

**FAROOK COLLEGE (AUTONOMOUS)**  
Farook College P.O. Kozhikode - 673632



**CREDIT SEMESTER PROGRAMME FOR**  
**M Com**  
(with effect from 2019 Admission onwards)

**REGULATIONS**

**&**

**SYLLABI**

Prepared by:  
**BOARD OF STUDIES IN COMMERCE & MANAGEMENT**  
**STUDIES**  
Farook College (Autonomous)

# **CERTIFICATE**

**I hereby certify that the documents attached are the bona fide copies of the syllabus of M.Com to be effective from the academic year 2019-20 onwards.**

**Date:**

**Place:**

**PRINCIPAL**

**FAROOK COLLEGE (AUTONOMOUS)**  
**REGULATIONS FOR CHOICE BASED CREDIT SEMESTER SYSTEM (CBCSS) FOR**  
**MASTER OF COMMERCE PROGRAMME IMPLEMENTED WITH EFFECT FROM 2019-20**  
**ACADEMIC YEAR**

**1.0 Title of the programme**

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

**2.0 Eligibility for admission**

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

**Admission Procedure**

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

**3.0 Duration of the programme**

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

**4.0 Medium of Instruction**

The medium of instruction and examination shall be English.

**5.0 Scheme of Instruction and Examination**

**5.1 Semester One**

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

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

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Type
MCM1A01	Internship cum Organisation Study	0.8	3.2	4	Audit

MCM1A02	Case Study Preparation	0.8	3.2	4	Audit
MCM1A03	Communication/Mental Ability/Numerical Skill	0.8	3.2	4	Audit
MCM1A04	NET Coaching	0.8	3.2	4	Audit
MCM1A05	Designing with Block Chain Workshop/ Future Casting Workshop	0.8	3.2	4	Audit
MCM1A06	Model Project Preparation	0.8	3.2	4	Audit
MCM1A07	Soft Skill Development	0.8	3.2	4	Audit
MCM1A08	Presentation/Publication of research papers/Book Review	0.8	3.2	4	Audit

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

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

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

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

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Type
MCM2A01	Business Analytics using R	0.8	3.2	4	Audit
MCM2A02	Big Data Analysis	0.8	3.2	4	Audit
MCM2A03	Live Project with Statistical Packages	0.8	3.2	4	Audit
MCM2A04	Spread Sheet Application	0.8	3.2	4	Audit

MCM2A05	Accounting Package Skill	0.8	3.2	4	Audit
MCM2A06	Computer Programming Skill	0.8	3.2	4	Audit
MCM2A07	Innovation/Entrepreneurship/Idea Pitching	0.8	3.2	4	Audit

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

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

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

### 5.4 Semester Four

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

## Specialisation Electives

### 5.1.1 Finance

MCM3EF01	Investment Management	3.2	0.8	4
MCM3EF02	Financial Markets & Institutions	3.2	0.8	4
MCM4EF03	International Finance	3.2	0.8	4
MCM4EF04	Advanced Strategic Financial Management	3.2	0.8	4

All the above courses shall be handled by Commerce Faculty.

5.5. Each student shall undergo any one course in respective semesters mentioned in clause 5.1 with course code MCM1A01 to MCM1A07 during the first semester and any one course mentioned in clause 5.2 with course code MCM2A01 to MCM2A07 during the second semester as Audit Courses (Ability Enhancement Course & Professional Competency Course) with 4 credits each. The credits will not be counted for evaluating the overall SGPA & CGPA. The colleges shall conduct examination for these courses during the III Semester. Students have to obtain only minimum pass requirements in the Audit Courses.

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

### 6.0 Attendance

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

### 7.0 Duration of the semester

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

### 8.0 Internal Evaluation / Continuous Assessment (CA)

This assessment shall be based on a predetermined transparent system involving periodic written tests, assignments, seminars and viva-voce in respect of theory courses and based on tests, lab skill and records/viva in respect of practical courses.

8.1 The criteria and percentage of weightage assigned to various components for internal evaluation are as follows :

(a) Theory :			
Sl.No	Component	Percentage	Weightage
1	Examination /Test	40%	2



The Department shall publish the list of internal assessment marks of all the students shall be published in the notice board within 5 days before the commencement of external examination.  
 The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal marks.  
 The Department shall strictly follow the grievance handling mechanism prevails in the University from time to time.

**9.0 External / End Semester Evaluation (ESE)**

9.1 The semester-end examinations in theory courses shall be conducted by the University with question papers set by external experts. The evaluation of the answer scripts shall be done by examiners based on a well-defined scheme of valuation.

9.2 After the external evaluation, only Grades are to be entered in the space provided in the answer script for individual questions and calculations need to be done only up to the Cumulative Grade Point (CGP) and all other calculations including grades are to be done by the University.

9.3 Students shall have the right to apply for revaluation or scrutiny as per rules within the time permitted for it.

9.4 Photocopies of the answer scripts of the external examination shall be made available to the students for scrutiny on request by them as per rules.

9.5 The external evaluation shall be done immediately after the examination preferably in a Centralized Valuation Camp.

9.6 The language of writing the examination shall be specified in the separate regulations for the programme by the concerned BoS.

**9.7 Pattern of Questions for External/ESE :**

9.7.1 Questions shall be set to assess the knowledge acquired, standard, and application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. Due weightage shall be given to each module based on content/teaching hours allotted to each module.

9.7.2 It has to be ensured that questions covering all skills are set. The setter shall also submit a detailed scheme of evaluation along with the question paper.

9.7.3 A question paper shall be a judicious mix of short answer type, short essay type /problem solving type and long essay type questions.

9.7.4 The question shall be prepared in such a way that the answers can be awarded A+, A, B, C, D, E Grades.

9.7.5 Weightage: Different types of questions shall be given different weightages to quantify their range given in the following model:

Sl. No.	Type of Questions	Individual weightage	Total Weightage	Number of questions to be answered
1	Short Answer type questions	2	2 x 4 = 8	4 out of 7
2	Short essay/ problem solving type	3	3 x 4 = 12	4 out of 7
3	Long Essay type questions	5	5 x 2 = 10	2 out of 4
<b>Total</b>			<b>30</b>	<b>18</b>

9.7.6 Questions should be asked as far as possible from all modules following a uniform distribution. However concerned BoS can change the pattern and type of questions subject to the condition that total weightage should be 30.

9.8 End Semester Evaluation in Practical Courses shall be conducted and evaluated by both Internal and External Examiners as per the stipulations of the concerned BoS. Duration and other aspects of practical external examinations shall be decided by the Boards of Studies concerned.



## **10.0 Project Work**

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

The project should be done individually on a topic based on a business organisation or a social or economic problem relating to the discipline to be decided by the student under supervising teacher.

The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared if the organization or the guide or both ask for one copy each.

The report shall be printed (or neatly typed) and bound (preferably spiral bound) with not less than 50 A4 size, 1.5 spaced, pages, Times New Roman Font, Font Size 13 pt. References format shall be insisted on API style.

The project report should be submitted to the Head, Department of Commerce, Farook College at least 10 days before the last working day of the fourth semester duly certified by the guide.

### **Structure of the report**

Title page

Certificate from the organization (if the project work is done in an organisation).

Plagiarism certificate shall be mandatory for project submission for all category of students

Certificate from the supervising teacher.

Declaration of student.

Acknowledgements

Contents

Chapter I: Introduction (Significance of the study, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature

Chapter III: Organization Profile/Conceptual Frame work

Chapter IV: Data Analysis and Interpretation

Chapter V: Summary, Findings and Recommendations.

Appendix: Questionnaire, specimen copies of forms, other exhibits etc.

Bibliography: Books, journal articles etc. used for the project work.

### **Project work shall have the following stages**

Selection of an organisation

Problem identification

Project draft proposal presentation and discussion

Finalisation of the proposal

Data collection and analysis of data

Report writing

Final Project Presentation

Report submission.

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

### **11.0. Viva Voce**

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

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

### **Guideline for evaluation of Project Evaluation and conduct of Viva-voce (for the students of affiliated colleges)**

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

(d) The External evaluation by the final semester Board of Examiners appointed by the college While evaluating the project report and comprehensive viva voce weightage may be distributed in the following order.

SI No	Criteria of Evaluation	Weightage	Weightage
		External 3.2Credit	Internal 0.8 Credit
1	<b>Problem Formulation and Methodology Adopted-</b> Relevance of the topic, statement of the problem, Setting SMART objectives, Research Design, Sampling Design, Tool Designing, Pilot Study Identification of Variables, Setting Hypothesis and Designing a Conceptual Map	08	02
2	<b>Analysis of Data and Findings:</b> - Quality of analysis, Synchronisation with SMART objectives and Hypothesis Testing	08	02
3	<b>Report Writings</b>	08	02
4	<b>Comprehensive Viva Voce</b>	16	04
	<b>Total</b>	<b>40</b>	<b>10</b>

## 12. Minimum Credit for the Project Report and Viva Voce

12.1 The student should get a minimum of P grade for the project report for a pass.

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

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

## 13.0 M.com specialization

College specialized in Mcom Financial Management.

### 14. Ranks

Ranks shall be awarded for the M com program.

## 15. Application of the common regulation for CBCSS PG

In all other matters where this regulation is silent the provisions of the common regulation for PG Program under CSS of the college modified from time to time will be applicable.

*Note: This set of regulations supersedes all the earlier M. Com regulations and this set of scheme, syllabi and regulations shall be in force from the 2019-20 M. Com admissions in colleges. college reserves the right to amend these schemes, regulations and syllabi from time to time without prior notice to any.*

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS) Semester I**

**MCM1C01: BUSINESS ENVIRONMENT AND POLICY**

**80 Hours**

**Credit:4**

**Objectives:**

To familiarise students with the concepts of macro-economic in which a Business organization operates.  
To give an idea about the policies of the government and assess their impact on business.

**Module I:** Business Environment: Meaning & Elements -Components and significance-Scope-political, Economic, Social, Technological, Legal, Cultural and Labour Environment – Trade Unions – Quality Circles – External Factors Influencing Business Environment – Dimensions of International Business Environment –Challenges

**15 Hours**

**Module II:** Structure of Indian Economy: Economic Systems-Economic Planning– Planning Commission and NITI Ayog – Public Sector – Changing Role– Relevance – Public Sector Reforms – Public Private Participation – Privatization and Disinvestments – Fiscal Policy – Monetary Policy – Structure of Union and State Budgets – Sources of Revenue – Management of Public Debt. – GST- History and Development in India

**20 hours**

**Module III:** Profile of Indian Economy: New Economic and Industrial Policy–Recent Economic & Tax Reforms in India – GST-Land Reforms – Liberalization – Problems of Growth – Unemployment – Poverty – Regional Imbalances – SEZ – Social Injustices – Inflation – Black Money – Lack of Technical Knowledge and Information – Globalization Various Aspects – Consequences.

**15 hours**

**Module IV: Foreign** Direct Investment and Institutional Investment: Forms–Policy - FDI in Retail Trade – Problems and Consequences – FEMA – Multinational Corporations Role and Recent Trends – Problems and Consequences – Competition Law-Import& Export Policies- Start-ups- Digital economy- CRYPTO currency, Fin tech

**10 hours**

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

**20 hours**

**References:**

1. M. Adhikari: Economic Environment of Business, Sultan Chand and Sons, New Delhi.
2. Ian Worthington, Chris Britton: Business Environment.

3. Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai.
4. Claire Capon: Understanding the Business Environment.
5. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publications, Delhi.
6. David Baron: Business and Its Environment.
7. Panday G.N: Environmental Management, Vikas Publishing House.
8. Raj Agarwal: Business Environment, Excel Publications, New Delhi.

**FAROOK COLLEGE (AUTONOMOUS)**  
**DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES**  
**Master of Commerce (CBCSS)**  
**Semester I**  
**MCM1C02 CORPORATE GOVERNANCE AND BUSINESS ETHICS**

**80 Hours**

**Credit:4**

**Objectives:**

- *To familiarise the students with the knowledge of corporate ethics*
- *To enable the students to understand the emerging trends in good governance practices.*
- *To create corporate financial reports in the global in the global and Indian context.*

**Module-I**

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

**15 Hours**

**Module-II**

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

**20 Hours**

**Module-III**

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

**15 Hours**

**Module-IV**

Elements of Corporate Governance- Board of Directors- Executive Directors- Independent Directors- Appointment, Remuneration- Powers, Duties and Responsibilities- Audit Committee- Composition Power and Responsibilities- Statutory Officers- Duties, Board Committees- Responsibilities and Powers- Board meetings- Whistleblowing and Corporate Governance- The Concept of Whistle blowing-Types of

whistle blowers- Whistle blower policy- the Whistle Blower Legislation across countries- Developments in India.

**20 Hours**

### **Module-V**

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

**10 Hours**

Suggested Readings:

#### Books

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

Note: Latest edition of the readings may be used.

#### Cases-International

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

#### Cases-Indian

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

(Common governance problems noticed in various corporate failures; policy actions including major codes and standards.

Journal: Chartered Accountant.

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**  
**Semester I**

**MCM1C03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint students with important quantitative techniques, which enable sound business decision making

To make students learn the process of applying appropriate quantitative techniques for validating findings and interpreting results.

**Module 1: Quantitative Techniques:** Introduction to quantitative techniques-Qualitative and quantitative approaches–role in decision making – Significance of quantitative decisions – Probability distributions- Discrete & Continuous-Binomial, Poisson, Uniform, Exponential, Normal distributions- Inferential analysis for management – statistical estimation – point estimation – interval estimation – Properties of a good estimator. Confidence intervals for means (a) when  $\sigma$  is known, and (b) when  $\sigma$  is not known. Sample size determination for a mean. Confidence intervals for proportions.

**20 hours**

**Module 2: Hypothesis Testing: One and Two-sample Tests:** General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. *One Sample Tests:* Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions. *Two-sample Tests:* Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

**15 hours**

**Module 3 Analysis of variance & Non parametric tests:** F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi-square test for independence & Goodness of fit. Sign test, one sample runs test and rank correlation test

**20 hours**

**Module 4: Correlation and Regression analysis:** Simple, partial & Multiple correlation, Simple & multiple linear regressions, Co-efficient of Determination

**10 Hours**

**Module 5:** Use of Excel and SPSS for quantitative methods (Application level)- Analysis tools - Descriptive statistics and inferential analysis

**15 hours**

**(Theory 30% Problem 70%)**

**References:**

1. Levin & Rubin, Quantitative Approaches for Management, Pearson
2. Anderson, Quantitative Methods for Business Decisions, Thomson
3. Barry Render, Quantitative Analysis for Management, Prentice Hall of India
4. D.V.D. Vohra, Quantitative Techniques for Management
5. Anand Sharma, Quantitative Techniques for decision making, Himalya Publishing House

6. Gupta & Khanna, Quantitative Techniques for decision making, Prentice Hall of India.

7. Gupta SP,

Statistical Methods, S. Chand & Sons.

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce**

**(CBCSS) Semester I**

**MCM1C04: MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOR**

**80  
Hours**

**Credit:4**

**Module I:** Introduction to management –management concept-Historical evolution schools of management thought –Major contributors to management thought- Principles of management-modern techniques in management- Japanese Management System-Korean Management system - Leadership and Management-Theories of Management, Theories of Leadership, Quality circle- TQM- Six sigma- Kaizen- Benchmarking –Core competence-Bottom of pyramid approach-MDP- steps in MDP— - Need for the knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – the organization as a system – System – System approach to organizational behaviour – Managerial functions – The organization and people.

**20 Hours**

**Module II:** Basic psychological process-Perception-Factors influencing perception - Attribution theory – Specific applications in organizations – Learning - Theories of learning – Using learning concepts for self-management – implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation. HRM approach to managing and controlling performance. Behavioural aspects of Control

**15 hours**

**Module III:** Personality–Determinants of personality–Theories of personality–Major personality attributes influencing organization behaviour - Building and maintaining the self-values, attitudes and job satisfaction – Ethical issues in organizational behaviour – Mental and health problems in organizations – role of counselling. Building, leading and managing teams

**20 hours**

**Module IV:** Group dynamic and inter group relationships–Characteristics of workgroup – Basic forces of group behaviour – Quality of Work Life-Work Life Balance-Dynamics of effective operating groups – Work group behaviour and productivity - Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – managing change – Organization and society.

**Module:** Organisational Culture, Organizational development–Techniques of organizational development Interventions – Grid management – Transactional analysis –

Sensitivity training – Process consultancy - Case discussions and analysis. Techniques for managing organisational relationships.

**References**

- :
1. Fred Lutkins: Organizational behaviour
  2. Daniel C. Fieldman and Hugh



Arnold: Managing individual and group behaviour in organization.

3. Henry Mint berg: The structure of organization
4. Edwin Gerlog: Organization theory and design

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS)**

**Semester I**

**MCM1C05: ADVANCED MANAGEMENT ACCOUNTING**

**80 Hours**

**Credit:4**

### **Objectives of the Course**

- 1. To enable students to understand and apply tools, techniques, and concepts in managerial decision-making process.**
- 2. To inculcate analytical skills in interpreting and diagnosing business problems**

### **Module 1: Introduction to Management Accounting**

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

**10 Hours**

### **Module 2: Performance Measurement**

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

**15 Hours**

### **Module 3: Decision making under Risk and Uncertainty:**

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

**15 Hours**

#### **Module 4: Standard Costing and Variance Analysis**

Types of Standards – setting standards- Variance Analysis- Importance- Material, Labour, Overhead, Sales and Profit Variance – Interpretation of variance - Control and Efficiency Ratios- Investigation of Variance – Techniques of interpretation of variance. **20 Hours**

#### **Module 5: Marginal Costing and its Application**

CVP analysis and decision making – Managerial applications of CVP analysis- make or buy decision- Alternative methods of production- Buy or Lease Decision- Shut down or continue- Repair or replace – Accepting bulk orders for Idle capacity utilization- pricing under different situations- suitable product mix and Key Factor. **20 Hours**

(Theory 30% and Problems 70%)

#### **References:**

1. Cost and Management Accounting- Jain and Narang, Kalyani Publishers
2. Management Accounting and Financial Control-S N Maheshwari, Sultan Chand & Sons
3. Management Accounting N.K Kulshrestha, Taxman Publications
4. Management Accounting – Paresh Shah, Oxford Publishers
5. Advanced Management Accounting – Ravi.M Kishore, Taxman
6. Management and Cost accounting – Colin Drury, Cengage Learning
7. Management Accounting – Dr. S.P Gupta, SahityaBhavan Publishers
8. Catherine Stenzel& Joe Stenzel, Essential of Cost Management, John Wiley and sons, Latest Edition.
9. Roman I wiel& Michael W mahr Hand book of Cost Management, John Wiley and Sons, Latest Edition.
10. Lianabel Oliver, The cost management tool box. AMA Publication, Latest Edition.
11. John K. Shank & Vijay Govindarajan, Strategic Cost management: The new tool for competitive advantage, The free press, Latest Edition.
12. K.P. Gupta, Cost Management: Measuring, monitoring and motivating performance, Global India Publications, Latest Edition.

Publications, Latest Edition.

#### **Journals/News papers**

Management Accountant

Chartered Financial Analyst

Chartered accountant

Business line

Economic times.

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A01: INTERNSHIP CUM ORGANISATION STUDY**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain real world experience in trade commerce and industry

To promote earn while learn culture among post graduate students

College shall take initiative to build up collaboration with small and big organisations invite them to the campus and select the student for internship in organisations. Internship can be done on full time basis or part-time basis without affecting regular teaching and learning process in the college. The student can do it during vacation or on holidays.

The progress and evaluation shall be monitored by the placement officer and the concerned head of the department.

Sl No	Criteria of Evaluation	Weightage External
1	Literature review	6
2	Profile of the company	6
3	Presentation of the report	18
4	Total	30

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A02: CASE STUDY PREPARATION**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain real world experience in trade commerce and industry or a burning societal problem which have social/ economical and commercial importance.

To promote ability of the student to develop sensitivity and entrepreneurship

Student shall voluntarily or the institutions involvement can take up a case study either individually or a group of students not more than 4 members can take up. The case shall have either social, economic or commercial importance.

The student shall present case proposal before teachers and students. If it is interdisciplinary nature the HOD/Principal shall invite other teachers from other department for proposal presentation. The student shall present the case study at the end of the semester and shall award mark based on the following.

SI No	Criteria of Evaluation	Weightage
1	Originality of the problem	9
2	PPT presentation	9
3	Outcome/Implication of the case study	6
4	Communication/Style of Writing	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A03: COMMUNICATION SKILL/MENTAL ABILITY/NUMERICAL SKILL**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain skill required for various competitive examinations both for public sector and private sector

To generate interest among students to face competitions with confidence

**Section-A**

**English language skill/ grammar/ fill in the blank/ match/ synonym/ antonym**

**Section-B**

**Mental ability test for various competitive examinations**

**Numerical Skill**

**Section-C**

**Mathematica I and statistical skills for various competitive examination**  
**Section-D**  
**General knowledge Skill**

SI No	Criteria of Evaluation	Weightage
1	Communication Skill	7
2	Mental Ability	7
3	Numerical skill	7
4	General knowledge	9
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**  
**Ability Enhancement Course**  
**Semester: 1**  
**MCM1A04: NET COACHING**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To generate awareness among students about various competitive examinations

To motivate students to take part in NET examination.

**Section-A**  
**Foundation course on development of multiple-choice questions**  
**Section-B**  
**Foundation on UGC examination**  
**Numerical Skill**  
**Section-C**  
**Group Discussion Skills/CV drafting skills**  
**Section-D**  
**Interview Skills**

SI No	Criteria of Evaluation	Weightage
1	Foundation course on development of multiple-choice questions	9
2	Foundation on UGC examination	9
3	Group Discussion Skills/CV drafting skills	6

4	Interview Skills	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A05: Designing with Block Chain Workshop/Future Casting Workshop**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain skills required for finding solutions to burning societal problems which has social/ economical and commercial importance.

To promote creativity among the student to develop and entrepreneurship among them

SI No	Criteria of Evaluation	Weightage
1	Block Chain Technology-Introduction and Application Or Introduction of Future Casting	9
2	Identification of Problem	6
3	Designing with Block Chain Or Designing for solution	9
4	Presentation	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A06: MODEL PROJECT PREPARATION**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain real world experience in trade commerce and industry

To promote ability of the student to develop creativity and entrepreneurship

Sl No	Criteria of Evaluation	Weightage
1	<b>Development of Original Business Idea</b>	9
2	Collection of Data, Feasibility Study	9
3	Analysis of Data	6
4	Model Report Presentation and Submission	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A07: Soft Skill Development**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain necessary skill required for personal and professional success.

To promote employability of the students pursuing the M. Com programme

Sl No	Criteria of Evaluation	Weightage
1	Communication Skill	9
2	Personality Development	6
3	Drafting Skills	9
4	Interview Skills	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A08: PRESENTATION/PUBLICATION OF RESEARCH PAPERS/BOOK REVIEW**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain necessary skill required for personal and professional success.

To promote employability of the students pursuing the M. Com programme



Sl No	Criteria of Evaluation	Weightage
1	Identification of Research Problem Or Identification of Book	9
2	Review/ Development of variable/ Designing Methodology Or Comprehend the Book	6
3	Data Collection/Data Analysis Or Preparation of a Comprehended report	9
4	Paper Preparation/Presentation/Publication Or Presentation of the Comprehended Report	6
5	Total	30

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**  
**Semester II**  
**MCM2C06: ADVANCED CORPORATE ACCOUNTING**

**80 Hours**

**Credit:4**

**OBJECTIVES**

- 1. To provide knowledge and skills in the theory and practice of corporate financial accounting**
- 2. To provide insight in to some of the important accounting standards of IFRS /Ind AS**
- 3. To enable problem solving abilities among students in matters of various corporate situations such as consolidation of group information, corporate restructuring and liquidation**

**Module 1: Group Financial Statements**

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

**20 Hours**

**Module 2: Accounting for Corporate Restructuring**

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

**20 Hours**

### **Module 3: Accounting for Taxation**

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

**15 Hours**

### **Module 4: Accounting for Revenue and Leases**

Revenue from contract with customers ( IFRS 15 / Ind AS 115) – Revenue Recognition model – Variable Consideration- Long term contracts – Revenue recognition from construction contracts Accounting for Leases ( IAS 17 / Ind AS 17)  
– Classification of lease – Operating Lease – recognition, measurement , presentation and disclosure in the books of Lesser and Lessee – Financial Lease- recognition, measurement , presentation and disclosure in the books of Lesser and Lessee- New standard on lease (IFRS 16 /Ind AS 116) -major changes in the lease accounting (especially in the books of lessee).

**20 Hours**

### **Module 5: Modern Concepts in Accounting**

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

**5 Hours**

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

#### **References:**

1. Shukla and Grewal: advanced Accounts. (S. Chand & Co Ltd. New Delhi)
2. Jain and Narang: Advanced Accounts (Kalyani Publishers, Ludhiana)
3. Sr. K. Paul: Accountancy, Volume-I and II (New Central Book Agency, Kolkata)
4. R.K., Lele and Jawaharlal; Accounting Theory (Himalaya Publishers)
5. Dr. L.S. Porwal; Accounting Theory (Tata Mc Graw Hill)
6. Robert Anthony, D.F. Hawkins & K.A. Merchant: Accounting Text & Cases. (Tata Mc Graw Hill).
7. Dr.S.N. Maheshwari: Corporate Accounting (Viakas Publishing House Pvt. Ltd. New Delhi)
8. Dr. Ashok Sehgal & Dr. Deepak Sehgal; Advanced Accounting (Taxman, New Delhi).
9. RL Gupta & Radha Swamy Advanced Accountancy. (Sultan Chand and Co.)

10. Anthony, RN & Reece, JS: Accounting Principles, Richard Irwin, Inc.
11. Barker, P & O'hOgartaigh, C: Group Accounts – Theory and Practice, Oaktree Press 1<sup>st</sup> Edn.
12. Narayanswamy, R: Financial Accounting - A Managerial Perspective, PHI, New Delhi,
13. Hani & Mukherjee: Corporate Accounting, TMG, New Delhi.
14. Xavier, g Francis: Fundamentals of Advanced Accounts, Vol-III, TMG, New Delhi.
15. Financial Reporting Vol. 1 by The Institute of Chartered Accountants of India.
16. Advanced Accountancy MC Shukla. T.S. Grewal. & S.C. Gupta.
17. IFRS Red Book (Official Publication of IASB)
18. ICAI study material for Financial Reporting
19. Indian Accounting Standards, Chinten Patel & Bhupendra Mantri (Taxman Publication)
20. Illustrated Guide to Ind AS, T P Ghosh (Taxman Publication)

**Journals**

Chartered Accountant.

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS)**

**Semester II**

**MCM2C07: ADVANCED STRATEGIC MANAGEMENT**

**80 Hours**

**Credit:4**

**Module 1:** Introduction: Basic concepts of strategy and strategic management–level of strategy – Strategic Management Process – Models of strategic management – Approaches to strategic decision making – vision – mission – objectives – goals – strategic implications of social and ethical issues.

**15 hours**

**Module 2:** Environmental Analysis–SWOC-Strategy and Competitive Advantage-Emerging trends in strategic management- New modes of leadership- Organisational Redesign

**15 hours**

**Module 3 :**Strategic Choice: Generating strategic alternatives–Strategic options at corporate level – Stability, Growth and Defensive Strategies – Strategic Alliance – SBUs – Portfolio models – BCG matrix – Michael Porter's competitive strategies Mintzberg's five Ps Strategy, KPI, KSF – External growth strategies – Competitive Advantage, Porters Value Chain Merger, acquisition, joint venture and strategic alliance (with business cases)

**20 hours**

**Module 4:** Strategy implementation: Various approaches to implementation of strategy – Planning and allocating resources – Strategic Control.

**15 hours**

**Module 5:** Strategy evaluation and control: Tools and techniques of evaluation-control techniques and process –DuPont Control model, Balanced score card-etc

**15 Hours**

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

**References:**

1. Krishna Kumar: Cases in Strategic Management – Managerial Experiences, Global Business Press (1996).

2. RM Srivastava: Corporate Strategic Management, PragatiPrakashan.
3. AzharKazmi: Strategic Management and Business Policy, Tata McGraw-Hill Publishers (2010).
4. Stephen Hains: Strategic Thinking, Jaico Publishing House (2008)
5. RM Srivastava and DivyaNigan: Corporate Strategic Management, PragatiPrakashan (2000).
6. Frank T Paine and Carl R Anderson: Strategic Management, The Dryden Press.

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS)**

**Semester II**

**MCM 2C08 STRATEGIC COST ACCOUNTING**

80 Hours

Credit: 4

**Objectives:**

1. To enable the students to know the applications of Cost accounting tools, Techniques and concepts in managerial decision-making process.
2. To provide students adequate knowledge of cost management and control techniques and to enable them to apply these for managing business

profitably.

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

**10 hours**

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

**10 hours**

**Module III-** Process Costing- Features, Applications, Difference between Job Costing and Process Costing, Normal loss, abnormal loss, abnormal gain, inter process profits, equivalent production-FIFO,

average method, weighted average method. Joint and By-Products-Difference between Joint products and co-products, features of Joint Products, accounting for joint costs- split-off point, joint costs. Accounting treatment-physical quantity method, average unit cost method, weighted average method, selling price method. Meaning of by-products, accounting treatment-Non-cost methods, cost methods, difference between Main product and Joint & By products, value, manufacturing objective.

**20 hours**

**Module IV-** Decision Making Tools-Absorption Costing-limitations of Absorption Costing, Marginal Costing-meaning, features, advantages/merits of Marginal Costing-limitations of marginal costing (Theory only), Throughput Accounting-concepts, throughput accounting and contribution approach, comparison of throughput costing and absorption costing, steps to be followed to increase throughput, problems faced in throughput accounting (theory and problems), Activity based costing-limitations of traditional costing system, definition, objectives, steps in ABC, limitations of ABC, Activity Based Budgeting, Activity Based Management, Difference between Activity Based Costing and Activity Based Management (problems in ABC). Transfer Pricing- Introduction, meaning, objectives of Inter Company Transfer Pricing, Methods of Transfer Pricing (Problems). Treatment of special expenses in Cost Accounts- Research and Development Expenses, Preliminary Expenses, Rectification Cost, Obsolescence, Waste, Scrap, Spoilage –normal & abnormal spoilage, conceptual difference of waste, scrap & spoilage, accounting and control of defectives.

**20 hours**

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

**20 hours**

References:	<ol style="list-style-type: none"> <li>1. Catherine Stenzel &amp; Joe Stenzel, Essential of Cost Management, John Wiley and sons, Latest Edition.</li> <li>2. Roman I wiel &amp; Michael W mahr Hand book of Cost Management, John Wiley and Sons, Latest Edition.</li> <li>3. Lianabel Oliver, The cost management tool box. AMA Publication, Latest Edition.</li> <li>4. John K. Shank &amp; Vijay Govindarajan, Strategic Cost management: The new tool for competitive</li> </ol>	<p>a d v a n t a g e , T h e f r e e</p>
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(Theory 30% and Problems 70%)

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monitoring and  
 motivating  
 performance, Global  
 India Publications,  
 Latest Edition.

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

Further reading

- [http://icmai.in/upload/Students/Syllabus-2012/Study\\_Material\\_New/Inter-Paper8-Revised.pdf](http://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper8-Revised.pdf)

**FAROOK  
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 (AUTONOMOUS)**

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**MCM2C09:  
 INTERNATIONAL  
 BUSINESS**

**Time: 80  
 hrs**

**4 credits**

**Module I**

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barriers –  
Terms of trade –  
Balance of payment –  
Components of BOP:  
Current account, Capital account and Official reserve account- disequilibrium and corrective measures  
International business-  
Local, regional, national, international and global business

ss—management orientation of overseas business-ethnocentric, polycentric, regioncentric and geocentric orientation--reasons for internationalization of business-factors restricting internationalization of business—major global companies in the world.-  
Export –Import policy of India – Regulation and Promotion of foreign trade in India

**20 Hours**

### **Module II**

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

**18 Hours**

### **Module III**

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

**15 Hours**

### **Module IV**

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

**10 Hours**

### **Module V**

International business functional strategies: International production strategy—international financing strategy—international human resources strategy and international marketing strategy. Stages of Internationalisation: International, Multinational, Global and Transnational corporations – strategic orientations – Growth of MNCs - contributing factors – merits and demerits of MNC – transfer of technology – regulation of MNCs-MNCs in India-Contribution of MNCs to India.

**17 Hours**

#### References:

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



**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS)**

**Semester II**

**MCM2C10: MANAGEMENT SCIENCE**

**80 Hours**

**Marks: 80**

**Objectives:**

1. To familiarize students with concepts of management science and tools supporting decision making
2. To enable students to apply Management science techniques in appropriate decision situations.

**Contents:**

Module 1:

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

**10 hours**

Module 2

**Linear Programming:** Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; – Application in Business.

Transportation and Assignment: Formulation; Solving transportation (NWC method – Least Cost method – Vogel's approximations method – stepping stone method – Modified Distribution method) and assignment problems (Hungarian Method).

**25 hours**

Module3

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

**hours**

Module 4

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

**hours**

**Module 5**

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

**10 hours**

**Theory 30% Problems 70%**

**References:**

1. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
2. Operations Research – Kautiswarup, P.K. Gupta, Manmohan – Sultan Chand & Sons.
3. Operations Research SD Sharma, Kadar Notes, Ramnath&G. Meerut.
4. OR Techniques for management – VK Kapoor &Sumant Kapoor – Sultan Chand & Sons.

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

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A01: Business Analytics using R**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business data.

Module-1

Introduction to R and Python

Module-2

Predictive Analytics-Financial Analytics, Retail Analytics

Module-3

Prescriptive Analytics-Portfolio Analytics, Retail Analytics

Module-4

Implementation Analytics-Content Analytics

Module-5

Implementation Analytics-Supply Chain Analytics

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A02: Big Data Analysis**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use big data analysis to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

Module-1 Data Mining: A) Introduction: Theory, Knowledge discovery from databases, scalability issues. Cloud Computing

Module-2 Data Warehousing: – Theory, General principles, modelling, design, implementation and optimization.

Module-3 Data Preparation: Pre-processing, sub-sampling, feature selection.

Module-4 Classification and Prediction: Bayes learning, decision trees, CART, neural learning, support vector machines, associations, dependence analysis, rule generation.

Module-5 Cluster Analysis and Deviation Detection: Partitioning algorithms, Density bases algorithm, Grid based algorithm, Graph theoretic clustering.

Reference:

1. Data Mining Techniques: A. K. Pujari, Sangam Books Ltd., 2001
2. Mastering Data Mining: M. Berry and G. Layoff, John Wiley & Sons., 2000

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A03: Live Project with Statistical Packages**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use CMIE/ERP/R/SPSS to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

Module 1

Introduction-Baby steps

Module-2

Practical application of CMIE Data base

Or

Practical Application of SAP

Or

Practical Application of R

Or

Practical Application of SPSS/R/CMIE Prowess/SAP

Module-3

Practical Workshops

Module-4

Advanced Applications of SPSS/R/CMIE Prowess/SAP

Module-5

SEM-Cluster Analysis, Factor Analysis, Multivariate Analysis

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A04: Spread Sheet Application**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use spread sheet analysis to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

**Introduction to Excel**

About Excel & Microsoft, Uses of Excel, Excel software, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Status Bar, Task Pane, Workbook & sheets **Columns & Rows**

Selecting Columns & Rows, Changing Column Width & Row Height, Autofitting Columns & Rows, Hiding/Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, use of paste and paste special. Functionality Using Ranges- Using Ranges, Selecting Ranges, Entering Information into a Range, Using AutoFill

**Creating Formulas**

Using Formulas, Formula Functions – Sum, Average, if, Count, max, min, Proper, Upper, Lower, Using AutoSum, Advance Formulas-Concatenate, Vlookup, Hlookup, Match, Countif, Text, Trim

**Spreadsheet Charts**

Creating Charts, Different types of chart, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table

**Data Analysis**

Sorting, Filter, Text to Column, Data Validation.PivotTables -Creating PivotTables, manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, displaying a PivotChart, Setting PivotTable Options, Adding Subtotals to PivotTables

**Spreadsheet Tools**

Moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding, protecting worksheets Making Macros Recording Macros, Running Macros, Deleting Macros

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A05: Accounting Package Skill**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use a to formulate and solve accounting packages in real world business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

**Module 1**

Masters – Ledgers, Groups, Bill wise Debtors and Creditors Ledger, Payment Voucher, Day Book, Pre-Allocation of Bills, Receipt Voucher, Contra and Journal Voucher, Cheque Printing.

**Module 2**

Masters: Inventory, Goods and Services Tax (GST), Purchase Voucher with GST, Sales Voucher with GST, GST Returns and Payment, Billing Features, Purchase Order Processing.

**Module 3**

Sales Order Processing, Debit and Credit Notes, Bank Reconciliation, Price List in Tally, Credit Limit, Stock Transfers, Manufacturing Vouchers, Batch Wise Details-Order Level, Interest Calculations (Auto Mode), Voucher Types and Class, Point of Sales, Scenarios and Optional Vouchers

**Module 4**

Budgets and Controls, Cost Centres and Cost Categories, Party Ledger Analysis, Purchase and Sales Reporting, Stock Analysis and Reports, Cash and Bank Reports, Search, Filter and Sorting, Financial Reports, Multi Language, Export, Import, Backup and Restore.

**Module 5**

Tax Deducted at Source (TDS), Payroll Accounting, Finalisation Entries, Data Security, Audit, Data Synchronisation, Multi-Currency, Printing Reports, Miscellaneous, Shortcut Keys

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A06: Computer Programming Skill**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how to programme by using computer languages
2. To find solutions to problems faced by business managers

1. Python.

Or

2. Java.

Or

3. C Language.

Or

4. PHP.

Or

5. Swift.

Or

6. Ruby.

College can teach any one of this language

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A07: Innovation/Entrepreneurship/Idea Pitching**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To promote innovation and entrepreneurship among students
2. To provide opportunity for creative mind and creativity in campuses

Stages

Stage-1 Idea Generation

Stage-2 Idea Presentation

Stage-3 Mentoring

Stage-4 Idea Pitching inter collegiate level, or University Level or State level or national level or international level

Stage-5 Prototype generation

**FAROOK COLLEGE (AUTONOMOUS)**

**Master of Commerce (CBCSS)**

**Semester: III**

**MCM3C11 FINANCIAL MANAGEMENT**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint the students with the basic analytical techniques and methods of financial management of business organization.

To provide the students the exposure to certain advanced analytical techniques that are used for taking financial policy decisions.

**Module 1: Foundation of Finance:** Goals and functions of finance–Legal–Operating and Tax environment for financial decisions –Financial manager-Agency problem in financial management-Time value of money-compounding and discounting-An overview of capital investment decisions

**25 hours**

**Module II: Sources of long-term finance and Cost of Capital:** Conventional and innovative sources-leasing-factoring-securitisation- financial engineering-cost of capital-Concept–significance–Computation of cost of Debt, Preference capital, Equity capital and Retained Earnings – Opportunity cost of capital – Marginal cost of capital – WACC – Capital Asset Pricing Model.

**10 hours**

**Module III: Working Capital Management:** Working Capital–meaning–concept and cycle – Working capital management strategy – Estimation of working capital– Mathematical and simulation models of working capital decisions – Management of cash and marketable securities – Cash management techniques – Lock box system, Concentration banking – Methods of Inventories – Techniques of inventory management – Management of receivables – Techniques of receivable management-working capital financing for Indian industry

**25 hours**

**Module IV:Financial leverage and Capital Structure:** Definition of capital structure-Leverage Analysis– Operating, Financial &Combined leverage – EBIT – EPS Analysis – Financial Breakeven – Indifference Point – Capital Structure Theories – Optimum capital Structure – NI approach, NOI approach, Traditional approach & Modigliani Miller approach – Arbitrage process– Determinants of Capital Structure- over capitalisation, under capitalisation and fair capitalisation

**10 hours**

**Module V :** Mechanics and practices of dividend payment–factors affecting dividend policy – legal framework of payment of dividend – dividend theories – determinants of dividend policy and some case studies.

**10 hours**

(Theory 30%, Problems 70%)

#### **References:**

1. Soloman, Ezra, Theory of Financial Management, Columbia Press (Latest Edition)
2. James C Van Horne. Financial Management and Policy Prentice Hall of India (Latest Edition)
3. Weston, J. Fred and Brigham, Eugne F. Managerial Finance, Dryden Press (Latest Edition)
4. Prasanna Chandra. Financial Management, Tata McGraw Hill (Latest Edition)
5. Khan, M.Y. and P.K. Jain. Financial Manager, Tata McGraw Hill (Latest Edition).
6. Pandey, I.M. Financial Management, Tata McGraw Hill (Latest Edition)
7. Ravi M. Kishore. Financial Management, Taxmann (Latest Edition)
8. Brigham, Ehrhavdt. Financial Management, Cengage Learning India Private Ltd. New Delhi – 110082 (Latest Edition)
9. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill (Latest Edition)
10. Anderson, Sweeney and Williams. An Introduction to Management Science, Cengage Learning India Private Ltd. New Deli – 110092 (Latest Edition)
11. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning India Private Ltd., New Delhi – 110091 (Latest Edition)

12. Brealey R.A. and S.C. Myers. Principles of Corporate Finance, McGraw Hill, (Latest Edition)
13. Sudhirbhat. Financial Management. Excel Book (Latest Edition)
14. Damodaran, A. "Corporate Finance: Theory and Practice". John Wiley & Sons (Latest Edition)

### **Journals**

Finance India

Applied Finance, ICFA

Journal of Finance

Journal of Financial Economics

Chartered Financial Analyst

Financial Dailies

**FAROOK COLLEGE (AUTONOMOUS)**  
**Master of Commerce (CBCSS)**  
**Semester III**

**MCM3C12: INCOME TAX: LAW, PRACTICE AND TAX PLANNING I**

**80 Hours**

**Credit:4**

### **Objectives:**

To enable students to understand computation of income under various heads, taxable income of various entities, tax planning and procedure of assessment.

**Module 1: Basic Concepts**-Direct and indirect taxes- Capital& revenue- Tax planning, tax evasion, tax management, tax avoidance - residence and incidence of tax- exempted income- Tax planning relating to residence & incidence of tax

**10 hours**

**Module 2 Computation of Taxable Income under different heads**-income from salary- house property- income from business/profession- capital gains-other sources – Tax planning relating to different heads of income

**20 hours**

**Module 3 Assessment**-Clubbing of incomes and aggregation of income – Set off and carry forward of losses – Incomes exempt from taxes – Deductions in computing total income – Rebates and reliefs of tax- Assessment of agricultural Income – Computation of Agricultural Income – Calculation of tax on integration. Assessment of individuals- AMT- Assessment of HUF -Tax planning related to clubbing and aggregation of income, set off and Carry forward of losses- Agricultural income, Individual Assessment –Tax planning- Assessment of HUF- Tax planning

**20 hours**

**Module 4: Income Tax Authorities:** Powers and functions–Provisions of advance payment of tax – Tax payment – Deduction and collection of tax at source – Recovery of tax – Computer applications in tax management.

**15 hours**

**Module 5 : Procedure for assessment of Income Tax:** Filing of return of Income–Voluntary return of income – Statutory obligations for filing of return – Time and documents for filing of returns – Return of loss – Belated returns – Revised returns – Defective returns – PAN – Different types of assessment – Self assessment – Assessment on the basis of return – Best judgment assessment – Regular assessment – Reassessment – Protective assessment.

**15 hours**



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

**References:**

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

**FAROOK COLLEGE (AUTONOMOUS)  
Master of Commerce (CBCSS)**

**Semester III**

**MCM3C13: RESEARCH METHODOLOGY**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint students with process and methodology of research

To enable students to identify research problems, collect and analyse data and present results.

**Module I**

**Research: Basic concepts** - Meaning–Objectives–Types–Approaches – Significance of research in social sciences – Process of research – Formulating problem – Literature Survey – Hypothesis – Research Design – Types – Exploratory, Descriptive, Diagnostic, Experimental – Sample Design – Collecting, analysing, testing, interpreting and presenting result.

**15 hours**

**Module II**

**Population Survey and Sample Study:** Population & Sample–Sampling theories - Techniques of sampling – Random and Non-random techniques – Sample Size – Determination of sample size – Sampling Errors – Non sampling Errors – Factors influencing sample size – Optimum sample size – Case Study – Pilot Survey.

**20 hours**

**Module III**

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

**10 hours**

**Module IV**

**Measurement and Scaling:** Variables–Attributes – Process of measurement – Attitude Measurement – Scaling - Scaling Techniques – Graphic Rating – Likert – Thurstone – Semantic Differential – Stapel –

Dichotomous – Scales – Types of Scales – Scale Values – Validity and Reliability of Scales – Errors in measurement.

**20 hours**

#### **Module V**

**Data Processing and Presentation** : Field Work–Editing–Classification – Coding – Tabulation – Summarization – Analysis of data – One way ANOVA - Univariate, Bivariate and Multi variable methods - Tools of Analysis – Descriptive Analysis – Inferential analysis – Interpretation – Presentation – Report Writing - Types of Reports – Contents of Reports – Format of Reports – Documentation Styles- Plagiarism (Theory only)

**15 hours**

**Theory 60% Problem 40%**

#### **References:**

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

### **FAROOK COLLEGE (AUTONOMOUS)**

#### **Master of Commerce (CBCSS)**

#### **Elective: Finance**

#### **Semester: III**

#### **MCM3EF01: INVESTMENT MANAGEMENT**

**80 Hours**

**Credit:4**

#### **Objectives:**

To establish a conceptual framework for the study of security analysis and portfolio management. This course will provide the students the ability to understand and utilize the skill of optimizing returns.

#### **Module I:**

Investments: Meaning and concept–Investment objectives–various asset classes – factors in investment decisions- Investment process – concept of risk and return – sources of risk – Measurement of risk and return – Diversification and hedging – ethical investing.

**10hours**

#### **Module II:**

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

10 hours

**Module III:**

Equity Analysis: Approaches to equity analysis–Fundamental analysis – Economy, Industry and Company (EIC) analysis – Equity valuation models – Dividend Discount Models (DDM) and Price Earnings Ratio (PER) models – Technical analysis – Dow theory – Chart and Chart Patterns – Market and Mathematical Indicators (Problems)– Efficient Market Hypothesis (EMH) and Random Walk theory  
– Tests of market efficiency – Critique of Investor rationality – Behavioural Finance.

20 hours

**Module IV:**

Portfolio analysis and selection: Risk return analysis of investment portfolio – Individual and Interactive risks – measurement of portfolio risks – Risks tolerance and asset allocation – optimal portfolio – portfolio selection models-Markowitz model – Sharpe single index model – Capital Asset Pricing Model (CAPM) – Capital Market Line (CML) and Security Market Line (SML) – Market anomalies : calendar effect, size effect and market overreaction – Arbitrage Pricing Theory (APT) – Multifactor asset pricing Models – Behavioural finance – Behavioural finance theories .

25 hours

**Module V:**

Portfolio Management: Active and Passive investment strategies–Value and growth investing, contrarian strategies – index investing and tracking efficiency, Portfolio evaluation- Sharpe, Treynor and Jensen measures, Fama’sDecomposition Index – Portfolio revision- Investment accounting

15 hours

Theory 40 % Problems 60 %

**References:**

1. Bodie, Zvi, Kane Alex and Alan, J. Marcus, *Investments*, McGraw Hill.
2. Bhalla, V.K. *Investment Management*, S. Chand & Company Ltd.
3. Chandra, P. *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Elton, E. and Gurber, M. *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons

5. Fisher, Ronald J. Jordan, *Security Analysis and Portfolio Management*

ment, PHILearning.

6. Preeti Singh, *Investment Management*, Himalaya Publishers.

7. Sharpe William, F. and Bailey Jeffery V. Alexander Gordon, J. *Investments*, PHI Learning.

8. Skein, *Security Analysis and Portfolio Management*, PHI Learning

9. Stephen Ross and R. Westerfield, *Corporate*

*Finance*, McGraw-Hill. 10. Vishwanath, R and

Krishna Murthi, C., *Investment Management*,

Springer.

11. V.A. Avadhani, *Security Analysis and Portfolio Management*, Himalaya Publishers.

12. Fabozzi, Frank, J. *Investment Management*, PHI learning.

### FAROOK COLLEGE (AUTONOMOUS)

Master of

Commerce

(CBCSS)

Semester

III

Elective:

Finance

### MCM3EF 02: FINANCIAL MARKETS AND INSTITUTIONS

80

Hours

Credit:4

Objectives:

To provide the students a sound information and knowledge of broad framework of financial markets and institutions.

To impart the students an understanding of the inter-linkages and regulatory framework within which the system operates in India

15 hours

Module II:

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

15 hours

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

15 Hours

Module I:

An overview of financial markets: Financial markets– Nature– Functions – money market – Capital markets

– Markets for derivatives – Working of stock exchange in India – NSE and BSE, – Role of SEBI

– Major international stock markets.

**Module IV:**

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

**15 hours**

**Module V:**

Foreign capital flows: forms of foreign capital–FDI and FPI–FIIs – International financial instruments – ADR, GDR, IDR and Euro bonds – Role of foreign capital in Indian financial system – Trends in foreign capital inflows to India – Regulatory framework for foreign capital flows.

**20 hours**

**References:**

1. LM Bhole and JitendraMahakud: Financial Institutions and markets, Tata McGraw-Hill Publishers, (2009).
2. Shashi K Gupta: Nisha Agarwal and Neeti Gupta, Financial Markets and Institutions, Kalyani Publishers, (2013)
3. S Sachdeva: Indian Financial System, Educational Publishers, (2005).
4. MY Khan: Financial Services, Tata McGraw-Hill publishers (2004) 5.Keith Pilbeam: Finance and Financial Markets, Palgrave Macmillan(2005).
6. Gordon and Nataraj: Financial Markets and Services, Himalaya Publishing House.
7. Bharati V Pathak: The Indian Financial System: Markets, Institutions and Services, Dorling Kindersley India (pvt) ltd (2009).
8. Clifford Gomez: Financial Markets, Institutions and Financial services, Prentice-Hall of India (2008).

**FAROOK COLLEGE (AUTONOMOUS)****COLLEGE****Master of Commerce (CBCSS)****Semester IV****MCM4C14: FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**80 Hours**

**Credit:4**

**Course Objectives:**

To make the students efficient in the area of derivatives, by giving them the knowledge of basics in options, futures, swaps etc.

**Module I:**

Introduction to risk management–Meaning and need–importance–Types of market risk – Risk management issues in business – Financial derivatives– Meaning – Need – Growth of financial derivatives markets in India – Derivative markets – Exchange traded financial derivatives for risk management in India – Participants – Functions – Types of risk management instruments – Forwards – Futures – Options – Swaps – The regulatory framework of derivative trading in India.

**16 hours**

**Module II:**

Future's growth and development - Difference between forwards and futures - financial future - Future trading – currency futures – Interest rate futures Pricing and valuation of future contracts – Value at risk- Hedging risk – Hedging with stock index future – types of members and margin system in India-Future trading in stock exchange for risk management.

**20 hours**

**Module III:**

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

**16 hours**

**Module IV:**

Risk pricing of options-intrinsic value and time value-pricing at the expiry of contract-factors affecting option pricing-put-call-parity pricing-models of pricing-binomial option-pricing models-Black Schole's pricing methods.

**16 hours**

**Module V:**

Swaps-meaning and definition-development-structure of swap dealing for risk management-interest rate swaps-forward swaps and swap option contracts-cancellable and extendable swaps-no generic swaps transactions. Currency swaps - Valuation and pricing of swaps - risk management function of swap transaction.

Recent trends in derivatives –Taxation on derivatives

**12 hours**

Hall of  
India,  
Latest  
Edition

**References:**

(60%  
Theory 40%  
Problems)

1. Kevin Dowd-  
Measuring Market  
risk, second edition.
2. John C Hull-Options  
futures and other  
derivatives, seventh  
edition.
3. Jayanth Rama Varma,  
Derivatives and Risk  
Management, TMH, Latest  
Edition.
4. Mishra, Financial  
Derivatives, Excel  
publishers, Latest  
Edition.
5. SL. Gupta, Financial  
Derivatives: Theory,  
concepts and problems,  
Prentice Hall of India,  
Latest Edition.
7. SS Kumar, Financial  
Derivatives, Prentice

**M O U S ) ME TAX: LAW, PRACTICE AND TAX PLANNING II**

**M 80 a Hours**

**t Credit:4 e Objectives:**

**r** To acquaint the students with theoretical and practical knowledge of assessment and tax planning of different assesses.

**C** To familiarize the students with major and latest provisions of the India tax laws and related judicial pronouncements pertaining to various assesses with a view to derive maximum possible tax benefits admissible under the law.

**(Module 1: Assessment of firms- (including limited liability partnership) – Computation of book profit- Remuneration to partners –Computation of taxable income and tax liability-AMT-Tax**

**planning regarding Assessment of AOP/BOI- Computation of taxable income and tax liability- AMT-Tax planning regarding Assessment of AOP/BOI**

**0 hours Module 2: Assessment of Co-operative societies and trusts-Deductions under 80 V-Tax Planning-Trusts-Definition-creation-types-tax exemptions-Assessment of trusts-Tax planning**

**15 hours**

**Module 3: Assessment of Companies: Residential status and incidence of tax-Special Provisions applicable to assessment of total income of companies-Deductions available to**

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**Module 4:**  
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repair or replace, export or domestic sales, shut down or continue, expand or contract, amalgamate or demerger, invest or disinvest- Financial Management decisions, Capital Structure, dividend policy and bonus shares.

**15 hours**

**Module**

**5:** Tax planning under various circumstances: Tax planning while setting up of a business- with reference to location, nature and form of organizations- Tax planning related to Special Economic Zones (SEZ), Export Processing Zones (EPZ) and Export Oriented Units (EOUs) –

Infrastructure sector and background areas – Tax incentives for exporters.

(30% Theory and 70% problems)

**References:**

1. V K Singhania, Director, Tax Planning, Pearson Education, Latest Edition.
2. VS Sundaram, Commentaries on the Law of Income Tax in India, Pearson Law Publishers, Latest Edition.
3. AC Sampat Ayengar, Law of Income Tax, Bharat Law House,

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2. VS Sundaram, Commentaries on the Law of Income Tax in India, Pearson Law Publishers, Latest Edition.

3. AC Sampat Ayengar, Law of Income Tax, Bharat Law House,



- Latest Edition.
3. Bhagmati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan, Latest Edition.
  4. Kaushal Kumar Agarwal, Direct Tax Planning and Management, Atlantic Publishers, Latest Edition.
  5. Dr.H.C Mehrotra and Dr.S.P. Goyal, Income tax including tax planning and Management, Sahitya Bhavan Publications, Latest edition

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**Module I**

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

**Module II:**

International financial  
markets-foreign exchange  
market-foreign exchange  
trading-Cash and spot  
exchange rates-foreign  
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**20 hours**

**Module  
III:**

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

**20 hours**

#### **Module IV**

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

**10 hours**

#### **Module V**

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

**10 hours**

**Theory 75% Problems 25 %**

#### **References:**

1. A.K Seth, international financial management, Galgotia
2. V.K.Bhalla,international financial management, Anmol publications, 2000
3. V.Sharon, International financial management, Prentice hall
4. Jeff Madura, international financial management, Asia books
5. Eun & Resnick, international financial management, Tata McGraw Hill Publishing co.
6. John Holland, International financial management, Blackwell publishers, Oxford
7. Keith Pilbeam “International Finance” Palgrave, New York
8. Apte P G. “International Financial Management” Prentice Hall of India New Delhi
9. Alan C. Shapiro “Multinational Financial Management” Prentice Hall of India New Delhi
10. Soderston B O “International Economics” Macmillan London.
11. Cheol S Eun and Bruce G Resnick “International Financial Management” Irwin McGraw Hill, New York
12. Arthur Stonehill et al “International Finance” Pearson Education Asia, Delhi
13. Maurice D Levi “International Finance” Tata McGraw Hill, New Delhi.

### **FAROOK COLLEGE (AUTONOMOUS)**

#### **Master of Commerce (CBCSS)**

#### **Elective: Finance**

#### **Semester: IV**

### **MCM4 EF04 ADVANCED STRATEGIC FINANCIAL MANAGEMENT**

**80 Hours**

**Credit:4**

#### **Course Objective**

To build an understanding among students about the concepts, vital tools and techniques used for financial decision making by a business firm.

#### **Module I:**

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

**12 hours**

**Module II:**

Financial strategy for capital structure: Leverage effect and shareholders risk – Capital structure planning and policy – Financial options and the value of the firm – Dividend policy and the value of the firm.

**20 hours**

**Module III:**

Lease Financial strategy: Leasing concept–Types–Cash flow consequences of lease – Financial evaluation of leasing - Lessee's point of view – leasing versus buying – NPV method – Equivalent loan method – Evaluation from lesser's point of view – NPV and IRR methods.

**16 hours**

**Module IV:**

Merger strategy: Theories of Merger–Horizontal, vertical and conglomerate mergers – Merger procedure – Valuation of firm – Financial impact of merger – Merger and dilution effect on EPS – Merger and dilution effect on business control.

**16 hours**

**Module V:**

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

**16 hours**

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**References:**

(Theory  
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Financial  
Management and  
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2. Brigham and  
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 Concepts, problems and  
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5. What is green financing?
6. What is Fin tech?
7. What is Fiscal policy?

(Answer **any four** questions.  
Each question carries **2**  
weightage)

1. What is PESTLE?
2. What do you mean by Exit Policy?
3. What do you mean by money laundering?
4. What is crypto currency

**Time: 2<sup>1/2</sup>  
Hours**

**(4x2=8 Weights)**

#### **Section-B**

(Answer **any four** questions. Each question carries **3** weightage)

8. State the importance of cultural environment in doing business in India.
9. Write a note on public sector reforms in India for the last 3 decades.
10. Elicit the role of SEZ in modern business environment settings.
11. State the role of technology in modernising the economy.
12. Critically evaluate Madhav Gadgil Committee report.
13. State the steps taken by the government in preventing menace of black money in India.
14. Explain the history and development of GST in India.

**(4x3=12 Weights)**

#### **Section-C**

(Answer **any two** questions. Each question carries **5** Weightage)

15. Explain the salient features of Consumer Protection Act?
16. Critically evaluate the monetary and fiscal policy of various governments in India for the last two decades.
17. Explain the structure of Indian economy. Does it suit the developmental needs of the country?
18. Distinguish the role played by the planning commission of India and NITI Ayog.

**(2x5=10 Weights)**

### **FAROOK COLLEGE**

**First Semester M. Com Degree Examination December 2019  
MCM1C02: Corporate Governance and Business Ethics**

**Time: 2<sup>1/2</sup> Hours**

**Weightage:30**

#### **Section-A**

(Answer **any four** questions. Each question carries **2** weightage)

1. What do you mean by perpetual succession?
2. What is company limited by guarantee?
3. Who is a deemed director? 4. What do you mean by Clause 49? 5. What is whistle blowing?
6. What do you mean by IFRS?
7. What is business ethics?

(4x2=8 Weights)

### Section-B

Answer **any four** the questions. Each question carries 3 Weightage

8. The term 'body corporate' connotes a wider meaning than the term 'company'. Explain.
9. Define the term Chairman. What are the qualities which a chairman should possess as per the Higgs Committee?
10. Explain the SEBI Committee on Corporate Governance.
11. Explain the need and necessity of corporate reporting.
12. Explain various committees of the board. State responsibilities of each.
13. State different principles of business ethics.
14. State major recommendation of Uday Kodak Committee report.

(4x3=12 Weights)

### Section C

Answer **any two questions**. Each question carries 5 weightages.

15. Enumerate the various features of good corporate governance with suitable examples from the Indian corporate sector.
16. State the ethical and governance issues involved in banking and insurance companies. Explain your answer with examples.
17. Explain the various Commission reports in India and abroad on corporate governance.
18. State the major provisions of Companies Act 2013 on corporate governance.

(2x5 =10 Weights)

## FAROOK COLLEGE

First Semester M.Com Degree Examination December 2019

MCM1C03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Time: 2<sup>1/2</sup> Hours

Weightage:30

### Section-A

(Answer **any four** questions. Each question carries 2 weightage)

1. Distinguish between type I and type II error ?.
2. What do you mean by rejection region in hypothesis testing?
3. What are the properties of a good estimator?
4. Examine the assumptions of Non-parametric tests.
5. What is standard error? Examine its significance in hypothesis testing?
6. What do you mean by coefficient of determination? What does it indicate?
7. State the conditions under which the Binomial distribution tends to the normal distribution?

(4x2=8 Weights)

### Section-B

(Answer **any four** questions. Each question carries 3 weightage)

8. Explain the significance of SPSS in inferential analysis.
9. In an intelligence test administered to 1,000 students, the average score was 42 and standard deviation 24. Find : ( a) the number of students exceeding a score of 50,( b) the number of students whose score is lying between 30 and 54.

- 10.** A machine was used to put out 16 defective products in a sample of 500. After it is overhauled, it puts out 3 defective products in a batch of 100. Has the machine improved? Test at 5% level of significance.
- 11.** Between 2 and 4 p.m, the average number of phone calls per minute coming into the switch board of a company is 2.5. Find the probability that during one particular minute there will be (a) no phone call , (b) exactly three calls, (c) at least 7 calls.
- 12.** Following is an arrangement of 25 men ,M, and 15 women, W, lined upto purchase tickets for a premier picture show:  
 M WW MMM W MM W M W M WWW MMM W MM  
 WWW MMMMMM WWW MMMMMM  
 Test for randomness at 5% level of significance.
- 13.** What is explained variation and unexplained variation? How is it related to S.E. of an estimate?
- 14.** Do you find any relationship between the heights and weights of 10 persons given below :

Height (in inches)	60	72	70	70	74	67	68	76	61	65
Weight (in lbs)	120	180	200	160	190	148	155	220	130	145

(4x3=12 Weights)

### Section-C

(Answer **any two** questions . Each question carries 5 Weightage)

- 15.** In an anti-malaria campaign in Kerala, Chloroquine was administered to 812 persons out of a total population of 3248. The number of fever cases is shown below:

Treatment	Fever	Non fever	Total
<b>With Chloroquine</b>	<b>20</b>	<b>792</b>	<b>812</b>
<b>Without Chloroquine</b>	<b>220</b>	<b>2216</b>	<b>2436</b>
<b>Total</b>	<b>240</b>	<b>3008</b>	<b>3248</b>

**Is the Chloroquine effective in checking malaria? Test at 5% level of significance.**



16. To study the performance of three detergents and three water temperatures the following whiteness readings were obtained with specially designed equipments:

Water temperature	Detergent A	Detergent B	Detergent C
Cold water	57	55	67
Warm water	49	52	68
Hot water	54	46	58

Is there any significant difference in whiteness due to detergents and due to water temperature. Test at 5% level of significance

17. The following table gives the aptitude test scores and productivity indices of 10 workers selected at random.

Aptitude index(X)	60	62	65	70	72	48	53	73	65	82
Productivity Index(Y)	68	60	62	80	85	40	52	62	60	81

Calculate two regression equations and estimate the productivity index of a worker whose test score is 92

(2× 5= 10 weightage)

**FAROOK COLLEGE**

First Semester M. Com Degree Examination December 2019  
MCM1C04: Management Theory and Organisational Behaviour

Time: 2<sup>1/2</sup> Hours

Weightage:30

**Section-A**

(Answer any four questions. Each question carries 2 weightage)

1. What is six sigmas?
2. What is an organisation?
3. What is managerial network?
4. What is social invention?
5. What is sensitivity training?
6. What is organisational development?
7. What is team management?

(4x2=8 weightage)

**SECTION-B**

Answer **any four** questions. Each question carries **4** marks.

8. Explain Transactional Analysis.
9. What do you mean by “biological foundations of behaviour”?
10. What types of behaviour affect the performance and productivity of a worker?
  11. What is learning? State different theories of learning.
  12. Explain the relevance of power and politics in an organisation.
  13. State how group behaviour different from individual behaviour. Explain the need and necessity of managing group behaviour in an organisation.
14. What are the ethical issues involved in organisational behaviour?

**(4x3=12 Weights)**

### Section C

**Answer any two questions. Each question carries 5 weightages.**

15. Explain various theories of management and theories of leadership.
16. Explain the implication of motivation on employee performance and satisfaction.
17. State the various determinants of personality.
18. Explain the importance of TQM in organisation. State the contributions of major quality gurus. Illustrate various quality techniques

**(2x5=10 weights)**

### FAROOK COLLEGE

**First Semester M. Com Degree Examination December 2019  
MCM1C05: Strategic Cost and Management Accounting**

**Time: 2<sup>1/2</sup> Hours**

**Weights:30**

### Section-A

**(Answer any four questions. Each question carries 2 weightage)**

1. List Out major differences between Cost Accounting and Financial Accounting.
2. Define Target Costing
3. Define Normal Loss, Abnormal Loss and Abnormal Gain under Process Costing
4. Define Activity Based Costing.
5. What do you mean by Cost Control, Cost Saving and Cost Reduction?
6. Explain PV Ratio and BEP
7. What do you mean by lean manufacturing?

**(4X2= 6 weights)**

### Part B

**Answer any four of the following. Each question carries 3 weights**

8. What are the steps involved in Activity Based Costing?
9. The following figures are supplied to you

Fixed Cost = Rs.100000

Capacity Sales = Rs.400000

Variable cost – 35 paise for each unit and Selling price per unit – Re .1

The Management is interested to know the profit or loss at 60 % capacity at the  
Selling price of Rs.1.50 per unit.

10. What is equivalent production? State the procedure of computing the equivalent production

11. What do you mean by JIT? What are the advantages and disadvantages of JIT?

12. You have been given a permit to run a bus on a route 20 km long. The bus costs you Rs.90000. It has to be insured @ 3 % p. a and the annual tax will be Rs. 1000. Garage rent is Rs.100 p.m. Annual repairs will be Rs.1000 and the bus is likely to last for 5 years at the end of which the scrap value is likely to be Rs.6000.

The driver's salary will be Rs.150 pm and the conductor's Rs.100 together with 10 % of the takings as commission (to be shared equally by both). Stationery will cost Rs.50 p.m. The manager – cum – accountant's salary will be Rs.250 p.m.

Diesel and oil be Rs.25 per hundred kilometres. The bus will make 3 round trips for carrying on the average 40 passengers on each trip. Assuming 15 % profit on takings, calculate the bus fare to be charged from each passenger. The bus will work on the average 25 days in a month.

13. Define Kaizen Costing & What are its advantages? How ERP helps in present business scenario?

14. The operating results of a company for the two years are as follows:

	Sales Rs.	Profit Rs.
2011	270000	6000
2012	300000	15000

Assuming that the cost structure and the selling price per unit remain the same, you are required to calculate

- P/V ratio
- Fixed Cost
- BEP
- Variable costs during the two periods
- Margin of Safety at a profit of Rs.24000

(4x3= 12 Weights)

### Part C

**Answer any two of the following. Each question carries five weights**

15. What are the different methods of apportionment of Joint costs?

16. M Ltd produces 3 products X.Y and Z with standard costs and quantities per unit are as follows

Products	X	Y	Z
Quantity produced	20000	40000	60000
Direct Material per unit (Rs.)	100	80	60
Direct Wages per unit (Rs.)	60	80	100
Labour hours required per unit	6	8	10
Machine hours required per unit	8	8	14
No of Purchase requisitions	2400	3600	4000
No of set ups	480	520	600

Production overhead split by department

- Department A - Rs.22 Lacs, Department B – Rs.30 Lacs

Department A is labour intensive while Department B is machine intensive.

Total Labour hours in Department A - 3,66,666

Total Labour hours in Department B - 10,00,000

Production overhead split up by activity

Receiving / Inspecting Rs.28,00,000

Production scheduling / Machine set up Rs.24,00,000

Total Rs.52,00,000

No of batches received / inspected: 10000

No of batches for scheduling and set up: 1600

You are required to:

1. Prepare product cost statement under Traditional Absorption Costing and Activity Based Costing method
2. Compare the results under two methods

17. A product passes through 3 processes A, B and C. The normal wastage of each process is as follows

A- 3 %

B- 5 %

C – 8 %

Wastage of process A was sold at 25 paise per unit, that of process B at 50 paise per unit and that of process C at Re.1 per unit. 10000 units were issued to process A in the beginning of the year at a cost of Re.1 per unit. The other expenses are as follows

Process A	Process B	Process C	
Sundry Materials	Rs.1000	Rs.1500	Rs.500
Labour	Rs.5000	Rs.8000	Rs.6500
Direct Expenses	Rs.1050	Rs.1188	Rs.2009

Actual Output was:

Process A - 9500 units

Process B - 9100 units

Process C - 8100 units

Prepare the Process Accounts, assuming that there was no opening or closing stocks. Also give the Normal Wastage, Abnormal Wastage and Abnormal Effectiveness (Gain) Accounts.

18. P Ltd finds that while it costs Rs.12.50 to make a component PS 05, the same is available in the market at Rs.11.50, with an assurance of continued supply. The breakdown of the cost is

Material	- Rs.5.50 per unit
Labour	- Rs.3.50 per unit
Other Variable costs	- Re.1.00 per unit
Depreciation & Other Fixed costs	- Rs.2.50 per unit
Total	- Rs.12.50 per unit

Advice the management on

1. Whether to make or buy?

2. What would be the decision, if the supplier offered the component at Rs.9.70 per unit?

**(2x5=10 weights)**