks of Per Semester | No. of Credits |
|----------------|---------------|-----------------|-----------------------------------|--------------------------------------|-----------------------|
| 1 | M.F.A | I & II | 6+1 | 700 | 52 (26+26) |

8.3 Each semester will normally have six (Hardcore) and one (soft core) paper and each shall be for 100 marks.

8.4 Each semester will normally have six papers and each shall be for 100 marks.

8.5 (i) The composition of theory and internal assessment marks for each paper will be 70 and 30 respectively. However, in Computer related papers it will be 70+30 (theory + practical).

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practicals it will be 1 1/2 (one and half) hours.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted with both internal and external examiners. If the external examiner absents, then the examination will be conducted by two internal examiners.

8.6 Every theory paper shall ordinarily consist of two/three sections, developed to testing of conceptual skills, understanding skills, comprehension - skills, articulation and application skills.

8.7 (i) In case of theory papers the various components of internal assessment will be as follows:

i. Assignment – 5 Marks

ii. Attendance – 5 marks

iii. Internal Test – 20 Marks

(The test shall be for 1 1/2 hour duration carrying 40 marks. The marks scored by the candidate shall be later reduced to 20 marks).

- (ii) The Departmental Council / College / Centre shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.
- (iii) Co-ordination Committee: In order to monitor IA tests there shall be Co-ordination Committee consisting of the following:
 - 1. Chairman BOS: Chairman
 - 2. One senior faculty member
 - 3. Two members from affiliated colleges as recommended by the BOS
- (iv) At least one week prior to the last working day, I.A. marks secured by the candidates shall be displayed on the notice board.
- (v) The Departmental Council / College / Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidate to avail of this provision within the duration of that semester.
- (vi) The statement of internal assessment shall be sent to the Registrar (Evaluation) one week prior to the commencement of that particular semester examination.

Question Paper Pattern:

Section – A:

Answer any Seven Questions out of Ten. Each Question Carries Two Marks (7x2=14)

Section – B:

Answer any Four Questions out of Six. Each Question Carries Five Marks (4x5=20)

Section – C:

Answer any Three Questions out of Five. Each Question Carries Twelve Marks (3x12=36)

9. Internship Training:

Each student will select one business unit – a manufacturing or service organization for his training after the second semester. The student will study the organizational structure, financial position, information systems, customer profile, profile of competitors and the like, besides studying the marketing, HR and operations practices and submit a report in the beginning of third semester which will be evaluated for 50 marks by single examiner.

10. Dissertation:

Each candidate is required to develop a case in finance/accounting/banking and analyse the same with probable solutions and submit a report based on the above to the Chairman of the Department before the end of semester. This will be evaluated for 70 marks. Dissertation guidance for a faculty member will involve a workload of 5 hours per week in a semester. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 30 marks by BOE.

11. Board of Examiners and Valuation of Answer Scripts:

- 11.1 Each written paper shall be valued by one internal examiner and one external examiner. Each practical examination shall be jointly conducted and evaluated by one internal examiner and one external examiner or two external examiners if there are no internal examiners. But not by two internal examiners.
- 11.2 If the difference in marks between two valuation is more than 15% of the maximum marks, the Registrar (Evaluation) or his nominee shall check the entries and the total marks assigned by the two valuers. If there is any mistake in totaling, it shall be rectified. While checking the total, if it is observed that any one or more of the answers is not valued by one of the valuers, the Chairman, BOE shall advise internal members of the Board of Examiners to value that answer. After receiving the marks, the Chairman, BOE shall make the necessary corrections. Despite all these corrections, if the difference between the two valuations is still more than 15%, the Chairman, BOE shall arrange for third valuation by examiners from the approved panel of examiners.
- 11.3 In case of two valuations, the average of the two valuations and if there are three valuations, the average of the nearest two valuations shall be taken for declaring results. The candidates not satisfied with the results may apply for photocopies of the answer scripts and / or challenge valuation.

12. Challenge Valuation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 15 days after the announcement of the results. Such candidates shall be provided with a Xerox copy of the answer book after concealing the name of the valuers.

The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The average of the marks awarded in the challenge valuation and the marks of the earlier valuation which is closer to the challenge valuation shall be the final award.

Classification of Successful candidates:

Minimum for a pass in each paper shall be 40% (Semester paper in that/end paper no minimum for internal assessment) and 50% in aggregate of all the semester. However, minimum pass in each paper shall be 40% in semester end exam and 50% in aggregate of all papers in that semester.

The results of successful candidates at the end of each semester shall be declared on the basis of Percentage of Aggregate Marks and in terms of Grade Point Average (GPA) and alpha – sign grade. The results at the end of the fourth semester shall also be classified on the basis of Percentage of Aggregate Marks and on the basis of the Cumulative Grade Point Average (CGPA) obtained in all the four semesters and the corresponding overall alpha –

sign grade. An eight point grading system, alpha – sign grade as described below shall be adopted.

| | |
|------------------------------|--------------------------------------|
| First Class with Distinction | 70% and above (A+, A++ or O) |
| First Class | 60% and above but less than 70% (A) |
| High Second Class | 55% and above but less than 60% (B+) |
| Second Class | 50% and above but less than 55% (B) |
| Pass Class | 40% and above but less than 50% (C) |

Eight Point Alpha – Sign Grading Scale:

| | | | | | | | | |
|---------------------|----|------|--------|--------|------|------|------|------|
| Grade Point Average | <4 | 4-<5 | 5-<5.5 | 5.5-<6 | 6-<7 | 7-<8 | 8-<9 | 9-10 |
| Alpha-Sign Grade: | D | C | B | B+ | A | A+ | A++ | O |

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

Computation of Grade Point Average (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (26 Credits)

| Papers | P1 | P2 | P3 | P4 | P5 | P6 | P7 | Total |
|----------------------------|------|------|------|------|------|------|------|-------|
| Max. marks | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 700 |
| % Marks Obtained | 77 | 73 | 58 | 76 | 64 | 66 | 82 | 496 |
| Grade Points Earned (G.P.) | 7.7 | 7.3 | 5.8 | 7.6 | 6.4 | 6.6 | 8.2 | - |
| Credits for the Course (C) | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| Total GPW = GP x C | 30.8 | 29.2 | 23.2 | 30.4 | 25.6 | 26.4 | 16.4 | 182 |

Semester Aggregate Marks : **496 / 700 = 70.86%**

Classification of Result : **First Class with Distinction**

The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester, $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7.0$

Semester Alpha Sign Grade: **A+**

ILLUSTRATION 2 (24 Credits)

| Papers | P1 | P2 | P3 | P4 | P5 | P6 | Total |
|----------------------------|-----|-----|-----|-----|-----|-----|-------|
| Max. marks | 100 | 100 | 100 | 100 | 100 | 100 | 600 |
| % Marks Obtained | 67 | 73 | 78 | 76 | 84 | 88 | 466 |
| Grade Points Earned (G.P.) | 6.7 | 7.3 | 7.8 | 7.6 | 8.4 | 8.8 | - |

| | | | | | | | |
|-----------------------|------|------|------|------|------|------|-------|
| Credits for the Paper | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| Total GPW = GP x C | 26.8 | 29.2 | 31.2 | 30.4 | 33.6 | 35.2 | 186.4 |

Semester Aggregate Marks: $466 / 600 = 77.67\%$

Classification of Result: First Class with Distinction

GPA = Total GPW / Total Credits = $186.4 / 24 = 7.77$

Semester Alpha Sign Grade: A++

Calculation of Cumulative Grade Point Average (CGPA):

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION I

| Semester | I | II | III | IV | Total |
|---------------------------|-----|-----|-------|-----|-------|
| Total Marks per Semester | 700 | 700 | 600 | 600 | 2600 |
| Total Marks Secured | 496 | 560 | 466 | 510 | 2032 |
| Semester Alpha Sign Grade | A+ | A++ | A+ | A++ | - |
| Semester GPA | 7.0 | 8.0 | 7.77 | 8.5 | - |
| Semester Credits | 26 | 26 | 24 | 24 | 100 |
| Semester GPW | 182 | 208 | 186.5 | 204 | 822.9 |

Aggregate Percentage of Marks = $2032 / 2600 = 78.15\%$

Classification of Result: ***First Class with Distinction***

Cumulative Grade Point Average (CGPA)

= Total of Semester GPW / Total Credits for the programme = $780.5 / 100 = 7.805$

Programme Alpha Sign Grade: A++

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha – sign grades assigned.

13. MINIMUM FOR A PASS:

- 13.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as Theory Papers / Practical's / Project Work / Dissertation / Viva-Voce.
- 13.2 The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or Alpha-Sign Grade A).
- 13.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed)

Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

13.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.

13.5 There shall be no minimum in respect of internal assessment.

13.6 A Candidate who fails in any of the unit / project work / Project Report / dissertation / viva-voce shall reappear in that unit / project work / Project Report / dissertation / viva-voce and pass the examination subsequently.

14. CARRY OVER PROVISION: Candidates who fail in a lower semester examinations may go to the higher semesters and take the examinations.

15. REJECTION OF RESULTS:

i. A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. Rejection of result paper wise shall not be permitted. A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.

ii. Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.

iii. Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.

iv. A candidate who rejects the result is eligible for only class and not for ranking.

16. IMPROVEMENT OF RESULTS:

i) A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.

ii) The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for improvement of results also.

iii) The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.

iv) If the candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.

v) A candidate who has appeared for improvement is eligible for class only and not for ranking.

Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

17. POWER TO REMOVE DIFFICULTIES

- i) If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty.
- ii) Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.

APPENDIX "A"

M.F.A (MASTER OF FINANCE AND ACCOUNTING) - COURSE MATRIX

| Paper | Subjects | Instruction Hrs/Week | Duration of Exam (Hrs) | Marks | | | Credits |
|---|---|----------------------|------------------------|-------|------|-------|-----------|
| | | | | IA | Exam | Total | |
| II SEMESTER M.F.A (MASTER OF FINANCE AND ACCOUNTING) | | | | | | | |
| 1.1 | Accounting Conventions & Standards | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.2 | Managing People in Organisations | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.3 | Micro & Macroeconomics for Business Decisions | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.4 | Managerial Finance | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.5 | QT for Accounting and Finance | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.6 | Financial Markets and Services | 4 | 3 | 30 | 70 | 100 | 4 |
| 1.7 | Soft Core Business Legal Systems | 3 | 3 | 30 | 70 | 100 | 2 |
| I SEMESTER TOTAL OF CREDITS | | | | | | | 26 |

| Paper | Subjects | Instruction Hrs/Week | Duration of Exam (Hrs) | Marks | | | Credits |
|---|---|----------------------|------------------------|-------|------|-------|-----------|
| | | | | IA | Exam | Total | |
| II SEMESTER M.F.A (MASTER OF FINANCE AND ACCOUNTING) | | | | | | | |
| 2.1 | Contemporary Issues in Accounting | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.2 | Information Technology for Accounting & Finance | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.3 | Direct Taxes Planning | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.4 | Securities Analysis and Portfolio Management | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.5 | Strategic Cost and Management Accounting | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.6 | Asset Liability Management In Banks | 4 | 3 | 30 | 70 | 100 | 4 |
| 2.7 | Soft Core Business Research Methods | 3 | 3 | 30 | 70 | 100 | 2 |
| II SEMESTER TOTAL OF CREDITS | | | | | | | 26 |

1.1 : Accounting Conventions and Standards

Objectives:

To expose the students to the role of accounting standards and the process of standard setting.

Module 1:

Accounting standards - meaning and definition- benefits and objectives - need for standards.

Module 2:

Standards setting process- difficulties in standards setting - standards setting bodies - types of standards - standards setting across different countries. USA, UK, and India.

Module 3:

International accounting standards - analysis of various standards issued till date. Comparative study of accounting standards ASB-UK, FASB-USA, ASB-INDIA.

Module 4:

Disclosure of accounting policies- depreciation- inventory- research and development- deferred taxation - current cost accounting - post balance sheet events contingencies - leases and hire purchase - goodwill - mergers and acquisitions - pension costs - foreign currency translations - change in financial position.

Books for Reference:

1. *Accounting Standards* issued by IAS, FASB, ASB.
2. L.S.Porwal , *Accounting Theory - An Introduction*, TATA McGraw Hill.
3. Jawaharlal, *Accounting Theory* , Himalaya Publishing House, Bombay.
4. Ronal Leach and Edward Stamp: *British Accounting Standards*, Woodhead, Faulkner Ltd., Cambridge.
5. Accounting Standards issued by ICAI
6. T.P Ghosh, *Accounting Standards and Corporate Accounting Practices*, Taxman publications.

1.2. Managing People in Organisations

Objectives:

1. To enable students gain knowledge about concepts, principles and practices relating to managing people in organisations.
2. To enable the students use the knowledge in managing human resource better.

Module – 1:

Nature of management, principles, functions, evolution of management thought.
Social responsibility and ethics in management. Organisations – role in, organisational effectiveness, role of people in organisational effectiveness.

Module – 2:

Human resource management – nature, scope.
Human resource planning, employee hiring, training and development, employee remuneration, performance appraisal, safety and health, employee relations.

Module – 3:

Understanding people – individual behaviour, foundations of individual behaviour, personality, perception, learning, attitudes, values, motivation, work related stress..

Module – 4:

Group dynamics, teams, leadership, power and politics, conflict and resolution, interpersonal communication.

Module – 5:

Organisational designs, organisational culture and organisational change and development.

Books for Reference:

1. Stoner, *Management*, Pearson Education.
2. William Wether & Keith Davis, *Human Resource and Personnel Management*, McGraw Hill.
3. Don Hellriegel, etal, *Organisational Behaviour*, South Western
4. Fred Luthans, *Organisational Behaviour*, McGraw Hill.
5. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education.
6. Aswathappa. K, *Organisational Behaviour*, Himalaya Publishing House.
7. Aswathappa K: *Human Resource and Personnnel Management*, Tata McGraw Hill.

1.3 Micro & Macro Economics for Business Decisions

Objective : The performance of a firm depends on:(1)performance of its managers (2) External Environment (economics –Social-technical)the former is dealt by MICRO economics ,&latter by MACRO Economics . We thus need to study both economics .

(A) MICRO ECONOMICS

(1)Demand : Determinates of demand &law of demand . Income effect substitution effect. Luxury goods & interior goods . Individual demands & market demand.

(2)Production function: Marginal productivity. Variation of output with labour (Law of Diminishing Returns).

(3)Cost functions : Fixed cost variable cost, Marginal cost, Total cost, Break even analysis, Economics of Scale: In production Marketing , Management, Transport &Storage, Diseconomy's of Scale.

(4) Price determinations: Perfect competition, Monopoly &oligopoly revenue curves (Total Average &marginal) Under perfect competition &monopoly. Profit maximization & price determination under: perfect competition & Monopoly.

(B) Macro Economics

(1)Fiscal Policy: Basic Economics Indices(National Income ,National Production , National Employment, General prices level). Aggregate Demand (Consumptions ,Government Expenditure & Business investment). Aggregate Supply. Determination of Income (or production). Taxation & Fiscal policy.

(2) Monetary policy: Types of money Demand of money , Supply of money, Lending by Banks. Interest rate determination. Monetary policy.

Books for Reference:

1.4 Managerial Finance

Objectives:

1. To impart knowledge in advanced techniques of financial management
2. To enable the students to apply the techniques in financial decision making.

Module 1:

The finance function: Its Nature and importance, goals of financial management-financial environment, changing role of financial management Sources of long term finance: ownership securities, creditor ship securities, convertibles, options & warrants, marketing of securities and SEBI guidelines, Euro issues.

Module 2:

Financing decisions: measures of leverage, effects of leverage, EBIT- EPS analysis, capital structure theories, capital structure planning and factors affecting capital structures decisions, cost of capital, specific cost of capital, overall cost of capital, marginal cost of capital.

Dividend decision- relevance and irrelevance, theories -types of dividend policies, behavioural models of dividend policy, signaling theory, clientele effects, factors influencing dividend policy, corporate dividend practices in India.

Module:3:

Investment decision: capital budgeting and its importance in decision making, estimating cash flows, techniques of investment appraisal - NPV, IRR, problem of multiple IRRs extended yield, discounted payback, measurement of risk, evaluation of risky projects, multi period probabilistic analysis-decision tree analysis, sensitivity analysis.

Module 4:

Working capital management, planning, control and policy, management of various Components of cash receivables and inventory financing of working capital.

Module 5:

Corporate financial policy – Shareholder value creation – Interface of financial policy and strategic management – Financial goals systems.

Books for Reference :

1. Weston and Brigham, *Essentials of Managerial Finance*, The Drydon Press.
2. James Vanhorne, *Fundamentals of Financial management*, Prentice Hall Inc.,
3. John Hampton, *Financial Decision Making Concepts, Problems and Cases*, Prentice Hall of India Ltd.
4. Schall and Haley, *Financial Management*, McGraw Hill, Newyork.
5. Breal and Myers, *Principles of Corporate Finance*, McGraw Hill Newyork.
6. Prasanna Chandra, *Financial Management Theory & Practice*. Tata McGraw Hill.
7. Khan and Jain, *Financial Management*, Tata McGraw Hill.
8. I.M.Pandey, *Financial Management*, Vikas Publishing House.
9. S.C.Kuchal, *Financial Management*, Chaitanya Publishers, Allahabad.
10. Chakraborty & others, *Financial Management & Control*, Mc Millan india Ltd.,

1.5 Quantitative Techniques for Accounting and Finance

Objectives:

1. To impart knowledge in concepts and tools of OR and QT
2. To make students apply these in managerial decision making.

Module – 1

Geometric progression, mathematics of finance, Linear programming, problem formulation, graphical method and simplex method of solution, product mix problems, other managerial applications.

Module – 2

Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital – budgeting.

Module – 3

Network analysis, PERT,CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing

Inventory models, EOQ model, sensitivity analysis, model with one price break, inventory control systems in practice.

Module – 4

Decision making under uncertainty, different decision criteria, decision trees. Simulation, model building, the process, problems with special reference inventory and financial management.

Books for Reference:

1. Srivastava V. K. et al – *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd
2. Richard, I. Levin and Charles A. Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd
3. Budnik, Frank S Dennis Mcleavey, Richard Mojena – *Principles of Operation Research* - AIT BS New Delhi.
4. Sharma J K – *Operation Research- theory and applications*-Mc Millan, New Delhi
5. Kalavathy S. – *Operation Research* – Vikas Pub Co
6. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall.
7. Naray J K, *Operation Research, theory and applications* – Mc Millan, New Dehi.
8. Taha Hamdy, *Operations Research*, Prentice Hall of India.
9. Wagner H.M, *Principles of Operations Research*, Prentice Hall of India.

1.6 Financial Markets and Services

Objectives:

1. To make the student familiarize with the Financial services and markets in the Indian financial system.
2. To provide an understanding of working of financial markets.

Module – 1:

Nature and role of financial system, structure of financial system, equilibrium in financial markets, financial system and economic development, financial intermediation, role and patterns.

Module – 2:

Introduction to financial markets, call money market, treasury bill market, market for commercial paper and certification of deposit, government securities market, discount market, discount and finance house of India its role and functions. Industrial securities market, stock market, OTCEI, NSE, NIFTY, NASDAQ, Markets for futures, options and other derivatives.

Module – 3:

Financial Services: Leasing, Factoring, Credit rating, Hire purchase, Consumer durables financing, Merchant banking agencies, underwriting, Funds transfer, Acceptance, Stock holding, Loan syndication, Custodial service, Depository services, Venture capital finance.

Module – 4:

Regulatory framework for financial markets and institutions, regulation v/s deregulation, role of reserve bank of India, and its bank rate and open market operations policies, Interest rate structure, various theories, interest rate of India, SEBI.

Module – 5:

Role of Banks in Financial System: Functions of Commercial Banks- Definition of Banking, functions of banking (Primary & Secondary) – Products – Deposits & Advances – Financial Sector reforms – 1991, 2004 – Income recognition, Asset classification & Provisioning norms (IRAC Norms) – Capital adequacy norms (Basel I,II& III)- Banks exposure norms – Rating of Banks – Camels Rating.

Books for Reference:

1. L.M. Bhole: *Financial Institutions & Markets*, Tata McGraw Hill, New Delhi.
2. Edminister. R.O: *Financial Institutions, Markets & Management*, McGraw Hill, New York, 1986.
3. Karkal G.C: *Unorganised money markets in India*, Lalwani, Bombay.
4. Khan. M.Y. *Indian Financial System*, Vikas
5. H.R Machiraju: *Indian Financial System*, Vikas Pub. House.
6. E.Gorden & K. Nataraj, *Financial Markets and Services*, Himalaya Publishing house.
7. ICWA, *Financial Services*, ICAI, Publication.
8. G.S. Patel, *Capital Market, Functioning and Trends*, ICFAI Publication.
9. J.N. Dhonkar, *A Treatise an Merchant Banking*, Skylark Pub. Delhi.
10. Vindo Kothari, *Leasing, Hirepurchase and Consumer Credit*, Wadhwa and Company.
11. SEBI Guidelines issued from time to time.
12. K. Sriram, *Handbook of Leasing, Hire Purchasing and Factor*, ICFAI Publications.
13. Gledstone, *Venture Capital Investing*, NY, Prentice Hall.
14. Smith P.F., *Money and Financial Intermediation, The Theory and Structure of Financial Systems*, Prentice Hall, New Jersey.

1.7 Business Legal Systems

Objectives:

1. To familiarize the students with the legal environment that is influencing business functioning.
2. To enable the students acquire proper perspective about legal environment for better decision making.

Module - 1:

Meaning of law, Classification of legal rules, scope of legal system, directives and problems of legal system.

The constitution of India with special reference to economic principles enshrined in the constitution – decisions by the supreme court.

Module – 2:

Corporate Laws: Industries (Dev and Reg) Act 1951 and Industrial Licensing, Objectives, important provisions, amendments. Infringement, threats and libel

MRTTP Act: MRTTP commission, jurisdiction, power of the commission, control of monopolistic trade practices, control of restrictive trade practices, evaluation of public interest.

The Consumer Protection Act – features, issues and court decisions.

Module – 3:

Laws relating to Finance: the Securities and Exchange Board of India (SEBI), need for SEBI, establishment and legal status of SEBI, functions and power of SEBI, power conferred by the act to SEBI.

FEMA – Salient features, directions, major provisions.

Module – 4:

Intangible aspects of property.

The intellectual property Acts in India – Copyright, Trade mark, patents etc., Information Technology Act 2000. International Intellectual Property Organisations – treaties and International Transfer of Intellectual Properties. GATT/WTO and GATS, TRIMS, TRIPS, UR Round. Adjudicating authority and their enforcement.

Module – 5:

Environmental Laws – Water Act 1974, Air Act 1981, The Environmental Protection Act 1986.

Books for Reference:

1. Bakshi. P.M., *The Constitution of India*.
2. Gopalakrishnan K.C., *Legal Economics – International Dimensions of Economics and Law*, Eastern Book Company, Lucknow.
3. Bakshi. P.M., *The Environment Protection Act 1986*.
4. Nayak. K.K., *Consumer Protection Law in India – An Eco Legal Treatise on Consumer Justice*.
5. Bakshi. P.M, *Environmental Law – procedural options, Intellectual Property India Trends*.
6. Bakshi. P.M, *The Air (Prevention and Control of Pollution Act 1981)*.
7. Bakshi. P.M, *The Water Prevention and Control of Pollution Act 1974*.
8. Ray August, *International Business Law*, Prentice Hall, New Jersey.
9. Miller and Jeutz, *Business law To-day*, West Publishing Company, St. Paul MN, U.S.A.
10. Chowdhury. B.K., *Economic Legislations*, Sultanchand and Sons, New Delhi.
11. Aswathappa. K., *Business Laws*, Himalaya Publishing House.

2.1 CONTEMPORARY ISSUES IN ACCOUNTING

Objectives :

- 1) To expose the students to important issues on which thinking / research is going on at global level.
- 2) To motivate the students to take up research in certain frontier areas.

Module - 1: Financial reporting - concept - objectives - qualities and benefits. Developments on financial reporting objectives - true blood report - the corporate report (UK) Corporate Reporting in India - segment reporting - interim reporting – Value Added reporting.

Module - 2 :

Corporate social responsibility accounting - social accounting and social auditing - state of art of social accounting - objectives and standards of social reporting - empirical studies of social measurement and reporting - environmental accounting , reporting and audit – CSR in Indian Context.

Module - 3 :

Human resource measurement - need for human resource accounting (HRA) , objectives and importance - factors influencing HRA - approaches to measure HRA - Cost approach - different methods - value approaches different models - Indian practices of HRA.

Module - 4 :

Accounting for changing prices - limitations of financial statements - nature of price changes - problems created by price changes in historical cost accounts - methods of accounting for inflation - current purchasing power accounting - current cost accounting - inflation accounting in different countries, UK, USA & India, Sandilands Report.

Module - 5 :

Accounting for intangibles

Accounting for leases and reporting by lessors and lessees, accounting for different types of leases.

Pension costs accounting - pension schemes - accounting perspective – Brand Accounting – Balanced Scorecard.

Books for Reference:

1. Inflation Accounting - *The Sandiland Report*, HMSO.
2. Sidney Davidson and Roman L. Weil : *Handbook of Modern Accounting*, McGraw-Hill Book Company, NewYork.
3. Glantier and Underdown: *Accounting Theory and Practice* - ELBs.
4. Schroeder and Clark: *Accounting Theory- Text and Readings*, John Weily.
5. P.K. Ghosh , et all: *Studies in Accounting Theory*, Wiley Eastern Ltd.
6. L. S. Porwal: *Accounting Theory-An introduction*, Tata McGraw-Hill.
7. R.K. Lele and Jawaharlal: *Accounting Theory*, Himalaya Publishing House.

2.2 Information Technology for Accounting and Finance

Objectives

1. To familiarize student with aspect of business information systems and relevant information technology.
2. To Develop skills to design and implement simple computer based business and audit information systems.

MODULE - 1

Information Systems and their role in businesses, types of information systems – Operation support system, management support system, TPS, PCS, EIS, MIS, OAS, DSS, GDSS, expert systems, artificial intelligence, Information systems at levels of management, HRIS, Accounting Information system, Marketing information systems, manufacturing and production information system, Developing information systems — systems analysis and design, SDLC – types, introduction to ERP, introduction to cloud computing.

MODULE - 2

IT-GRC (Governance, Risk and Compliance), Information system audit standards – ISO 27001 – Information security and management standard (ISMS) , Capability Maturity Model (CMM), Control Objectives for Information and related Technology (COBIT) – IT Governance model, Health Insurance Portability and Accountability Act (HIPAA), Statement on Auditing Standards (SAS) for service organization.

MODULE - 3

Overview of specific section of IT ACT 2008 different sections, electronic contracting, digital signature, cyber offence, certifying authorities, Concepts of Cyber forensics/Cyber Fraud investigation, Overview of Information Security Standards - ISAE 3402/SA 402, ITIL

MODULE - 4

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files, executing queries and relational algebra

MODULE - 5

Spread sheet software - range, formulas, types of functions, types of charts, what-if analysis- Goal Seek Analysis, data validation, subtotal, Applying Absolute (Fixed), statistical functions – min, max, count, countif, countA, stdev, mean, mode, median, variance, correlation, percentile, quartile, rank, financial functions – PV, NPV, NPER, PMT, RATE, IRR, SLN, SYD, IPMT, DB, logical functions – if, else, and, or, not, multiple if statements, Vlookup, Hlookup, sorting data - types, conditional formatting, page layout - settings, filtering data, data analysis - descriptive statistics, pivot tables

Books for Reference:

1. O' Brien James — A Management Information Systems, Tata Mc Graw Hill, New Delhi.
2. Laudon and Laudon —. Management Information Systems, Prentice flail of India, New Delhi.
3. Gordan B Davis — Management Information Systems, Mc Graw Hill Internal on.
4. Information Technology Control and Audit, Third Edition, Sandra Senft, Frederick Gallegos, CRC Press
5. Information System Audit and Assurance, By D. P. Dube, Ved Prakash Gulati, Maraw Hill Education
6. For modules 4 and 5 the teacher will decide the software of his/her choice and a appropriate books

2.3: Direct Taxes Planning

Objective :

To give an integrated view of direct tax laws to assess and apply the laws to business decisions.

Module - 1:

Basic framework of direct taxation - principles of direct taxation - appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module - 2 :

Salient features of company taxation, scheme of taxing business income of companies, deductions / allowances, disallowances and depreciation.

Module - 3:

Computation of taxable income of companies - set - off and carry forward of losses - deductions under Section 80.

Module - 4 :

Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, ventures and foreign collaborations - tax consideration in making or buy, own or lease, retain or replace.

Module - 5:

Procedure for assessment - deduction of tax at source, advance payment of tax - refunds - appeals and revision.

Module - 6:

Wealth tax for companies - charging section - exempt wealth , computation of net wealth - wealth tax planning.

Books for Reference :

1. Dr. Bhagwati Prasad : *Direct Taxes Law & Practice*, Whishwa Prakashan, Delhi.
2. Vinod - Singhanian : *Direct Tax Law and Practice : Taxman*.
3. Agarwal P.K. : *Tax Planning for Companies*, Hind Law Publishers, New Delhi.
4. Dr. H.C. Mehrotra and Dr. S.P. Goyal: *Income Tax Law & Practice*, Sahitya Bhavan, Agra.
5. Sukumar Bhattacharya, *Tax Planning in India*
6. Sharat Bargava: *Direct Taxes*
7. B.B. Lal: *Direct Taxes*

2.4 : SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

1. To enable the student to develop skills in analysing various types of securities.
2. To make the student apply the knowledge of portfolio theory in portfolio management.

Module - 1 :

Investment management, nature and scope, investment process, investment planning, ingredients of successful investment strategy, investment avenues, types of financial assets, components of investment risk.

Module - 2:

Valuation of securities, risk and return, valuation of fixed income securities, market interest rates, valuation of warrants and convertibles, option pricing models, valuation of equity shares, valuation models, earning multipliers, timing of purchase and sale of equity shares.

Module - 3 :

Securities analysis, analysis of variable income securities, fundamental analysis, technical analysis, company analysis, evaluation of industry life cycle theory, security price movements, efficient market hypothesis, Random Walk.

Module - 4 :

Portfolio theory, Markowitz's graphical portfolio analysis, portfolio performance evaluation, Sharpe's portfolio performance measure, Treynor's portfolio performance measure, Jensen's investment performance measure, asset pricing theories, portfolio insurance, portfolio management for individual and institutions.

Module - 5 :

Analysis of alternative investments, hedging and arbitrage pricing theories, financial futures, international portfolio management, emerging opportunities.

Books for Reference :

1. Donald E. Fischer and Ronald J. Jordon: *Security Analysis & Portfolio Management*, Prentice Hall.
2. Stanely S.C. Huang Maury Stall : *Investment Analysis and Management*, Allyn and Bacon Inc., Massachustes.
3. Timoty E. Johnson : *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. Cohen and Edward D. Zinbarg etal : *Investment Analysis and portfolio Management*, Richard D. Irwon Ind., Illinois.
5. William F. Sharps : *Portfolio Theory and Capital Markets*, McGraw-Hill, New York.
6. J.C. Francis : *Investment Analysis and Management*.
7. Haim Levy and Marshal Sarnat : *Portfolio and Investment Selection Theory and Practice*, Prentice Hall, International New Yersy.
8. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, Newyork
9. Pandyan Puneethavathy, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A, *Portfolio Management Handbook*.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Hampton John : *Modern Financial Theory, Perfect and Imperfect Markets*, Roston Publishing Co., New Delhi.
14. Singh Preeti, *Investment Management*, HPH
15. Chandra Prasanna, *Managing Investments*, Tata McGraw Hill.

2.5 : Strategic Cost and Management Accounting

Objectives :

To expose the students to the external environment of business and to enable them to formulate strategies related to cost and pricing.

Module –1

Importance of analyzing and managing costs.

Cost Management: areas of cost management, cost management and cost accounting, tools and techniques of cost management, role of cost accounting in strategic planning and management control.

Module –2

Strategic Cost Management issues in different elements of cost: material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, Business process re-engineering.

Module –3

Activity based costing: inadequacies of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and cost pools, main activities and its cost drivers, allocation under ABC- Characteristics, steps, implementation and benefits of ABC

Module – 4

Pricing decisions product profitability decisions and cost management, major influences on pricing, product cost categories, costing and pricing approaches, cost plus pricing, target costing for target pricing, transfer prices and budgeting planning and control, multinational pricing market-based transfer prices, cost based transfer prices.

Module – 5

Life Cycle Costing – activities and phrases in product life cycle, short product and extension of product life cycle, Turing point indices in product life cycle; Just in time approach: concept, philosophy of JIT, sources of waste, aims and objectives of JIT methodology in implementation of JIT, Limitations of JIT Costing Value Chain analysis and TQM.

Books for Reference:

1. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
2. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
3. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
4. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
5. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
6. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
7. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
8. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
9. Brown & Haward, Mac Donald , Evans, *Principles of Management Accountancy*, London.
10. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
11. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
12. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

2.6 Asset Liability Management

Objective:

This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector.

Module – 1:

Introduction: Emerging scenario's in Banking Industry – Significance of asset liability management – ALM guidelines in Indian Banks – ALM practice in Indian Banks. Asset liquidity – gap analysis – duration analysis – time value of money – Study of Bank Balance sheet Items – Bank Balance Sheet analysis through ratio analysis.

Module – 2:

Types of risk (Anatomy of risk): liquidity of risk – operational risk – credit risk – market risk – interest rate risk – commodity risk – exchange risk.

Module – 3:

Measuring and Monitoring risk: Risk scenario – interest rate sensitivity analysis – stress test analysis of macroeconomic environment (market conditions) – Behavioral pattern of low cost / term deposits – Forecasting interest rate scenario.

Module – 4:

Relevance and ALM practicality in Indian Banking scenario: Connectivity among R/O/BO/HO – Source of data – accuracy of data – reliability of data – procurement of appropriate software – special skill to Monitor/measure risk.

Module – 5:

Funds transfer pricing and performance measurement.

Central funding unit concept – funds transfer pricing as on ALM tool – removal of interest risk from Business unit – various technique of transfer pricing.

Books for Reference:

1. C. Arthur Williams, Jr. et al., *Risk Management and Insurance*, McGraw Hill International Edition.
2. NIBM Publications.
3. Machiraju H.R, *Modern Commercial Banking*, Vikas Publishing House.

2.7 Business Research Methods

Objectives:

1. To familiarize students with concepts, tools and techniques of the methodology of business research.
2. To enable students to do a research / consultancy project in the fourth semester.

Module – 1:

Research: Meaning, Purpose, Scientific method, types of research; scope of business research.

Review of literature: need, purpose, notes taking.

Module – 2:

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.

Research Design: Meaning, nature, process of preparation, components of research design.

Module – 3:

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list; pre-testing of tools, pilot study.

Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module – 4:

Analysis of data; Simple statistical techniques and their uses. Testing of Hypothesis, Research Applications – market survey.

Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.

Books for References:

1. Moses, C.A. *Survey Methods in Social Investigation*.
2. Goode & Hatt, *Methods in Social Investigation*.
3. William Emory, *Business Research Methods*.
4. Vernon Colver & H.L. Balsleg, *Business Research Methods*.
5. Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
6. Kothari. C.R, *Methodology of Research*, Vikas Publishing House.
7. K.R. Sharma, *Research Methodology*, National Publishers , Jaipur.
8. Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
9. Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill