



## **BENGALURU CITY UNIVERSITY**

*NEW SYLLABUS 2019 – 20*

*B.COM (ACCOUNTING & FINANCE) DEGREE*

*(CBCS - SEMESTER SCHEME)*

**DEPARTMENT OF COMMERCE**

*Central College Campus, Bangalore – 560 001.*



**DEPARTMENT OF COMMERCE**  
**REGULATIONS PERTAINING TO B.Com (Accounting& Finance)Degree**  
**(CBCSSEMESTER SCHEME)-2019-20**

**A. OBJECTIVES :**

1. To prepare students for professions in the field of Accountancy - Chartered Accountancy, Cost and Management Accountancy, Company Secretary, Professions in Capital and Commodity Markets, Profession in life and non-life insurance and professions in Banks by passing the respective examinations of the respective professional bodies.
2. To prepare students to take up higher education to become business scientists, researchers, consultants and teachers, with core competencies.
3. To develop human resources to act as think tank for Business Development related issues.
4. To develop entrepreneurs.
5. To develop business philosophers with a focus on social responsibility and ecological sustainability.
6. To develop IT enabled global middle level managers for solving real life business problems and addressing business development issues with a passion for quality competency and holistic approach.
7. To develop ethical managers with interdisciplinary approach.
8. To develop the students for competitive examinations of UPSC, KPSC, BSRB, Staff Selection Commission, etc.

**B. ELIGIBILITY FOR ADMISSION:**

Candidates who have completed Two years Pre – University course (in any discipline) of Karnataka State or its equivalent as notified by the university from time to time.

**C. DURATION OF THE COURSE:**

The course of study is Three (03) years of Six Semesters. A candidate shall complete his/her degree within six (06) academic years from the date of his/her admission to the first semester. A Students who successfully completes Three (03) years of the course will be awarded Bachelor's Degree in Commerce (Accounting& Finance).

#### **D. MEDIUM OF INSTRUCTION**

The medium of instruction and Examination shall be in English.

#### **E. CLASSROOM STRENGTH OF STUDENTS**

There shall be Maximum of 60 students in each section.

#### **F. ATTENDANCE:**

- i. For the purpose of calculating attendance, each semester shall be taken as a Unit.
- ii. A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
- iii. A student who fails to complete the course in the manner stated above shall not be permitted to take the University examination.

#### **G. COURSE MATRIX**

Refer Annexure – 1 for B. Com (Accounting& Finance) Degree Course Matrix

#### **H. TEACHING AND EVALUATION:**

Chartered Accountants, Cost and Management Accountants, Company Secretaries; M.Com/MBA/M.Com (F&A)/MBS graduates with B.Com, B.B.M, BBA& BBS as basic degree from a recognized university are only eligible to teach and to evaluate the subjects (excepting languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages and additional subjects shall be taught by the graduates as recognized by the respective board of studies.

#### **I. PRACTICALS / RECORD MAINTENANCE AND SUBMISSION:**

- a. Every college is required to establish a dedicated business lab for the purpose of conducting practical classes & on line assignments.
- b. In every semester, the student should maintain a Practical Record Book in which the exercises given under each subject, are to be recorded. This Record has to be submitted to the Faculty for evaluation at least 15 days before the end of each semester.
- c. The BOE is authorized to make random surprise visits to the colleges and verify practical records and marks awarded.

## SCHEME OF EXAMINATION:

- a. There shall be a university examination at the end of each semester. The maximum marks for the university examination in each paper shall be 70.
- b. Of the 30 marks of Internal Assessment, 20 marks shall be based on **two** tests conducted in the pattern as prescribed by Professional Institutions. Each test shall be of at least 30 Minutes duration to be held during the semester. The average of two tests shall be taken as the internal assessment marks. The remaining 10 marks of the Internal Assessment shall be based on Attendance.
- c. The marks based on attendance shall be awarded as given below:
  - 76% to 80% = 02 marks.
  - 81% to 85% = 04 marks.
  - 86% to 90% = 06 marks.
  - 91% to 100% = 10 marks.
- d. Internal Assessment Marks for Practicals shall be awarded by the faculty concerned based on Syllabus for Practicals provided under each subject in each Semester.

## J. APPEARANCE FOR THE EXAMINATION:

- a) A candidate shall apply for all the parts in each examination when he/she appears for the first time. A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the university.
- b) A candidate who has passed any language under Part-I shall be eligible to claim exemption from the study of the language if he/she has studied and passed the language at the corresponding level.
- c) Further, candidates shall also be eligible to claim exemption from studying and passing in those commerce subjects which he/she has studied and passed at the corresponding level, subject to the conditions stipulated by the university.
- d) A candidate who is permitted to seek admission to this degree course on transfer from any other University shall have to study and pass the subjects which are prescribed by the University. Such candidates shall not however, be eligible for the award of ranks.

## K. MINIMUM FOR A PASS:

Candidates who have obtained a minimum of **40%** marks in university examination (i.e. **28** marks out of **70** marks of theory examination) and **50%** in aggregate (i.e., total of university examination and internal assessment marks, i.e. **50** marks) in each subject shall be eligible for a pass or exemption in that subject. However, there is no minimum marks to pass Internal Assessment.

#### **L. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

1. The results of the First to Sixth semester degree examination shall be declared and classified separately as follows:
  - a. First Class with Distinction: Those who obtain 75% and above of the total marks of Parts I, II and III.
  - b. First Class: Those who obtain 60% and above, but not exceeding 75% of the total marks of parts I, II and III.
  - c. Pass Class: Those who obtain 50% and above but less than 60% of total marks of parts I, II and III.
2. Class shall be declared on the basis of the aggregate marks obtained by the candidates in this degree course (excluding languages (part I) and non-core subjects (Part III)) as a whole. However, only those candidates who have passed each semester university examination in the first attempt only shall be eligible for award of ranks. The first ten ranks only shall be notified.

#### **M. MEDALS AND PRIZES:**

No candidates passing an external examination shall be eligible for any scholarship, fellowship, medal, prize, Rank, or any other award.

#### **N. TERMS AND CONDITIONS:**

- a) A candidate is allowed to carry all the previous un-cleared papers to the subsequent semester/semesters.
- b) Such of those candidates who have failed/remained absent for one or more papers henceforth called as repeaters, shall appear for exam in such paper/s during the three immediately succeeding examinations. There shall be no repetition for internal assessment test.
- c) The candidate shall take the examination as per the syllabus and the scheme of examination in force during the subsequent appearances.

#### **O. PATTERN OF QUESTION PAPER:**

Each theory question paper shall carry 70 marks and the duration of examination is 3 hours. The Question paper shall ordinarily consist of three sections, to develop testing of conceptual skills, understanding skills, comprehension skills, articulation and application of skills. The question paper setter shall be asked to prepare TWO sets of papers with a maximum of 10% repetition. The Question Paper will be as per the following Model:

**i) For Theory Examinations:**

<b>SECTION-A</b> 1. a,b,c,d,e,f,g.	(Conceptual questions) Answer any FIVE	(05 X 02 = 10 Marks)
<b>SECTION -B:</b> 2,3,4,5.	(Analytical questions) Answer any THREE	(03 X 05 = 15 Marks)
<b>SECTION-C:</b> 6,7,8,9.	(Essay type questions) Answer any THREE	(03 X 15 = 45 Marks)
<b>Total</b>		<b>70 Marks</b>

**ii) For Practical Subjects Examinations (PSD):**

<b>SECTION-A:</b> 1, 2, 3, 4, 5.	Answer any FOUR	(04 X 05 = 20 Marks)
<b>SECTION -B:</b> 6, 7, 8,9.	Answer any THREE	(03 X 10 = 30 Marks)
<b>Total</b>		<b>50 Marks</b>

**P. PROVISION FOR IMPROVEMENT OF RESULTS:**

The candidate shall be permitted to improve the results of the whole examination or of any Semester or a subject within the prescribed time by the university after the publication of the results. This provision shall be exercised only once during the course and the provision once exercised shall not be revoked. The application for improvement of results shall be submitted to the Registrar (Evaluation) along with the prescribed fee.

**Q. REMOVAL OF DIFFICULTY AT THE COMMENCEMENT OF THESE REGULATIONS:**

If any difficulty arises while giving effect to the provision of these Regulations, the Vice Chancellor may in extraordinary circumstances, pass such orders as he may deem fit.



**B.COM DEGREE (ACCOUNTING & FINANCE)  
(CBCS - SEMESTER SCHEME)– 2019-20  
COURSE MATRIX**

**I Semester**

Part	Subject	Paper	Instruction hours per week	Duration of Examination (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Language I: Kannada / Sanskrit / Hindi / Tamil / Telugu / Malayalam / Urdu/ Marathi / Additional English <b>(See Note)</b>	1.1	4	3	30	70	100	2
	Language II: English <b>(See Note)</b>	1.2	4	3	30	70	100	2
Part II	Principles of Accounting	1.3	4	3	30	70	100	2
	Business Environment and Management	1.4	4	3	30	70	100	2
	Business Mathematics and Logical Reasoning	1.5	4	3	30	70	100	2
	Business Economics	1.6	4	3	30	70	100	2
	Business Correspondence and Reporting	1.7	4	3	30	70	100	2
Part III	Practicals on Skill Development	1.8	2*	2	50**	50**	100	2
Part IV	Foundation Course	-	3	2	30	70	100	2
	CC & EA	-	-	-	50	-	50	1
<b>Total Credits</b>								<b>19</b>

**NOTE: The Syllabus / Text and Question Paper of B.Com, (Regular) Degree course shall be the Syllabus / Text and Question Paper for B.Com, (Accounting & Finance) Degree course.**

\* One hour of practical class is equal to One hour of theory class and shall be managed by a single teacher. Practical classes may be conducted in the Business Lab. or in Computer Labor in the Classroom depending on the requirement. Senior / Experienced /Concerned subject teachers may be allotted the practical work load.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test) (Practical Record books shall preferably evaluated by faculty other than the concerned faculty within

the department/college). University examination shall be conducted with a separate Question Paper, taking into consideration, the skill development exercises of all subjects, given below the syllabus of each subject.

## II Semester

Part	Subject	Paper	Instruction hours per week	Duration of Examination (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Language I: Kannada / Sanskrit / Hindi / Tamil / Telugu / Malayalam / Urdu/ Marathi / Additional English <b>(See Note)</b>	2.1	4	3	30	70	100	2
	Language II: English <b>(See Note)</b>	2.2	4	3	30	70	100	2
Part II	Financial Accounting	2.3	4	3	30	70	100	2
	Business Law	2.4	4	3	30	70	100	2
	Business Statistics	2.5	4	3	30	70	100	2
	Entrepreneurship and Business Ethics	2.6	4	3	30	70	100	2
	Principles of Cost Accounting	2.7	4	3	30	70	100	2
Part III	Practical session on Skill Development	2.8	2*	2	50**	50**	100	2
Part IV	Foundation Course	-	3	2	30	70	100	2
	CC & EA	-	-	-	50	-	50	1
<b>Total Credits</b>								<b>19</b>

**NOTE: The Syllabus / Text and Question Paper of B.Com, (Regular) Degree course shall be the Syllabus / Text and Question Paper for B.Com, (Accounting & Finance) Degree course.**

\*One hour of practical class is equal to One hour of theory class and shall be managed by a single teacher. Practical classes may be conducted in the Business Lab. or in Computer Lab or in the Classroom depending on the requirement. Senior / Experienced /Concerned subject teachers may be allotted the practical workload.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test) (Practical Record books shall preferably evaluated by faculty other than the concerned faculty within the department/college). University examination shall be conducted with a separate Question Paper, taking into consideration, the skill development exercises of all subjects, given below the syllabus of each subject.



### III Semester

Part	Subject	Paper	Instruction hours per week	Duration of Exam. (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Language: Kannada / Sanskrit / Hindi / Tamil / Telugu / Malayalam / Urdu/ Marathi / Additional English, etc. <b>(See Note)</b>	3.1	4	3	30	70	100	2
Part II	Corporate Accounting	3.2	4	3	30	70	100	2
	Corporate Law	3.3	4	3	30	70	100	2
	Costing Methods	3.4	4	3	30	70	100	2
	Financial Management – I	3.5	4	3	30	70	100	2
	Management Accounting	3.6	4	3	30	70	100	2
	Strategic Management	3.7	4	3	30	70	100	2
Part III	Practicals on Skill Development	3.8	2*	2	50**	50**	100	2
Part IV	Foundation Course	-	3	2	30	70	100	2
	CC & EA	-	-	-	50	-	50	1
<b>Total Credits</b>								<b>19</b>

**NOTE: The Syllabus / Text and Question Paper of B. Com, (Regular) Degree course shall be the Syllabus / Text and Question Paper for B. Com, (Accounting & Finance) Degree course.**

\* One hour of practical class is equal to One hour of theory class and shall be managed by a single teacher. Practical classes may be conducted in the Business Lab. or in Computer Lab or in the Classroom depending on the requirement. Senior / Experienced /Concerned subject teachers may be allotted the practical workload.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test)(Practical Record books shall preferably evaluated by faculty other than the concerned faculty within the department/college). University examination shall be conducted with a separate Question Paper, taking into consideration, the skill development exercises of all subjects, given below the syllabus of each subject.

**INSTRUCTION:** During the beginning of III Semester students should be assigned Community Service and it shall be monitored by the Mentors. Maximum 20 Students shall be allotted to each Mentor. In addition to

Commerce & Management Faculty, Faculty from Languages including English, Additional Subjects, Librarian, and Physical Education Director shall also be appointed as Mentors. The Community Service may be carried out in any type of Non-Profit Service Organization's such as, Panchayat Raj Institutions, Public Hospital, Old Age Homes, Orphanage Houses, Sports clubs, Women's organizations, Neighbourhood organizations, Religious or Educational organizations, Red Cross, Lions Club, Rotary Clubs, Youth Service Associations, Or in any other social service organization. Minimum of 15 days Field Service shall be ensured. The Report on Community Service shall be submitted within 45 days of commencement of V semester. The Report shall consist of Organisation's Profile, Nature of Service & Experience of the student, along with Certificate from the Organisation in about 20 pages. The related Marks & Credit will be awarded in the V Semester.

## IV Semester

Part	Subject	Paper	Instruction hours per week	Duration of Exam. (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Language: Kannada / Sanskrit / Hindi / Tamil / Telugu / Malayalam / Urdu/ Marathi / Additional English, etc. <b>(See Note)</b>	4.1	4	3	30	70	100	2
Part II	Advanced Corporate Accounting	4.2	4	3	30	70	100	2
	Business and Economic Laws	4.3	4	3	30	70	100	2
	Techniques of Costing	4.4	4	3	30	70	100	2
	Financial Management - II	4.5	4	3	30	70	100	2
	Accounting Information Systems	4.6	4	3	30	70	100	2
	Banking – Law and Practice	4.7	4	3	30	70	100	2
Part III	Practicals on Skill Development	4.8	2*	2	50**	50**	100	2
Part IV	Foundation Course	-	3	2	30	70	100	2
	CC & EC	-	-	-	50	-	50	1
Total Credits								<b>19</b>

**NOTE: The Syllabus / Text and Question Paper of B.Com, (Regular) Degree course shall be the Syllabus / Text and Question Paper for B.Com, (Accounting & Finance) Degree course.**

\* One hour of practical class is equal to One hour of theory class. Practical classes may be conducted in the Business Lab. or in Computer Lab or in the Classroom depending on the requirement. Senior / Experienced Teachers may be allotted the practical workload.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test) (Practical Record books shall preferably evaluated by faculty other than the concerned faculty within the department/college). University examination shall be conducted with a separate Question Paper, combining the practical portion of all subjects given along with the syllabus of each subject.

**INSTRUCTION:** During the beginning of IV Semester, students should be assigned INTERNSHIPS and it shall be monitored by the Mentors. Faculty from Commerce Department shall only be appointed as Mentors. Internship may be undertaken in any type of Tiny / Micro / Small / Medium / Large, Manufacturing / Trading

/ Service Organisations. Maximum 25 Students shall be allotted to each Mentor. Minimum of THREE weeks of internship shall be undergone by the student and the Internship Certificate from the Organisation shall be enclosed with the report. The Report shall consist of Organisations Profile, Nature of Work undertaken by the student, Experience & Response of the student in about 25 pages. The Report on Internship shall be submitted within 45 days of commencement of VI semester. The related Marks & Credit will be awarded in the VI Semester.

## V Semester

Part	Subject	Paper	Instruction hours per week	Duration of Exam. (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Income-Tax-I (Personal Taxation)	5.1	4	3	30	70	100	3
	Business Valuation and Corporate Restructuring	5.2	4	3	30	70	100	3
	Indian Accounting Standards	5.3	4	3	30	70	100	3
	Principles of Auditing	5.4	4	3	30	70	100	2
	Strategic Cost Management	5.5	4	3	30	70	100	3
	Indian Financial System	5.6	4	3	30	70	100	3
Part II	Practicals on Skill Development	5.7	2*	2	50**	50**	100	3
Part III	SDC: Report on Community Service	-	-	-	100	-	100	3
	Ability Enhancement Compulsory Course	-	3	2	30	70	100	2
<b>Total Credits</b>								<b>26</b>

\* One hour of practical class is equal to One hour of theory class and the class shall be managed by a single teacher. Practical classes may be conducted in the Business Lab. Or in Computer Lab or in the Classroom depending on the requirement. Senior / Experienced Teachers may be allotted the practical workload.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test) (Practical Record books shall preferably evaluated by faculty other than the concerned faculty within the department/college). University examination shall be conducted with a separate Question Paper, taking into consideration, the skill development exercises of all subjects, given below the syllabus of each subject.

## VI Semester

Part	Subject	Paper	Instruction hours per week	Duration of Exam. (Hours)	Marks			Credits
					IA	UE	Total	
Part I	Income-tax II (Business Taxation)	6.1	4	3	30	70	100	3
	GST and Customs Duty	6.2	4	3	30	70	100	3
	Corporate Financial Reporting and IFRS	6.3	4	3	30	70	100	3
	Investment Analysis and Management	6.4	4	3	30	70	100	3
	Derivatives and Forex Risk Management	6.5	4	3	30	70	100	3
	Cost and Management Audit	6.6	4	3	30	70	100	3
Part II	Practicals on Skill Development	6.7	2*	2	50**	50**	100	3
PART III	SDC/SEC: Internship Program	6.8	-	-	100	-	100	3
	Ability Enhancement Compulsory Course	-	3	2	30	70	100	2
<b>Total Credits</b>								<b>26</b>

\* One hour of practical class is equal to One hour of theory class and the class shall be managed by a single teacher. Practical classes may be conducted in the Business Lab. Or in Computer Lab or in the Classroom depending on the requirement. Senior / Experienced Teachers may be allotted the practical workload.

\*\* IA marks shall be awarded on the basis of Practical Records submitted by the student and on the basis of internal assessment test (30 marks for practical record book, 10 marks for attendance and 10 marks for test) (Practical Record books shall preferably evaluated by faculty other than the concerned faculty within the department/college). University examination shall be conducted with a separate Question Paper, taking into consideration, the skill development exercises of all subjects, given below the syllabus of each subject.

1. FOUNDATION COURSE / SKILL DEVELOPMENT / SKILL ENHANCEMENT COURSE (SEC) / ABILITY ENHANCEMENT COMPULSORY COURSE (AECC) / INTERDISCIPLINARY COURSES

❖ Common for all programmes, MCQ type of question paper shall be used, use of modern teaching aids and supply of study material is recommended.

- Constitution of Indian and Human Rights
- Environmental Science
- Computer Applications and Information Technology
- Business Entrepreneurship and Management
- Philosophy, Psychology and Life Skills
- Personality Development and Leadership
- Culture, Diversity and Society
- Research Methodology
- Education and Literacy / Science and Society
- Human Resource Development / Management
- Any one Foreign Language
- Commodity & Stock Market
- Mathematics in finance.
- Any other Course prescribed by the University from time to time

2. CO-CURRICULAR AND EXTENSION ACTIVITIES (CC& EA)

A student shall opt for any one of the following activities in the first four semesters offered in the college

- N.S.S / N.C.C./Rotary Activities / Rovers and Rangers
- Sports and Games / Activities related to Yoga
- A Small project work concerning the achievements of Indian in different fields
- Evolution of study groups/seminar circles on Indian thoughts and ideas
- Interaction with local communities in their neighborhood and learn about and from them
- Exploring different aspects of Indian civilizations
- Any other Co- curricular and Extra-curricular activities leading to Student Development as prescribed by the University.

Evaluation of Co-curricular and Extra Curricular Activities as per the procedure evolved by the University from time to time.

## SYLLABUS

### 1.3 PRINCIPLES OF ACCOUNTING

#### Objectives:

The objective of this paper is to orient students about Accounting, the Process of Accounting and treatment for certain special transactions in business.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Theoretical Framework:</b> Meaning and Scope of Accounting, Accounting Concepts and Conventions, Accounting Policies and Accounting Standards	15%	8
2	Accounting Process – Books of Accounts – Journal, Journal Entries, Ledger, Posting and Balancing, Preparation of Trial Balance	15%	8
3	Final Accounts of Sole Proprietary Concerns	20%	12
4	Subsidiary Books – Purchases Book, Sales Book, Purchase Returns Book, Sales Returns Book, Cash Book, Bank Reconciliation Statement	15%	8
5	Subsidiary Books - Bills Receivable Book, Bills Payable Book, Journal Proper – Rectification of Errors. Valuation of Inventory, Concept of Depreciation and Amortisation. Methods of calculating Depreciation.	15%	8
6	Accounting for Special Transactions – Royalty Accounts, Average Due Date, Account Current.	20%	12

#### Practical / Skill Development:

Tally Accounting Software

- Create a Company in Tally and set VAULT password to your Company.
- Create various ledgers and groups in Tally with imaginary figures (Minimum 5 transactions)
- Prepare sales, purchase, payment, receipt and contra voucher in Tally using imaginary figures.( Minimum 5 transactions)
- From the above created ledger, group and vouchers, download the profit and loss, Balance Sheet and Ratio Analysis reports and comment on the results.

#### Reference Books and other resources:

1. Anil Kumar, Rajesh Kumar and Mariyappa, “Financial Accounting”.
2. Dr. S.N. Maheswari, Financial Accounting
3. Jawaharlal & Seema Srivastava: Financial Accounting, HPH
4. S Jayapandian: Financial Accounting from Zero,
5. Grewal and Gupta, Advanced Accounting
6. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].



## 1.4 BUSINESS ENVIRONMENT AND MANAGEMENT

### Objectives:

The objective of this paper is to orient students the foundations of a business, its environment and functioning.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Business and its Environment</b> Meaning - Scope and Characteristics - Significance for economic policies and decisions in Organisation.</p> <p><b>Global Environment</b> Nature of Globalisation – Manifestations of globalisation - Challenges of international business - Strategies for going global - India, WTO and trading blocks.</p>	15%	8
2	<p><b>Technological Environment</b> Meaning – Features – Impact of Technology - Technology and Society- Management of Technology.</p> <p><b>Political Environment</b> Political institutions - Legislature - Executive - Judiciary - The Constitution of India - The Preamble - The fundamental Rights - Rationale and Extent of State Intervention - Role of Government in business.</p>	15%	8
3	<p><b>Economic Environment</b> Characteristics of Indian Economy, Factors affecting economy, Economic resources (natural, industrial and technological) Impact of Liberalisation, Privatisation and Globalisation on Indian Business.</p> <p><b>Natural environment</b> Meaning and influence on business</p>	20%	12
4	<p><b>Business Management</b> Nature of Business. Evolution of Management. Principles of Management. Management Skills. Tasks and Responsibilities of a Professional Manager Functions of Management.</p> <p><b>Planning</b> Concept, Features, Importance, Limitations; Planning process; Types of Plans- Objectives, Strategy, Policy, Procedures, Method, Rule, Budget; Plan vs Programme- Policies and Procedures; Decision making</p>	15%	8

5	<p><b>Organizing</b>  Concept, Features, Importance, Limitations; Organising process; Types of Organisation; Structure of Organisation;  Centralisation and De-Centralisation; Delegation; Growth in Organisation</p> <p><b>Human Resource Management</b>  Concept, Features, Importance, Limitations; Recruitment process- Selection; Training and Development- Methods; Functions of Personnel Manager; Performance Management; Appraisal Methods; Human Resource Planning; Talent Management; Organization Development</p>	15%	8
6	<p><b>Direction and Co-ordination</b>  Direction: Concept, Features, Importance, Limitations; Elements of Directing- Supervision, Motivation, Leadership, Communication; Co-Ordination-Concept, Features, Importance, Limitations; Co-Ordination Types- Internal and External; Co-Ordination- the Essence of Management</p> <p><b>Controlling</b>  Concept, Features, Importance, Limitations; Control process; Essentials of a Good Control System; Techniques of Control- Traditional and Non-Traditional Control devices; Relationship between Planning and Controlling.</p> <p><b>Recent Trends in Management</b>  Change Management; Crisis Management; Total Quality Management; Risk Management; Global Practices</p>	20%	12

**Practical / Skill Development:**

- Visiting a Business Organisation and submitting a report on the vision, mission, structure, roles and responsibilities of each position of the organisation.
- Assess the impact of any change in at least one environmental factor on the organisation.
- List out any 5 TQM practices in global enterprises
- Design an organizational structure for a PSU.

**Reference Books and other resources:**

1. Koontz & O'Donnell et al., Principles of Management, Tata McGraw Hill
2. Dr. Aswathappa: Essentials of Business Environment, HPH
3. Francis Cherunilam, Business Environment, HPH.
4. Vivek Mittal, – Business Environment,
5. Stephen p Robbins et al., Pearson Education
6. Raj Agarwal – Business Environment

7. Appannah & Reddy, Management, HPH.
8. T. Ramaswamy : Principles of Management
9. L M Prasad, Principles of management, Sultan Chand.
10. V.S.P Rao/Bajaj, Management process and organization.
11. Karampal : Management Process & Organisational Behaviour, I.K. Intl
12. Thomas. N. Duening & John. M. Ivan cevich, Management, Principles and Guidelines, Biztantra Publications.
13. Tripathi & Reddy, Principles of Management.
14. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 1.5 BUSINESS MATHEMATICS AND LOGICAL REASONING

### Objectives:

The objective of this paper is to enable understanding of basic mathematical tools and their applications in business; and develop logical reasoning skills and its application in simple problem solving.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Ratio and Proportions, Indices and Logarithms</b>                      Ratios and Proportions – Business applications relating to Ratios and Proportions.                      Laws of Indices. Exponents.                      Logarithms and Anti-logarithms.</p>	15%	8
2	<p><b>Equations and Matrices</b>                      Equations: Simultaneous Linear Equations up to Three variables; Quadratic and Cubic Equations in one variable.                      Matrices: Algebra of Matrices and Determinants, Inverse of Matrix, solving equations using Cramer’s rule (involving not more than three variables)</p> <p><b>Sets – Relations and Functions</b></p>	15%	8
3	<p><b>Time Value of Money</b>                      Compounding – Annual and Continuous, Calculation of Returns – Nominal Rate of Return, Effective Rate of Interest and Compounded Annual Growth Rate of Return, Discounting – Single Cash Flow and Series of Cash Flows; Annuity – Future Value and Present Value, Calculation of Equated Installments, Present Value of Growing Annuity; Perpetuity – Present Value, Present Value of Growing Perpetuity.</p>	20%	12
4	<p><b>Permutations and Combinations</b>                      Basic Concepts of Permutations and Combinations; Factorial, Circular Permutations, Permutations with restrictions, Combinations with standard results.</p> <p><b>Sequence and Series</b>                      Introduction – Arithmetic and Geometric Progression; Relationship between AM and GM; Sum of n terms</p>	15%	8
5	<p><b>Linear Inequalities with objective functions; Optimisation with reference to objective function.</b></p> <p><b>Differential and Integral Calculus</b>                      Basic Application of Differential and Integral Calculus (excluding the trigonometric applications), application of marginal costs and marginal revenues etc.</p>	15%	8

6	<b>Logical Reasoning</b> Number Series, Coding and Decoding and Odd man out; Direction Tests, Seating Arrangements; Blood Relations, Syllogism.	20%	12
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**Practical / Skill Development:**

Learning Mathematical applications and decision-making using MS Excel Functions.

- Calculation of ratio – GCD method using EXCEL
- Calculation of FV, PV, NPV, Rate, PMT using EXCEL using imaginary figures
- Calculation of permutation using PERMUT function in EXCEL.
- Calculation of Optimum value using SOLVER function in EXCEL

**Reference Books and other resources:**

1. A.Lenin Jothi : financial Mathematics
2. Saha: Mathematics for Cost Accountants.
3. Ranganath: Business Mathematics
4. R. Selvaraj, Quantitative Methods in Management
5. G.R. Veena & Seema: Business Mathematics and Statistics, I.K. Intl
6. Dr. Sancheti & Kapoor: Business Mathematics and Statistics.
7. Zamarudeen: Business Mathematics.
8. Dikshit & Jain : Business Mathematics
9. Study material of the Institute of Chartered Accountants of India (ICAI), [Freely downloadable from the website of the Institute].

## 1.6 BUSINESS ECONOMICS

### Objectives:

The objective of this paper is to orient students about Accounting, the Process of Accounting and treatment for certain special transactions in business.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>The Fundamentals of Economics</b>                      The Economic Problem-Scarcity and Choice; Nature and Scope- Positive and Normative Economics, Micro and Macro Economics; Central Problems of an Economy; Production Possibility Curve; Opportunity Cost; Working of Economic Systems; Economic Cycles</p>	15%	8
2	<p><b>Basic Elements of Demand and Supply</b>                      Demand- Meaning, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand; Supply- Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply- Determination of Equilibrium Price and Quantity, Effect of a shift in Demand or Supply; Elasticity of Demand and Supply</p>	15%	8
3	<p><b>Theory of Consumer Behaviour</b>                      Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Indifference Curve Approach- Indifference Curves, Properties of Indifference Curves, Budget Line, Consumer's Equilibrium</p> <p><b>Theory of Production and Costs</b>                      Theory of Production- Factors of Production, Basic Concepts, Production Function, Law of Variable Proportions, Returns to Scale; Producer's Equilibrium- Least-Cost Factor Combination and Output Maximisation for a given Level of Outlay; Theory of Costs- Basic Concepts, Short-run Total Cost Curves- Fixed and Variable, Short-run Average and Marginal Cost Curves, Relationship between Average and Marginal Cost Curve, Average and Marginal Cost Curves in the Long-run</p>	20%	12
4	<p><b>Analysis of Markets</b>                      Basic Concepts of Revenue, Revenue Curves, Relationship between Average and Marginal Revenue Curve; Concept of Market and Main Forms of Market; Equilibrium of the Firm- Meaning, Objectives of the Firm, Total Revenue-Total Cost Approach, Marginal</p>	15%	8

	Revenue-Marginal Cost Approach; Price and Output under Determination, Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.		
5	<b>Indian Economy- An Overview</b> Basic Characteristics of the Indian Economy; Major Issues of Development; Development Experience and Recent Trends in Indian Economy; Indian Economy in Comparison to Major Economies of the World	15%	8
6	<b>Basic Elements of Money and Banking</b> Concept of Money-Its Functions, Quantity Theory of Money, Credit Creation; Central Bank (Reserve Bank of India)- Role and Functions; Commercial Banks-Role and Functions; Basic Elements of E-Banking; Monetary Policy in India	20%	12

### Practical / Skill Development:

- Present a case for diminishing marginal utility.
- Prepare a list of items that are exceptions to the Law of Demand & Law of Supply
- Prepare a Survey of Demand Forecasting for a familiar product in your locality
- Prepare a Cost Function analysis of an industry in your locality

### Reference Books and other resources:

1. P.L Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. D.M. Mithani: Managerial Economics, Himalaya Publishing House, New Delhi.
3. R.L Varshney and K.L Maheshewari: Managerial Economics, Sultan Chand&Sons, Delhi.
4. Atmananad, Managerial Economics
5. H.L Ahuja: Business Economics, S. Chand & Company Ltd., New Delhi.
6. Venugopal : Economics for Business, I.K. Intl
7. Reddy & Appananiah: Economics for Business
8. K.M.Pandey & Others: Economics for Managerial Decisions
9. K.P.M Sundaram: Micro Economics, Sultan Chand & Sons, New Delhi.
10. M.L. Jhingan &J.K. Stephen: Managerial Economics, Vrinda Publishihing (P) Ltd. Delhi.
11. Manoj Kumar Mishra : Managerial Economics, Voyu Education of India, New Dehli.
12. Srivastava R.M. : Financial Management – Management and Policy ,HPH
13. Khan and Jain: Financial Management, Tata McGraw Hill Education Private Ltd., N. Delhi
14. R.K. Sharma and S.K. Gupta: Financial Management, Kalyani Publications, Ludiana.
15. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 1.7 BUSINESS CORRESPONDENCE AND REPORTING

### Objectives:

The objective of this paper is to enable students to acquire communications skills required for business correspondence and reporting.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Communication</b> Types, Directions, Network, Process, Problems, Barriers, Types of Communication.</p> <p><b>Sentence</b> Definition, Classification of Sentence based on connotation, Sentence Structure, Types of Sentences, Direct-Indirect Speech – Rules for conversion, Active and Passive Voice,</p>	15%	8
2	<p><b>Vocabulary</b> Introduction, Howto improve vocabulary, Root Words, Synonyms and Antonyms, Prefixes and Suffixes, Phrasal Verbs, Collocations, Idioms.</p> <p><b>Comprehension Passages and Note Making</b> Introduction to comprehension passages, points to ponder, Introduction to Note-making, Significance of Note-making, Format – Heading, sub-heading, Indentation, Points, use of abbreviations, summary, content and expression.</p>	15%	8
3	<p><b>Writing Skills</b> Basic Writing – Process, Styles and Significance, Writing Conventions, Characteristics of Good writing, Do's and Don'ts of Good Writing</p> <p><b>Precis Writing</b> Meaning, Features, How to write and Precis; Do's and Don'ts of Precis writing.</p>	20%	12
4	<p><b>Article Writing</b> What is article writing? Essential Elements of Article Writing, Detailed format.</p> <p><b>Report Writing</b> What is a report? Essential elements of Report Writing, Kinds of Reports, Detailed Format,</p>	15%	8



5	<p><b>Writing Formal Letters</b> Types of Letters – Circulars, Complaints, Memo, Promotional Content, Sales, Recovery / Remittances; Detailed Formats.</p> <p><b>Writing Formal Mails</b> Writing Effective Mails, Essential elements of Mails, Tips and Conventions</p>	15%	8
6	<p><b>Resume Writing</b> Essential elements of Resume, Tips and Conventions</p> <p><b>Meetings</b> Notice, Agenda, Drafting Minutes, Action Taken Report,</p>	20%	12

### **Practical / Skill Development:**

- Preparing Resume for self and any passing-out senior students.
- Having a mock meeting and creating all documents relating to the meetings.
- Draft a complaint letter to your vendor for delay in delivery of products
- Draft the minutes of a business meeting.

### **Reference Books and other resources:**

1. C.G.G Krishnamacharyulu & Lalitha :Soft Skills of Personality Development
2. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd.,New Delhi.
3. Rai & Rai: Business Communication Himalaya Publishing House
4. Rajkumar, Basic of Business Communication
5. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
6. M.S. Rao : Soft Skills – Enhancing Employability I.K. International
7. Rao & Das : Communication Skills
8. Adair, J. (2003). Effective Communication. Pan McMillan.
9. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGrawHill, New York.
10. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
11. Sharma S.P. & Others, Business Communication
12. Banerjee : Soft Skills Business and Professional Communication, I.K. International
13. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 2.3 FINANCIAL ACCOUNTING

### Objectives:

The objective of this paper is to orient students about Accounting, the Process of Accounting and treatment for certain special transactions in business.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Accounting for Special Transactions – Consignment Accounts, Joint Ventures.	15%	8
2	Partnership Accounts- Final Accounts of Partnership Firms	15%	8
3	Accounting Treatment for Admission, Retirement and Death of Partner.	20%	12
4	Financial Statements of Non-profits Organisations- Receipts and Payments Account, Income and Expenditure Account; Difference between Income and Expenditure Account & Profit and Loss Account. Balance Sheet	15%	8
5	Company Accounts – Meaning and Types of Shares and Debentures; Accounting Entries and Treatment for Issue of Shares and Debentures; Forfeiture of Shares and Re-issue of Forfeited Shares.	15%	8
6	Financial Statements of Joint Stock Companies as per Schedule III of The Companies Act, 2013	20%	12

### Practical / Skill Development:

- List the types of business which comes under consignment.
- Preparation of Joint Venture Agreement
- Explain the procedure relating to admission of a partner
- State the procedure relating to re-issue of forfeited shares

### Reference Books and other resources:

1. Anil Kumar, Rajesh Kumar and Mariyappa, “Financial Accounting”.
2. Dr. S.N. Maheswari, Financial Accounting
3. Jawaharlal & Seema Srivastava: Financial Accounting, HPH
4. S Jayapandian: Financial Accounting from Zero,
5. Grewal and Gupta, Advanced Accounting
6. S. P Jain and K. L. Narang ; Financial Accounting
7. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 2.4 BUSINESS LAW

### Objectives:

The objective of this paper is to orient students about various legislations governing business sector.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction to Law</b> Meaning of Law and its Significance; Relevance of Law to Modern Civilized Society; Sources of Law; Legal Terminology and Maxims; Understanding Citation of Cases	15%	8
2	<b>Elements of Company Law</b> Meaning and Nature of Company; Promotion and Incorporation of a Company; Familiarization with the Concept of Board of Directors, Shareholders and Company Meetings; Company Secretary; E-Governance	15%	8
3	<b>Elements of Law relating to Contract</b> Meaning of Contract; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; Indemnity and Guarantee; Bailment and Pledge; Law of Agency	20%	12
4	<b>Elements of Law relating to Partnership and LLP</b> Nature of Partnership and Similar Organizations- Co-Ownership, HUF; Partnership Deed; Rights and Liabilities of Partners- New Admitted, Retiring and Deceased Partners; Implied Authority of Partners and its Scope; Registration of Firms; Dissolution of Firms and of the Partnership; Limited Liability Partnership Act.	15%	8
5	<b>Elements of Law relating to Sale of Goods</b> Essentials of a Contract of Sale; Sale Distinguished from Agreement to Sell, Bailment, Contract for Work and Labour and Hire-Purchase; Conditions and Warranties; Transfer of Title by Non-Owners; Doctrine of Caveat Emptor; Performance of the Contract of Sale; Rights of Unpaid Seller.	15%	8
6	<b>Elements of Law relating to Negotiable Instruments</b> Definition of a Negotiable Instrument; Instruments Negotiable by Law and by Custom; Types of Negotiable Instruments; Parties to a Negotiable Instrument- Duties, Rights, Liabilities and Discharge; Material Alteration; Crossing of Cheques; Payment and Collection of Cheques and Demand Drafts; Presumption of Law as to Negotiable Instruments.	20%	12

	<p><b>Elements of Information Technology Act</b>  Cyberspace; Cyber laws; Scope of Cyber Laws;  Classification of Cyber Crime; Information Technology  Act 2000; Regulation of Certifying Authorities;  Adjudication.</p>		
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**Practical / Skill Development:**

- Discuss the case of “Carlill v/s Carbolic Smoke Ball Company” case
- Discuss a case law relating to cyber crimes
- Draft a Partnership Deed.
- List out the reasons under which the Cheques can be dishonored and explain the consequences.

**Reference Books and other resources:**

1. N.D. Kapoor, Business Laws, Sultan chand publications.
2. S.S. Gulshan, Business Law 3<sup>rd</sup> Edition
3. K.R. Bulchandni: Business Laws,
4. S.C. Sharama & Monica : Business Law I.K. International
5. K. Aswathappa, Business Laws, Himalaya Publishing House,
6. Tulsian Business Law
7. Maheshwari & Maheshwari : Elements of Corporate Laws
8. M.C. Shukla & Gulshan: Principles of Company Law.
9. C.L. Bansal: Business & Corporate law
10. N.D. Kapoor: Company Law and Secretarial Practice.
11. S.S Gulshan: Company Law
12. M.C. Bhandari: Guide to Company Law Procedures.
13. S.C. Kuchal: Company Law and Secretarial Practice.
14. Dr. P.N. Reddy and H.R. Appanaiah: Essentials of Company Law and Secretarial Practice, Himalaya Publishers.
15. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 2.5 BUSINESS STATISTICS

### Objectives:

The objective of this paper is to enable understanding of basic statistical tools and their applications in business

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction to Statistics</b> Meaning, Process, Collection of Data – Sources, Census Vs. Sample, Sampling and Types of Sampling. Organising the Data – Tabulation – Uni-variate, Bi-variate and Multi-variate; Presentation of Data – Line Charts, Bar Charts, Pie Diagrams, Histograms, Frequency Polygon, O-give Chart.	15%	8
2	<b>Measures of Central Tendency and Dispersion</b> Mean – Arithmetic, Geometric and Harmonic, Median, Mode. Range, Quartile Deviation, Mean Deviation, Standard Deviation, Co-efficient of Variation. Measurement of Skewness.	15%	8
3	<b>Correlation and Regression</b> Correlation – Scatter Diagram, Pearson’s coefficient of Correlation, Spearman’s Rank Correlation, Regression Equation, Regression Coefficients.	15%	8
4	<b>Time Series Analysis</b> Components of Time Series, Calculation of Trend using Moving Averages Method and Equation Method.  <b>Index Numbers</b> Uses, Problems involved in construction of Index Numbers; Methods of Construction of Index Numbers.	15%	8
5	<b>Probability</b> Meaning. Experiments – Deterministic and Random, Events – Dependent, Independent and Mutually Exclusive. Approaches for calculating Probability – Classical Approach, Empirical Approach, Subjective Approach. Joint Probability. Probability Distribution – Mathematical Expectation and Variance.	20%	12
6	<b>Theoretical Distributions</b> Binomial Distribution, Poisson Distribution, Normal Distribution – Basic applications.	20%	12

**Practical / Skill Development:**

- Calculate the Draw a bar graph depicting 5 years sales figures of a company
- For imaginary data of Students' marks in any one subject, compute Measures of Central Tendency using EXCEL.
- Compute correlation coefficient between the height and weight of 10 students using imaginary figures
- For imaginary data of any two variables, calculate 'Co-efficient of Correlation'.

**Reference Books and other resources:**

1. S P Gupta: Statistical Methods- Sultan Chand, Delhi
2. C.R.Reddy : Quantitative Techniques for Management Decisions
3. Dr. B N Gupta: Statistics (Sahitya Bhavan), Agra.
4. R.S Bhardwaj: Business Statistics
5. Veerchamy : Operation Research I.K. International Publishers
6. S C Gupta: Business Statistics, Himalaya Publications.
7. Ellahance : Statistical Methods
8. Sanchethi and Kapoor: Business Mathematics
9. C.S Mujawar : Statistics for Managers I.K. International Publishers
10. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 2.6 ENTREPRENEURSHIP AND BUSINESS ETHICS

### Objectives:

The objective of this paper is to enable understanding of basic statistical tools and their applications in business

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Entrepreneurship</b> Four Key elements of Entrepreneurship; Traits of an Entrepreneur; Characteristics of an Entrepreneur; Who is an Entrepreneur; Why Entrepreneurship; Types of Entrepreneur	15%	8
2	<b>Entrepreneurship-Creativity and Innovation</b> Creativity and Innovation in an Entrepreneurial organisation; Tools for Environment Scanning- SWOT Analysis, PESTEL Analysis, Porters approach to Industry Analysis; Environmental Scanning Process; Types of Environmental Scanning; Market Assessment; Assessment of Business Opportunities- Developing Effective Business Plans, identification and evaluation of the opportunity, Determination of the required Resources, management of the resulting enterprise	20%	12
3	<b>Growth and Challenges of Entrepreneurial Ventures</b> Entrepreneurial opportunities in contemporary business environment; Strategic Planning for emerging venture- Financing the entrepreneurial Business, Resource Assessment- Financial and Non-Financial; Fixed and Working Capital Requirement; Funds flow; Sources and means of Finance; Managing the growing Business- Effecting Change, Modernization, Expansion and Diversification.	20%	12
4	<b>Social Entrepreneurship</b> Introduction; Definition of Social Entrepreneurship; Who is a Social Entrepreneur; how to identify a Social Entrepreneurship Opportunity; Creating a social business model; Funding social ventures; Strategies for success; Challenges for the Indian Social Enterprise Sector	20%	12
5	<b>Government Initiatives for Business Development</b> Skill India; Ease of Business; Start Up India; Stand Up India	10%	6
6	<b>Business Ethics</b> Overview of Ethics in Business; Elements; Ethical principles in Business- Indian and Ancient Indian Perspective	15%	6

### Practical / Skill Development:

- Compile the formalities and procedures for starting a business entity under Start-Up India Scheme.
- Generate an idea which has a business potential
- Analyse a case on Ethical practices in businesses
- Prepare a model using Porters approach to Industry Analysis

**Reference Books and other resources:**

1. Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH
2. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition.
3. Satish Taneja: Entrepreneur Development
4. Bholanath Datta: Entrepreneurship and Management
5. Udai Pareek and T.V. Rao, Developing Entrepreneurship
6. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems
7. Srivastava, A Practical Guide to Industrial Entrepreneurs
8. Government of India, Report of the committee on small and medium entrepreneurs, 1975
9. Vidya Hattangadi ; Entrepreneurship
10. N.V.R. Naidu : Management and Entrepreneurship, I.K. International
11. Bharusali, Entrepreneur Development
12. Dr. Venkataramanappa, Entrepreneurial Development
13. Anil Kumar : Small Business and Entrepreneurship
14. Study material of The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the website of the Institution].



## 2.7 PRINCIPLES OF COST ACCOUNTING

### Objectives:

The objective of this paper is to familiarise students with various concepts and elements of cost.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>INTRODUCTION TO COST ACCOUNTING</b> Introduction – Meaning & Definition of Cost, Costing and Cost Accounting – Objectives of Costing - Comparison between Financial Accounting and Cost Accounting – Designing and Installing a Cost Accounting System	10%	6
2	<b>COST, COST SHEET AND TENDERS</b> Cost Concepts - Classification of Costs – Cost Unit – Cost Centre – Elements of Cost – Preparation of Cost Sheet – Tenders and Quotations.	20%	12
3	<b>MATERIAL COST CONTROL</b> Meaning – Types: Direct Material, Indirect Material. Material Control – Purchasing Procedure – Store Keeping – Techniques of Inventory Control – Level settings – EOQ – ABC Analysis – VED Analysis – Just In-Time – Perpetual Inventory System – Documents used in Material Accounting - Methods of Pricing Material Issues: FIFO, LIFO, Weighted Average Price Method and Simple Average Price Method - Problems.	20%	10
4	<b>LABOUR COST CONTROL</b> Meaning – Types: Direct Labour, Indirect Labour - Timekeeping – Time booking – Idle Time – Overtime – Labour Turn Over. Methods of Labour Remuneration: Time Rate System, Piece Rate System, Incentive Systems (Halsey plan, Rowan Plan & Taylor's differential Piece Rate System) – Problems	15%	8
5	<b>OVERHEAD COST CONTROL</b> Meaning and Definition – Classification of Overheads – Procedure for Accounting and Control of Overheads – Allocation of Overheads – Apportionment of Overheads – Primary Overhead Distribution Summary – Secondary Overhead Distribution Summary – Repeated Distribution Method and Simultaneous Equations Method – Absorption of Factory Overheads – Methods of Absorption (Theory Only) – Machine Hour Rate – Problems on Machine Hour Rate.	20%	12
6	<b>RECONCILIATION OF COST AND FINANCIAL ACCOUNTS</b> Need for Reconciliation – Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts – Preparation of	15%	8

	Reconciliation Statement and Memorandum Reconciliation Account.		
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### **Practical / Skill Development:**

- Identification of elements of cost in services sector by visiting any service sector.
- Cost estimation for the making of a proposed product.
- Collection and Classification of overheads in an organization on the basis of functions.
- Compilation of various inventory related documents of any business entity.

### **Reference Books and other resources:**

1. V. Rajesh Kumar and R.K. Sreekantha, "Cost Accounting", MC Graw Hill Education
2. N.K. Prasad: Cost Accounting
3. J.Made gowda: Advanced Cost Accounting
4. Gouri Shankar : Practical Costing
5. Khanna Pandey & Ahuja : Practical Costing
6. K. S. Thakur: Cost Accounting
7. M.L. Agarwal: Cost Accounting
8. Palaniappan & Harihara : Cost Accounting I.K. International
9. Jain & Narang: Cost Accounting
10. S.P. Iyengar: Cost Accounting
11. S.N. Maheshwari: Cost Accounting
12. Horngren: Cost Accounting – A Managerial Emphasis
13. M. N. Arora: Cost Accounting, HPH
14. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 3.2 CORPORATE ACCOUNTING

### Objectives:

The objective of this paper is to orient students about accounting for corporate transactions and finalizing accounts of companies, along with relevant accounting standards.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Accounting for Bonus Issue, Rights Issue, Employee Stock Options, Buy-back of Shares, Equity Shares with differential Rights; Underwriting of Shares and Debentures	15%	8
2	Redemption of Preference Shares, Redemption of Debentures	15%	8
3	Preparation of Financial Statements in accordance with IndAs 1, Managerial Remuneration, Profit or Loss prior to Incorporation	20%	12
4	Valuation of Goodwill and Investment Accounts	15%	8
5	Accounts from Incomplete Records, Insurance Claims	15%	8
6	Branch Accounts (including foreign branches); Departmental Accounts	20%	12

### Practical / Skill Development:

- Preparation of Financial Statements in accordance with IndAS1 from Financial Statements as per Companies Act.
- Preparation of statement of insurance claims with imaginary figures.
- Calculation of goodwill of an organisation using imaginary figures using any method.
- List any five companies that have issued bonus shares in the last two years.

### Reference Books and other resources:

1. Anil Kumar, Rajesh Kumar and Mariyappa, "Financial Accounting".
2. Dr. S.N. Maheswari, Financial Accounting
3. Jawaharlal & Seema Srivastava: Financial Accounting, HPH
4. S Jayapandian: Financial Accounting from Zero,
5. Grewal and Gupta, Advanced Accounting
6. P Jain and K. L. Narang; Financial Accounting.
7. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

### 3.3 CORPORATE LAW

#### Objectives:

The objective of this paper is to enable students in developing understanding of the provisions of company law and other select legislation and acquire the ability to address application-oriented issues.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	The Companies Act, 2013 – Preliminary, Incorporation of a company and matters related thereto, Prospectus and Allotment of Securities, Share Capital and Debentures	20%	12
2	Companies Act 2013 (continued) – Acceptance of Deposits by companies, Registration of Charges, Management and Administration, Declaration and payment of Dividend, Accounts of Companies, Audit and Auditors	20%	12
3	Transparency and Disclosures, Registers and Records, Overview of Corporate Reorganisation, Corporate Social Responsibility	15%	8
4	Board Constitution and its powers, Directors, Key Managerial Personnel and their remuneration,	15%	8
5	Meetings of Board and its Committees, General Meetings, Virtual Meetings.	15%	8
6	Legal framework governing Company Secretaries, Secretarial Standards Board.	15%	8

#### Practical / Skill Development:

- List out any five cases relating to company law
- List out the areas mandated for contribution under CSR initiative of a company.
- Prepare an agenda for a general meeting of a Company.
- Draft aMoA using imaginary details.

#### Reference Books and other resources:

1. Sheth, Tejpal, Corporate and Other Laws, Taxmann Publications.
2. Raja, Vijay, Corporate and Other Law, Commercial Law Publishers (India) Pvt. Ltd.
3. Bhandari, Munish, A Handbook on Corporate and Other Laws, Bestword Publications Pvt. Ltd.,
4. Chhawchharia, Ravi, The Complete Book on Corporate and Other Laws, GPC Publications.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

### 3.4 COSTING METHODS

#### Objectives:

The objective of this paper is to develop among learners, an understanding of the basic concepts and applications to establish the cost associated with the production of products and provision of services and apply the same to determine prices and to develop an understanding of cost accounting statements.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Single output or unit costing. Job costing</b> – job cost cards and databases, collecting direct costs of each job, attributing overheads to jobs, application of job costing, <b>Batch Costing</b> – Determination of optimum batch quantity, ascertainment of cost for a batch, preparation of batch cost sheet, Treatment of spoiled and defective work	20%	12
2	<b>Contract Costing</b> Ascertainment of Cost of a Contract, Progress payment, Retention Money, Escalation Clause, Cost plus Contract, Value of Work Certified, Cost of Work Not Certified. Calculation of Notional or Estimated Profits and final profits.	20%	12
3	<b>Process / Operation Costing</b> Process Cost recording, Process loss, Abnormal gains and losses, Equivalent units of production, inter-process profit, Valuation of work-in-process. Joint products – apportionment of joint costs, Methods of apportioning joint costs over joint products. By-products – Methods of apportioning joint costs over by-products, treatment of by-product cost.	25%	14
4	<b>Costing of Service Sectors</b> Determination of cost and prices of services of the following sectors / industries: Transport, Toll Roads, Hospitals, Canteen / Restaurants, Hotels / Lodges, Educational Institutions, Financial Institutions Banks, Insurance, IT Sector and Other services	20%	12
5	<b>Recording and Accounting of Costs</b> Non-integrated Cost Accounting System, Ledgers under non-integral system. Integrated (Cost and Financial) Accounting System – Ledgers under integral system. Difference between non-integrated and integrated accounting system.	15%	6

**Practical / Skill Development:**

- Preparing Cost Sheet for a Hotel, an Educational Institution, a Bank or a Software Company.
- List out of the main products and by-products of an Oil refinery and Sugar Manufacturing company.
- List out of the methods of apportioning joint costs of production.
- List out the industry where job costing is applied.

**Reference Books and other resources:**

1. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
2. V Rajesh Kumar and R K Sreekantha, “Cost Accounting”, MHE India
3. Guptha, Sachin, Cost and Management Accounting, Taxmann Publications
4. Keswani, Sunil, Cost and Management Accounting, Bharat Law House Pvt. Ltd.
5. Kalra, Ashish, Cost and Management Accounting, IGP Publication.

### 3.5 FINANCIAL MANAGEMENT - 1

**Objectives:**

The objective of this paper is to develop among learners, an understanding of various aspects of Financial Management and acquire the ability to apply such knowledge in decision making.

**Coverage:**

Module Number	Content	Weightage	Number of Hours
1	<p><b>Introduction to Financial Management Function</b> Objective and scope of Financial Management, Role and Scope, Financial management environment, functions of finance executives in an organisation, financial distress and insolvency. Orientation to Financial Statements</p>	15%	6
2	<p><b>Financing Decisions – Sources of Finance</b> Different sources of finance, characteristics of different types of long-term debt and equity finance, Methods of raising long-term finance. Different sources of short-term finance, internal fund as a source of finance, international sources of finance, Other sources of finance – sale and lease back, convertible debt, venture capital, grants etc.</p>	20%	12
3	<p><b>Financing Decisions – Cost of Capital</b> Significance of cost of capital, factors of cost of capital, measurement of costs of individual components of capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Effective Interest Rate.</p>	20%	12
4	<p><b>Financing Decisions – Capital Structure Decisions and Leverages</b> Significance of Capital Structure, Determinants of Capital Structure, Capital Structure Planning and designing, Theories of Capital Structure and Value of the Firm – relevancy and irrelevancy of capital structure, EBIT-EPS Analysis, Break-even EBIT Analysis. Under / Over Capitalisation. Types of Leverages – Operating, Financial and Combined. Analysis of Leverages.</p>	25%	14
5	<p><b>Dividend Decisions</b> Basics of Dividends, Forms of Dividends, Determinants of Dividends, Relevance and Irrelevance of Dividend Policies – Traditional Approach, Walter’s Model, Gordon’s Model, MM Hypothesis.</p>	20%	12

**Practical / Skill Development:**

- Draw a structure of finance department of an organisation
- List out the various documents essential for commencement of a startups.
- Calculate EBIT, EPS and Leverages using EXCEL.
- Present Walter's model / Gordon's Model of Dividend Distribution.

**Reference Books and other resources:**

1. V Rajesh Kumar, 'Financial Management (for CA Intermediate)', MHE India
2. Chandra, Prasanna, "Financial Management", MHE India.
3. Khan and Jain, "Financial Management", MHE India.
4. Pandey, I M, "Financial Management", Vikas Publishing.
5. Kishore, Ravi, "Financial Management", Taxmann Publications.
6. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].



### 3.6 MANAGEMENT ACCOUNTING

#### Objectives:

The objective of this paper is to develop among learners, an understanding of various aspects of analysis of financial data and decision making.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction</b> Objective and Scope of Management Accounting, Users of Management Accounting, Scope, Tools and techniques of Management Accounting	10%	6
2	<b>Financial Analysis through Ratios</b> Users of financial analysis, sources of financial data for analysis, calculation and interpretation of ratios – analysing liquidity, analysing leverage, analysing solvency, analysing efficiency / activity, analysing profitability. Limitations of Ratio analysis. DU PONT Analysis	25%	16
3	<b>Fund Flow Analysis</b> Analysing the effect of various business transactions on working capital, Statement of Changes in Working Capital, Preparation of Fund Flow Statement,	25%	12
4	<b>Cash Flow Analysis</b> Classification of business transactions under Operating Activities, Investing Activities and Financing Activities. Preparation of Cash Flow Statement. Analysis of Cash Flow Statement.	25%	12
5	<b>Other Tools of Financial Statement Analysis</b> Comparative Statement Analysis, Common-size Analysis and Trend Analysis.	15%	10

#### Practical / Skill Development:

- List of any 5 Financial statement analysis tools
- Analyse the financial performance of a company through application of Liquidity Ratios and Profitability Ratios
- Analyse the trend of sales and profitability of a company of your choice.
- Analyse the cash flow from operating activity, investing activity, & financial activity of a company of your choice.

#### Reference Books and other resources:

1. V Rajesh Kumar and R K Sreekantha, "Management Accounting", MHE India
2. Gupta, Sachin, Cost and Management Accounting, Taxmann Publications
3. Keswani, Sunil, Cost and Management Accounting, Bharat Law House Pvt. Ltd.
4. Kalra, Ashish, Cost and Management Accounting, IGP Publication.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

### 3.7 STRATEGIC MANAGEMENT

**Objectives:**

The objective of this paper is to develop among learners, an understanding of strategic management concepts and techniques and acquire the ability to apply the same in business situations.

**Coverage:**

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction to Strategic Management</b> Business Policy, Meaning and nature of Strategic Management, Business Strategy, Strategic levels in organisations, Strategic Management in Government and non-for-profit organisation.	10%	6
2	<b>Dynamics of Competitive Strategy</b> Competitive Landscape, Strategic Analysis, Industry and Competitive Analysis, Core Competence, Competitive Advantage, Internal and External Analysis, SWOT Analysis, Globalisation <b>Strategic Management Process</b> Strategic Planning, Strategic Intent – Vision, Mission and Objectives. Strategic Formulation.	20%	12
3	<b>Corporate Level Strategies</b> Concepts and Nature of Corporate Strategy, Strategic Alternatives at Corporate Level – Growth, Stability, Expansion, Business Combinations – Mergers and Acquisitions, Strategic Alliances, Turnaround, Retrenchment and Retreat.	15%	8
4	<b>Business Level Strategies</b> Competitive Strategies at Business Level, Michael Porter’s Generic Strategies, Best-cost Provider Strategy. <b>Functional Level Strategies</b> Marketing Strategy, Financial Strategy, Operations Strategy, Human Resource Strategy, Research and Development.	25%	14
5	<b>Organisation and Strategic Leadership</b> Organisation Structure, Strategic Business Unit, Strategic Leadership, Strategy Supportive Culture, Entrepreneurship and Intrapreneurship.	15%	8
6	<b>Strategy Implementation and Control</b> Strategy implementation, Strategic Change, Strategic Control, Strategy Audit, Business Process Reengineering, Benchmarking.	15%	8

**Practical / Skill Development:**

- Analyse the Corporate, Business and Functional Level Strategies of any one Indian Company.
- Present a chart showing Strategic Management Process.
- Select any organization and undertake SWOT analysis.
- Select any sector and make competitive analysis using Porter's five forces model.

**Reference Books and other resources:**

1. Wheelen, "Concepts in Strategic Management and Business Policy", Pearson India.
2. Pearce, "Strategic Management", Mc Graw Hill.
3. Shekar, Sathya, G V, "Business Policy and Strategic Management", I K International Publishing House.
4. Mangal, Meeta, "Strategic Management", Bharat Law House Pvt Ltd.
5. Madan, Dinesh, "Strategic Management – A Complete Reference", Aldine Publishers.
6. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 4.2 ADVANCED CORPORATE ACCOUNTING

### Objectives:

The objective of this paper is to orient students about accounting for advanced corporate transactions and finalizing accounts of companies, along with relevant accounting standards.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Accounting for Amalgamation and Reconstruction – Amalgamation in the nature of Merger, Amalgamation in the nature of Purchase, Inter-company owings.	25%	14
2	Liquidation of Companies–Modes of Winding up – Compulsory Winding up, Voluntary Winding up and Winding up subject to Supervision by Court. Statement of Affairs, Order of payments in the event of Liquidation. Liquidator’s Statement of Account. Liquidator’s remuneration. Problems on preparation of Liquidator’s Statement of Account.	15%	8
3	Financial Reporting of Banking and Non-banking Financial Companies- Preparation of financial statements	20%	10
4	Financial Reporting of Insurance Companies -Preparation of financial statements	20%	12
5	Consolidated Financial Statements: Concept of Consolidation, Problems on Consolidated Financial Statements.	20%	12

### Practical / Skill Development:

- Analyse the Annual Report of at least one banking company and one insurance company
- Compile the latest mergers and acquisitions in Indian corporate sector.
- Prepare, with imaginary figures, a Revaluation Account in the books of Amalgamating Company.
- Prepare the format of ‘Statement of Affairs’ and ‘Liquidator’s Statement of Account’ with imaginary figures.

### Reference Books and other resources:

1. Anil Kumar, Rajesh Kumar and Mariyappa, “Corporate Accounting”.
2. Dr. S.N. Maheswari, Financial Accounting
3. Jawaharlal & Seema Srivastava: Financial Accounting, HPH
4. S Jayapandian: Financial Accounting from Zero,
5. Grewal and Gupta, Advanced Accounting
6. P Jain and K. L. Narang ; Financial Accounting
7. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

### 4.3 BUSINESS AND ECONOMIC LAWS

#### Objectives:

The objective of this paper is to enable students in developing understanding of the provisions of various legislations governing business and economy, and acquire the ability to address application-oriented issues.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	The Indian Contract Act, 1872 – Contract of Indemnity and Guarantee, Bailment, Pledge and Agency	15%	8
2	Securities Contracts (Regulations) Act, 1956: Objectives of the Act, Important Definitions, Recognised Stock Exchange, Clearing Corporation, Public issue and listing of Shares. Securities and Exchange Board of India Act, 1992: Objectives, Powers and Functions of SEBI	20%	12
3	SEBI Regulations for Issue of Capital, Listing Obligations, Substantial Acquisitions of Shares and Takeovers, Buyback of Securities, Delisting of Equity Shares, Issue of Sweat Equity and Prohibition of Insider Trading.	20%	12
4	Depositories Act, 1996: Depository System in India, Role of Depositories, Depository Participants, De-materialisation and Re-materialisation.	15%	8
5	Reserve Bank of India Act, 1934; Foreign Exchange Management Act, 1999; Foreign Contribution (Regulation) Act, 2010.	15%	8
6	Special Economic Zones Act, 2005; Competition Act, 2002.	15%	8

#### Practical / Skill Development:

- Discuss a case law relating to indemnity and guarantee
- Draw a flow chart for depository system in India.
- Identify the businesses that are included in SEZs.
- List out the SEBI regulations pertaining to Issue of capital

#### Reference Books and other resources:

1. Sheth, Tejpal, Corporate and Other Laws, Taxmann Publications
2. Raja, Vijay, Corporate and Other Law, Commercial Law Publishers (India) Pvt. Ltd.
3. Bhandari, Munish- A Handbook on Corporate and Other Laws, Bestword Publications Pvt. Ltd
4. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

### 4.4 TECHNIQUES OF COSTING

**Objectives:**

The objective of this paper is to develop among learners, an understanding of the various tools and techniques for controlling and reducing cost, and enable effective decision making.

**Coverage:**

<b>Module Number</b>	<b>Content</b>	<b>Weightage</b>	<b>Number of Hours</b>
1	<b>Cost Control and Cost Reduction</b> Cost Management, Components of Cost Management, Cost Control and Cost Reduction, Areas of Cost Control and Cost Reduction, Overview of Tools and Techniques for Cost Control and Cost Reduction	10%	6
2	<b>Marginal Costing</b> Basic concepts of marginal costing, Contribution Margin, Break-even Analysis, Break-even and profit-volume charts, Contribution to Sales Ratio, Margin of Safety, Angle of Incidence, Cost-volume-profit, Multi-product break-even analysis, Key (Limiting) factor.	15%	8
3	<b>Short-term Decision Making</b> Determination of cost / price of a product / service under marginal costing method, determination of cost of finished goods and work-in-progress. Comparison of marginal costing with absorption costing methods and reconciliation. Short-term decision making – Make or Buy, Profitable Product Mix, Addition of a new product or line, discontinuing an existing product or line.	15%	8
4	<b>Standard Costing</b> Setting up Standards, Types of Standards, Standard Costing as a method of performance measurement. Calculation and reconciliation of cost variances – Material Cost Variance, Employee Cost Variance, Variable Overhead Variance and Fixed Overhead Variance.	25%	14
5	<b>Budgetary Control</b> Meaning of Budget, Essentials of Budget, Budget Manual, Budget Setting Process, Preparation of Budget and Monitoring Procedures. Use of Budget in Planning and Control. Flexible Budget, Preparation of Functional Budget for operating and non-operating functions, Cash budget, Master Budget. Introduction to principal / key budget factor, Zero Based Budgeting (ZBB), Performance Budget, Control Ratios and Budget Variances	20%	12

6	<b>Activity Based Costing</b> Limitations of traditional system of absorbing overheads, Meaning and Definition of Activity Based Costing, Absorption of overheads under Activity Based Costing System. Differences between Traditional System and Activity Based Costing System of absorbing overheads. Steps in installation of ABC system.	15%	8
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**Practical / Skill Development:**

- Preparing Budgets for any business entity based on information in annual reports, making relevant assumptions.
- Calculation of Break-even sales volume & value for at least 5 Indian Manufacturing Companies.
- Prepare a Break-Even-Chart of a product-based organization using hypothetical data (Imaginary figures)
- Prepare a Production Budget based on hypothetical data (Imaginary figures)

**Reference Books and other resources:**

1. V Rajesh Kumar and R K Sreekantha, "Cost Management", MHE India
2. Guptha, Sachin, Cost and Management Accounting, Taxmann Publications
3. Keswani, Sunil, Cost and Management Accounting, Bharat Law House Pvt. Ltd.
4. Kalra, Ashish, Cost and Management Accounting, IGP Publications.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 4.5 FINANCIAL MANAGEMENT - II

### Objectives:

The objective of this paper is to develop among learners, an understanding of various aspects of Financial Management and acquire the ability to apply such knowledge in decision making.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Capital Investment Decisions</b>            Objectives of Capital Investment Decisions, Scope of Capital Investment Decisions.            Inputs for Capital Investment Decisions.            Methods of Investment Appraisal – Payback Period, Accounting Rate of Return, Net Present Value, Profitability Index, Internal Rate of Return, Modified Internal Rate of Return.</p>	15%	8
2	<p><b>Risk Analysis in Capital Budgeting</b>            Risk Measurement – Sensitivity Analysis, Scenario Analysis, Standard Deviation, Co-efficient of Variation, Simulation.            Risk Evaluation – Risk Adjusted Discount Rate Method, Certainty Equivalent Coefficient Method, Decision Tree Method, Normal Probability Distribution Method.</p>	25%	14
3	<p><b>Leasing</b>            Decision on Buy or Lease from Lessee’s perspective.            Financial viability for Lessor.</p>	15%	8
4	<p><b>Working Capital Management</b>            Introduction, Estimation of Working Capital Requirement – methods of estimation, Sources of Working Capital – factors influencing choice of short-term source of funds, Financing of Working Capital – Approaches to working capital financing.</p>	20%	12
5	<p><b>Components of Working Capital</b>  <b>Receivables Management</b> – objectives, associated costs, scope, tools and techniques.  <b>Inventory Management</b> – objectives, associated costs, scope, tools and techniques, ratios relating to inventory control.  <b>Treasury and Cash Management</b> – Motives for holding cash, objectives, associated costs, scope, tools and techniques, developments in cash management.</p>	25%	14



**Practical / Skill Development:**

- Calculate the working capital of a manufacturing company using imaginary figures in EXCEL
- Prepare and explain a chart on different techniques of risk analysis in capital budgeting.
- Prepare a chart on Inventory life cycle.
- Explain the best practices for accounts receivables in service industry.

**Reference Books and other resources:**

1. V Rajesh Kumar, 'Financial Management (for CA Intermediate)', MHE India
2. Chandra, Prasanna, "Financial Management", MHE India.
3. Khan and Jain, "Financial Management", MHE India.
4. Pandey, I M, "Financial Management", Vikas Publishing.
5. Kishore, Ravi, "Financial Management", Taxmann Publications.
6. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 4.6 ACCOUNTING INFORMATION SYSTEMS

### Objectives:

The objective of this paper is to develop among learners, an understanding of technology enabled accounting and information systems and their impact on enterprise wide processes, risks and controls.

### Coverage:

Module Number	Content	Weightage	Number of Hrs.
1	<p><b>Automated Business Processes</b> Introduction to Enterprise Business Processes, Benefits, Risks and Controls. Diagrammatic presentation of business processes using flow charts Risks and Controls for specific business processes, Procure to Pay, order to cash, Inventory cycle, hire to retire, supply chain management, fixed assets etc. Applicable regulatory and compliance requirements including computer related offences, privacy, cyber-crime, Sensitive personal data information of Information Technology Act, 2000.</p>	20%	12
2	<p><b>Financial and Accounting Systems</b> Integrated (ERP) and Non-integrated systems with related risks and controls. Business process modules and their integration with Financial and Accounting Systems. Reporting Systems and MIS, Data Analytics and Business Intelligence. Business Reporting and Fundamentals of XBRL (extensible Business Reporting Language)</p>	20%	12
3	<p><b>Information Systems and its Components</b> Components of Automated Information systems, Application Systems, Database, Network and Operating System with related risks and controls. Mapping of organisation structure with segregation of duties in Information Systems.</p>	20%	12
4	<p><b>E-Commerce, M-Commerce and Emerging Technologies</b> Components and Architecture of E-Commerce and M-Commerce with related risks and controls. Business process flows with related risks and controls. Applicable regulatory and compliance requirements. Emerging technologies with related risks and controls.</p>	20%	12
5	<p><b>Core Banking Systems (CBS)</b> Components and Architecture of CBS and related risks and controls. Core modules of banking and Business Process Flow and its related risks and controls. Reporting Systems and MIS, Data Analytics and Business Intelligence Applicable regulatory and compliance requirements.</p>	20%	12

**Practical / Skill Development:**

- Generate different types of management reports
- Prepare a data flow diagram
- Prepare different types of flow charts – Information flow, material flow and cash flow of a manufacturing company
- Map an organisation structure with segregation of duties in Information Systems.

**Reference Books and other resources:**

1. Saxena, Richa and Bansal, Vikas, “Enterprise Information Systems”, Bharat Law Publications.
2. Shekar, Nirupama, , “Enterprise Information Systems”, Wolters Kluwer
3. Ghiria, Saket, “Enterprise Information Systems”, Aggarwallaw house.
4. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 4.7 BANKING LAW AND PRACTICE

### Objectives:

The objective of this paper is to develop among learners, an understanding of the concepts in auditing and of the generally accepted auditing procedures, techniques and skills and acquire the ability to apply the same in audit assignments.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Overview of Indian Banking System, Regulatory framework of Banks, Control over organisation of Banks.	15%	8
2	Regulations of Banking Business, Banking Operations, IT in Banking	15%	8
3	Payment and collection of Cheques and other Negotiable Instruments	15%	8
4	Various Government Schemes, Consumer Protection, Loans and Advances, Securities for Banker's Loans, Documentation	20%	12
5	Calculation of Interest and Annuities – Simple Interest and Compound Interest, Equated Monthly Installments, Fixed and Floating Interest Rates, Calculation of Annuities, Amortisation of Debt, Sinking Fund	20%	12
6	Non-performing Assets, Risk Management in Banks and Basel Records.	15%	8

### Practical / Skill Development:

- Ascertaining the process for obtaining business loans and associated documents.
- Draft a chart of Indian Banking System
- List out the various government schemes under priority sector
- Draft an application form for bank loan.

### Reference Books and other resources:

1. Kandasami K.P., "Banking Law and Practice", S Chand Group.
2. Srinivasan N V., "Banking Law and Practice in India", Tannan
3. Sukhvinder, Mishra, "Banking Law and Practice", S Chand Publishing
4. Gupta S N, "Banking Law in Theory and Practice", Universal Law Publishing.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 5.1 INCOME TAX - I

### Objectives:

The objective of this paper is to develop among learners, an understanding of the provisions of income-tax law and to acquire the ability to apply such knowledge to make computations and address application-oriented issues.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Introduction to Income Tax: Brief History of Indian Income Tax - Legal Frame Work – Types of Taxes - Cannons of Taxation – Important Definitions: Assessment, Assessment Year, Previous Year (including Exceptions), Assessee, Person, Income, Casual Income, Gross Total Income,– Scheme of taxation. Meaning and classification of Capital & Revenue. Income tax authorities: Powers & functions of CBDT, CIT & A.O.	10%	6
2	Exempted Incomes: Introduction – Exempted Incomes u/s 10 applicable to Individual Assesseees. Agricultural Income – Definition, Scheme of Partial Integration (Theory only)	5%	3
3	Residential Status and Incidence of Tax: Determination of Residential Status of Individual assesseees, Incidence of Tax. Problems	15%	9
4	Income from Salary: Meaning and Definition - Basis of Charge – Advance Salary – Arrears of Salary – Allowances – Perquisites – Provident Fund - Profits in Lieu of Salary: Voluntary Retirement Compensation, Retrenchment Compensation – Gratuity - Commutation of Pension - Encashment of Earned leave - Deductions from Salary u/s 16 – Problems on computation of taxable Income from Salary.	40%	24
5	Income From House Property: Basis of Charge – Deemed Owners – Exempted House Property Income – Composite Rent - Annual Value – Determination of Annual Value – Treatment of Unrealized Rent – Loss due to Vacancy – Deductions from Annual Value u/s 24 – Problems on computation of taxable Income from House Property.	25%	14

**Practical / Skill Development:**

- Present the framework of Taxation in India.
- Ascertain the Residential Status of an individual with imaginary data of arrivals and departures.
- Compute Taxable Salary of at least two individuals with imaginary figures.
- Compute Taxable Income from House Property of two houses (one let-out and one self-occupied), with imaginary figures.

**Reference Books and other resources:**

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax.
6. 7 Lectures – Income Tax – I, VBH
7. Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications.
8. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 5.2 BUSINESS VALUATION AND CORPORATE RESTRUCTURING

### Objectives:

The objective of this paper is to develop among learners, an understanding of the different approaches for valuation of business entity, the value drivers; corporate restructuring and its impact on value.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction and Fundamental Tools of Finance</b> Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering	15%	8
2	<b>Corporate Valuation</b> Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method. Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method.	25%	16
3	<b>Advanced Issues in Valuation</b> Valuation of High Growth Companies, valuation of Cyclical Companies, Valuation of Banks, valuation of Insurance Companies. Cross-border Valuation, Valuation in Emerging Markets, Valuation of Private Companies. Valuation of Intangible Assets. <b>ICAI Valuation Standards</b>	20%	10
4	<b>Value-based Management</b> Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard.	15%	8
5	<b>Corporate Restructuring</b> Meaning – Forms of Corporate Restructuring: Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring and Financial Restructuring.	10%	6
6	<b>Mergers and Acquisitions</b> Valuation for Merger / Acquisitions, Financing a merger, Determining Exchange Ratio – Range and Terms. Feasibility of Mergers and Acquisitions	15%	8

**Practical / Skill Development:**

- Calculate the Cost of Capital for any Indian Company.
- Estimate the growth rate and Free-cash flows of a firm using imaginary data.
- From the financial statements of a Company of your choice, compute the value of the company based on DCF Method.
- Analyse the financial position of a company using DuPont Model.

**Reference Books and other resources:**

1. V. Rajesh Kumar, "Financial Management", MHE India.
2. V. Rajesh Kumar, "Strategic Financial Management", MHE India.
3. Chandra, Prasanna, "Strategic Financial Management", MHE India.
4. Chandra, Prasanna, "Corporate Valuation and Value Creation", MHE India.
5. Pattabhiram and Bala, "Strategic Financial Management", SnowWhite Publications.
6. Sridhar, A.N., "Strategic Financial Management", Shroff Publishers and Distributors Pvt. Ltd.
7. Kishore, Ravi, "Strategic Financial Management", Taxmann Publications.
8. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].



### 5.3 INDIAN ACCOUNTING STANDARDS

#### Objectives:

The objective of this subject is to orient the students about the background and provisions of **accounting standards** which govern and guide the accounting process and preparation of financial statements.

#### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Accounting Standards</b> Meaning of Accounting Standards - Need for Accounting Standards - Significance or advantages of Accounting Standards – Limitations of Accounting Standards. Orientation to International Accounting Standards and International Financial Reporting Standards. Accounting Standards in Indian Context – Introduction to Indian Accounting Standards (Ind AS). Accounting Bodies. Procedure for issuing Accounting Standards by the Accounting Standards Board.	15%	8
2	<b>Preparation of Financial Statements as per IndAS</b> Framework for preparation of financial statements. Presentation of Financial Statements as per Ind AS 1: Statement of Profit and Loss, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows (IndAS 7) and Notes to Accounts. Problems on preparation of Statement of Profit & Loss and Balance Sheet.	20%	12
3	<b>Accounting Standards for items appearing in Financial Statements</b> Revenue Recognition (Ind AS 18); Valuation of Inventory (Ind AS 2); Income Taxes (Ind AS 12), Property, Plant and Equipment, including Depreciation (Ind AS 16); Leases (Ind AS 17), Employee Benefits (Ind AS 19), Accounting for Government Grants and Disclosure of Government Assistance (Ind AS 20), Effects of changes in Foreign Exchange Rates (Ind AS 21), Borrowing Cost (Ind AS 23)	20%	12
4	<b>Accounting Standards for items appearing in Financial Statements (continued)</b> Separate Financial Statements (Ind AS 27), Investments in Associates and Joint Ventures (Ind AS 28), Earnings per Share (Ind AS 33), Impairment of Assets (Ind AS 36), Provisions (Ind AS 37), Intangible Assets (Ind AS 38), Investment Property (Ind AS 40)	15%	8

5	<b>Provisions under Accounting Standards for items which do not appear in Financial Statements</b> Accounting Policies, Changes in Accounting Estimates and Errors (Ind AS 8), Events occurring after Balance Sheet Date (Ind AS 10), Construction Contracts (Ind AS 11), Related Party Disclosures (Ind AS 24), Agriculture (Ind AS 41)	15%	8
6	<b>Provisions under Accounting Standards for items which do not appear in Financial Statements (Continued)</b> First Time Adoption of Indian Accounting Standards (Ind AS 101), Insurance Contracts (Ind AS 104), Discontinued Operations (Ind AS 105), Mineral Resources (Ind AS 106), Segment Reporting (Ind AS 108), Fair Value Measurement (Ind AS 113)	15%	8

#### **Practical / Skill Development:**

- Review the Annual Report of an Indian Company and ascertain its adherence to Indian Accounting Standards.
- List out the financial statements in accordance with Ind AS 1 and show the formats of the same with imaginary figures.
- List out the recognition and measurement criteria for Ind AS 2, Ind AS 16 and Ind AS 18
- State and explain the provisions pertaining to Segment Reporting and Related Party Disclosure under Ind AS.

#### **Reference Books and other resources:**

1. Hanif & Mukherjee, Corporate Accounting, Mc Graw Hill Publishers
2. Anil Kumar, Rajesh Kumar and Mariyappa, Indian Accounting Standards, HPH
3. Miriyala, Ravikanth, Indian Accounting Standards Made Easy, Commercial Law Publishers
4. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 5.4 PRINCIPLES OF AUDITING

### Objectives:

The objective of this paper is to develop among learners, an understanding of the concepts in auditing and of the generally accepted auditing procedures, techniques and skills and acquire the ability to apply the same in audit assignments.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Auditing Concepts, Relationship of Audit with other Disciplines, Standard Setting Process, Engagement Standards.	15%	8
2	Audit Strategy, Audit Planning and Audit Programme. Audit Documentation and Audit Evidence	15%	8
3	Risk Assessment and Internal Control, Fraud and responsibilities of the Auditor in this regard, Audit in Automated Environment.	15%	8
4	Audit Sampling, Analytical Procedure, Audit of items of Financial Statements	20%	12
5	Company Audit, Audit Report	15%	8
6	Audit of Banks, Partnership Firms (including LLPs), Government and Local Bodies, Non-profit Organisations, Educational Institutions, Hotels, Clubs, Hospitals and Co-operative Societies.	20%	12

### Practical / Skill Development:

- Preparing an audit plan for at least 3 different types of entities.
- List the various documents necessary to be verified in the audit process
- Draft an audit report (qualified or clean) with imaginary data.
- Record the verification procedure with respect to any one fixed asset.

### Reference Books and other resources:

1. Miriyala, Ravikanth and Miriyala, Sunitanjani, "Auditing and Assurance made Easy", Commercial Law Publishers India Pvt. Ltd.
2. Oswal, Vikas, "Simplified Approach for Auditing and Assurance", Wolters Kluwer.
3. Garg, Pankaj, "Auditing and Assurance", Taxmann Publications.
4. Bansal, Surbhi, "Auditing and Assurance", Bestword Publications Pvt. Ltd.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 5.5 STRATEGIC COST MANAGEMENT

### Objectives:

The objective of this subject is to impart knowledge on applying various cost management techniques for planning and controlling performance in order to set, monitor and control strategic objectives.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Introduction to Strategic Cost Management</b>                      Concept of Strategic Cost Management, Limitations of Traditional Cost Management, Traditional Vs. Strategic Cost Management</p> <p><b>Modern Business Environment</b>                      Introduction / Characteristics of Modern Business Environment, Cost of Quality, Total Quality Management, Business Excellence Model.                      Throughput Accounting and Theory of Constraints                      Supply Chain Management, Gain Sharing Arrangements, Outsourcing.</p>	15%	8
2	<p><b>Lean System and Innovation</b>                      Just in Time, Kaizen, 5 S's, Total Productive Maintenance, Six Sigma, Business Process Re-engineering.</p> <p><b>Cost Management Techniques</b>                      Target Costing, Value Analysis / Value Engineering, Pareto Analysis, Life Cycle Costing, Environmental Management Accounting</p>	15%	8
3	<p><b>Cost Management for Specific Sectors</b>                      Agricultural Sector, Information Technology Sector, Power Sector.</p> <p><b>Pricing Strategies / Decisions</b>                      Theory and principles of Product Pricing, Pricing – New Product, Finished Products and Pricing of Services, Sensitivity Analysis in Pricing Decisions, Pricing Decision under special circumstances, Pricing Strategies.</p>	20%	12
4	<p><b>Performance Measurement and Evaluation</b>                      Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) and Corporate Strategy.</p>	20%	12

	Performance Measurement Models – Balanced Scorecard, The Performance Pyramid, The Performance Prism and The Building Block Model. Divisional Performance Measures. Preparation of Performance Reports		
5	<b>Divisional Transfer Pricing</b> Meaning, Purpose and Principles of Transfer Pricing, Methods of Transfer Pricing, International Transfer Pricing. <b>Strategic Analysis of Operating Income</b> Operating Profit Analysis	15%	8
6	<b>Strategic Decision Making and Managerial Control</b> Decision making using <ul style="list-style-type: none"> <li>▪ CVP Analysis</li> <li>▪ Relevant Cost Concepts</li> <li>▪ Activity Based Costing</li> </ul> Ethical and Non-financial Consideration relevant to decision-making.	15%	8

#### Practical / Skill Development:

- Evaluate the pricing decisions of at least 3 products of a company
- Propose a Kaizen chart to show process improvement for an automobile industry
- Prepare a Performance Report of a company using balance score card.
- List out the cost drivers in ABC.

#### Reference Books and other resources:

1. Hariharan K, “Strategic Cost Management and Performance Evaluation”, Wolters Kluwer.
2. Prasath, Saravana, “Strategic Cost Management and Performance Evaluation”, Wolters Kluwer.
3. Kishore, Ravi, “Strategic Cost Management”, Taxmann
4. Govindarajan, Shank, “Strategic Cost Management: The New Tool for Competitive Advantage”, Simon and Schuster.
5. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 5.6 INDIAN FINANCIAL SYSTEM

### Objectives:

The objective of this subject is to provide an insight into the functioning of Indian financial system and to make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Overview of Financial System</b> Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System	15%	8
2	<b>Financial Institutions</b> Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India,	20%	12
3	<b>Non-Banking Financial Institutions</b> Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.	15%	8
4	<b>Financial Services</b> Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Constituents, Regulatory Framework. Merchant Banking, Leasing, Credit Rating.	15%	8
5	<b>Financial Markets</b> Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.	20%	12
6	<b>Stock Exchange</b> Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading,	15%	8

### **Practical / Skill Development:**

- List out the RBI Measures for NBFCs
- Chart showing the structure of Indian Financial System.
- Draw the structure of Financial Markets in India.
- Draft the listing procedures for securities in a stock exchange

### **Reference Books and other resources:**

1. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
2. J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
3. Vinod Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
4. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
5. Gledstone, Venture Capital Investing, NY, Prentice Hall.
6. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.
7. L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
8. Khan, M.Y; "Indian Financial System", The Mc Graw Hill Companies.
9. Sharma, Meera; "Management of Financial Institutions", Eastern Economy Edition.
10. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", The Mc Graw Hill Companies.
11. Guruswamy, S., "Financial Services and System", The Mc Graw Hill Companies.
12. Khan. M.Y. Indian Financial System, Vikas
13. H.R Machiraju: Indian Financial System, Vikas Pub. House.
14. E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house.
15. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
16. ICWA, Financial Services, ICAI, Publication.
17. SEBI Guidelines issued from time to time.

## 6.1 INCOME TAX – II

### Objectives:

The objective of this paper is to develop among learners, an understanding of the provisions of income-tax law and to acquire the ability to apply such knowledge to make computations and address application-oriented issues.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Profits and Gains from Business or Profession:</b> Meaning and Definition of Business, Profession – Vocation - Expenses Expressly Allowed – Allowable Losses – Expenses Expressly Disallowed – Expenses Allowed on Payment Basis - Problems on Computing taxable Business Incomes of Proprietary Concerns and Problems on Computing Income from Profession - Chartered Accountants, Advocates and Medical Practitioners.	29%	16
2	<b>Capital Gains:</b> Basis of Charge – Capital Assets – Transfer of Capital Assets – Computation of Taxable Capital Gains – Exemptions U/S 54, 54B, 54D, 54EC, 54F.	25%	14
3	<b>Income from other sources:</b> Taxable Income under the head Other Sources – Dividend Income – tax treatment for dividends, Interest on Securities, Rules for Grossing up, Bond Washing Transactions, – Problems on Computing Taxable Income from Other Sources.	18%	10
4	<b>Set-off and carry forward of losses and deductions from gross total income:</b> Meaning –Provision for Set-off & Carry forward of losses (Theory only). Deductions u/s: 80C, 80CCC, 80CCD, 80D, 80E, 80G, 80GG, 80GGC, 80TTA, 80TTB, 80U	18%	10
5	<b>Assessment of Individuals:</b> Computation of Total Income and Tax Liability of an Individual Assessee (In case of income from salary & house property, only computed income shall be given).	10%	6



**Practical / Skill Development:**

- Compute Taxable business Income of a Proprietary concern in your vicinity, with imaginary figures.
- Compute Taxable Income and Tax Liability of any professional (Doctor or Advocate) with imaginary data
- Ascertain the 'income from other sources' with at least ten items of your family / relative / friend.
- Compute the Tax Liability of at least 3 categories of individuals in your family / circle.

**Reference Books and other resources:**

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.
3. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
4. Gaur & Narang: Income Tax, Kalyani
5. B.B. Lal: Income Tax, Central Sales Tax Law & Practice, Konark Publisher (P) Ltd.
7. Dr. H.C Mehrothra : Income Tax, Sahitya Bhavan
8. 7 Lecturer Income Tax – VBH
9. V. Rajesh Kumar and R.K. Sreekantha, "Income-Tax", MHE India.
10. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 6.2 GST & CUSTOMS DUTY

### Objectives:

The objective of this paper is to develop among learners, an understanding of the provisions of law relating to Indirect Taxes (GST & Customs) and to acquire the ability to apply such knowledge to make computations and address application-oriented issues.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Introduction</b> Tax – Meaning and Types, Differences between Direct and Indirect Taxation, History of Taxation in India, Taxonomy of Indian Taxation, Canons of Taxation.	15%	8
2	<b>Goods and Services Tax – Framework and Scope</b> Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Meaning and Scope of Supply, Types of Supply. Exemptions from GST	15%	8
3	<b>Time of Supply, Place of Supply and Value of Supply</b> Time of Supply – in case of goods and in case of services - Problems on ascertaining time of supply; Place of Supply – in case of goods and in case of services (both general and specific services) – Problems on identification of place of supply; Value of Supply – Meaning, Inclusions and Exclusions. Problems on calculation of 'value of supply'	20%	12
4	<b>Input Tax Credit and GST Liability</b> Rates of GST – classification of goods and services and rates based on classification; Problems on computation of GST Liability. Input Tax Credit – Meaning, process for availing input tax credit - Problems on calculation of Input Tax Credit and Net GST Liability.	15%	8
5	<b>GST Procedures</b> Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment. Accounts and Audit under GST.	15%	8
6	<b>Customs Duty</b> Introduction, Import and Export Procedures, Levy and Exemption under Customs, Valuation for Customs Purposes, Computation of Customs Duty Liability. Payment and Procedures under Customs.	20%	12

### Practical / Skill Development:

- Present the framework of indirect taxation in India.
- Compile the income details of a proprietary concern and make assessment.
- For at least 5 imaginary business transactions, identify 'supply' or 'not a supply'.
- Show the calculation of GST payable after adjusting 'Input-Tax Credit' with imaginary figures.

**Reference Books and Other resources:**

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. V Rajesh Kumar and Mahadev, "Indirect Taxes", McGraw Hill Education
3. Datey, V S, "Indirect Taxes", Taxmann Publications.
4. Hiregange et al, "Indirect Taxes", Puliani and Puliani.
5. Haldia, Arpit, "GST Made Easy", Taxmann Publications.
6. Chaudhary, Dalmia, Girdharwal, "GST – A Practical Approach", Taxmann Publications.
7. Garg, Kamal, "Understanding GST", Bharat Publications.
8. Hiregange, Jain and Naik, "Students' Handbook on Goods and Services Tax", Puliani and Pliani.
9. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 6.3 CORPORATE FINANCIAL REPORTING AND IFRS

### Objectives:

The objective of this paper is to develop among learners, an understanding of the various forms of reporting and accounting for special transactions, and apply such knowledge in problem solving.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	Framework for preparation and presentation of Financial Statements in accordance with Indian Accounting Standards. Application of Guidance Notes issued by ICAI on specified accounting aspects. Interim Financial Reporting (Ind AS 34) Analysis of Financial Statements – common defects in financial statements of corporate entities.	20%	12
2	Consolidated and Separate Financial Statements. Consolidated Financial Statements (Ind AS 110)	15%	8
3	Application of Industry Specific and Transaction Specific Indian Accounting Standards	15%	8
4	Business Combinations and Accounting for Corporate Restructuring (including Demergers). Business Combinations (Ind AS 103)	15%	8
5	Accounting and Reporting of Financial Instruments. Financial Instruments (Ind AS 109) Accounting for Share-based payments Share-based Payment (Ind AS 102)	15%	8
6	Accounting for Carbon Credits, Accounting for E-Commerce, Emerging trends in reporting – Integrated Reporting, Corporate Social Responsibility Reporting, Human Resource Reporting, Value Added Statement.	20%	12

### Practical / Skill Development:

- Review the annual report of an Indian company and identifying the reporting components.
- Prepare a value added statement of a company of your choice by using annual report.
- State the procedure relating to accounting for carbon credits.
- List out the common defects in financial statements of corporate entities.

### Reference Books and other resources:

1. Higson, Andrew, "Corporate Financial Reporting: Theory and Practice", SAGE Publications.
2. Rawat D S, "Students Guide to Financial Reporting", Taxmann Publications.
3. Shaikh, Israr, "Financial Reporting: A Master Book", Bharath Law Publishing House Pvt Ltd.
4. Bhattacharya, Ashish, "Corporate Financial Reporting and Analysis", PHI.
5. Sharma and Bhalla, "Financial Reporting", Taxmann
6. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 6.4 INVESTMENT ANALYSIS AND MANAGEMENT

### Objectives:

The objective of this paper is to provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives, and to orient on the procedures and formalities involved in investing.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Basics of Investments</b> Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints.	15%	8
2	<b>Investment Alternatives</b> Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.	15%	8
3	<b>Stock Selection and Portfolio Construction</b> Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction Theories – Markowitz Theory, Sharpe’s Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.	25%	14
4	<b>Bonds</b> Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.	20%	12
5	<b>Mutual Funds</b> Mutual Funds – Net Asset Value. Mutual Fund Returns. Selection Criteria – Sharpe’s Measure, Treynor’s Measure, Jensen’s Measure.	15%	8
6	<b>Portfolio Evaluation and Revision</b> Portfolio Evaluation. Portfolio Revision – Buy and Hold, Active Tactical, Constant Mix Strategy, Constant Proportion Portfolio Insurance Strategy.	10%	6

### Practical / Skill Development:

- Construct a portfolio model using Markowitz Theory.
- Select a company of your choice and analyse the five years trend using technical analysis.
- Select a mutual fund scheme and calculate NAV for five years.
- Find the value of stocks of 5 companies of your choice using CAPM model.

### Reference Books and other resources:

1. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill Publishing Limited
2. Reily and Brown; "Investment Analysis and Portfolio Management", Thomson South Western
3. Fischer, E Donald and Jordan, J Ronald; "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd.
4. Bodie, Kane, Marcus and Mohanty; "Investments", Tata-McGraw Hill Publishing Company Limited
5. V Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Education
6. Avadhani V.A, "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
7. Bhalla, V.K.; "Investment Management", S. Chand
8. Hirschey and Nofsinger; "Investments – Analysis and Behaviour", Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
9. Ranganatham and Madhumathi; "Investment Analysis and Portfolio Management", Pearson Education.
10. Pandian, Punithavath; "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
11. Kevin; "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.
12. Maheshwari, Yogesh; "Investment Management", PHI Learning Private Limited, First Edition.
13. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].

## 6.5 DERIVATIVES AND FOREX RISK MANAGEMENT

### Objectives:

The objective of this paper is to orient students on the meaning and types of risks. to provide knowledge on risks associated with investments outside the business and strategies for hedging the same with derivatives, to make students understand the various risks an enterprise is exposed to on account of international transactions and to provide knowledge and skills for hedging foreign currency risks.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<p><b>Investment Risks and Derivatives</b>                      Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures.</p> <p><b>Future Contracts – Hedging and Trading</b>                      Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.</p>	20%	12
2	<p><b>Options – Basics and Strategies</b>                      Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.</p> <p><b>Option Pricing</b>                      Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.</p>	20%	12
3	<p><b>Commodity Risks and Commodity Derivatives</b>                      Commodity Markets, Commodity Exchanges. Commodity Derivatives.</p>	10%	6
4	<p><b>Foreign Exchange Risk and Risk Hedging Strategies</b>                      Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal Strategies – Netting, Leads and Lags.</p>	10%	6
5	<p><b>External Strategies for Hedging Forex Risk</b>                      Forwards, Futures, Options, Money-market Hedging, Currency Swaps.                      FEDAI Guidelines for Forward Contracts</p>	20%	10

6	<b>Interest Rate Risk and Risk Hedging Strategies</b> Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.	20%	10
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**Practical / Skill Development:**

- Design Option Trading Strategy for a Live Option Contract.
- Collect data on Forex and Interest Rate Hedging Tools and operations from any one Bank.
- Draw the structure of NCDX.
- Present the Settlement Mechanism of Futures.

**Reference Books and other resources:**

1. Chandra, Prasanna, "Strategic Financial Management", MHE India.
2. Chandra, Prasanna, "Corporate Valuation and Value Creation", MHE India.
3. Kishore, Ravi, "Strategic Financial Management", Taxmann Publications.
4. Parasuraman, N.R; "Fundamentals of Financial Derivatives", Wiley India.
5. Pattabhiram and Bala, "Strategic Financial Management", Snow White Publications.
6. Sridhar, A.N., "Strategic Financial Management", Shroff Publishers and Distributors Pvt. Ltd.
7. Kumar, SSS, "Financial Derivatives", Prentice Hall of India.
8. V. Rajesh Kumar, "Financial Management", MHE India.
9. V. Rajesh Kumar, "Strategic Financial Management", MHE India.
10. Vohra, and Bagri, "Futures and Options", Tata Mc Graw Hill.
11. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
12. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].



## 6.6 COST AND MANAGEMENT AUDIT

### Objectives:

The objective of this paper is to develop among learners, an understanding of the concepts in cost and management auditing and of the generally accepted auditing procedures, techniques and skills and acquire the ability to apply the same in cost and management audit assignments.

### Coverage:

Module Number	Content	Weightage	Number of Hours
1	<b>Cost Audit</b> Nature, Scope, Utility and Advantages of Cost Audit. Companies (Cost Records and Audit) Rules, 2014 Professional Ethics, Misconduct, Offences and Penalties. Management Reporting issues under Cost Audit – Performance Appraisal Report.	20%	12
2	<b>Cost Audit Standards</b> Cost Auditing Standards Cost Auditing Assurance Standards Format of Cost Audit Report – XBRL – Salient features	15%	8
3	<b>Internal Audit</b> Concept of Internal Audit, Provisions of Internal Audit under Companies Act, 2013, Audit Planning, Audit Programme, Audit Working Papers, Reporting to Management	15%	8
4	<b>Operational Audit and Other related Issues</b> Receivables Audit, Audit of Hospitals, Hotels, Educational Institutions, Co-operative Societies, Self-help Groups, Non-Government Organisations, Corporations, Municipalities, Panchayat	15%	8
5	<b>Management Audit</b> Meaning, Nature and Scope, Need for Management Audit and Reporting under Management Audit. Energy Audit, Efficiency Audit, Propriety Audit and Systems Audit.	20%	12
6	<b>Corporate Image and Other Issues</b> Evaluation of Corporate Image, Corporate Development Audit, Corporate Strategy Audit. Impact of environmental pollution, Social Cost-benefit Analysis, Corporate Social Audit and Safety Audit.	15%	8

### Practical / Skill Development:

- Compile parameters for Management Audit from an Annual Report and prepare a Management Audit Report.
- Prepare an environmental audit report for an organisation of your choice.
- Conduct Social Audit for an organisation of your choice.
- Discuss the role of auditors in any financial scam in the recent years

**Reference Books and other resources:**

1. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
2. Guptha, Nikkhil, “Cost and Management Audit”, Guptha Publications.
3. Anathan, Mohammad Asthaf, “Cost and Management Audit”, Book Corporation