



KAZI NAZRUL UNIVERSITY

Name of the P.G. Programme:
Master of Commerce (Accounting and Finance)

SYLLABUS

Semester I

Paper Code: MCOMACFIC101

Organisational Behaviour and Human Resource Management

Module 1:

Unit 1: Organisation and Organisational Behaviour: Concept of Organisation, Definition and Meaning of Organisational Behaviour, Key Elements of Organisational Behaviour – Goals of Organisational Behaviour – Interdisciplinary Approach to Organisational Behaviour - Role of the Managers – Understanding Individual Behaviour - Biographical Characteristics, Ability, Learning, Values, Attitudes, Personality and Perception

Unit 2: Group Behaviour – Groups in organisation, foundation of Groups, informal and formal groups, Group formation, Communication, Motivation and Leadership - Meaning and importance, Theories of Motivation - Maslow, Herzberg's, McClelland and Vroom - Management by Objectives. Job Satisfaction and Job Enrichment, Interpersonal Behaviour – Leadership Theories

Unit 3: Organisation Structure and Design – Definition and Meaning; Types of Organisational Structures – Key Elements – Organisation Structures and their effects in Human Behaviour, Organisational Design- Key Factors of Organisational Design - Organisation Climate - Organisation Culture - Organisational Effectiveness.

Module II:

Unit 4: HRM – Meaning , Importance, Functions, Challenges and opportunities, Functions and Qualities of Human Resource Manager, Human Resource Planning- Concept - Objective of Human Resource Planning - Factors affecting HR Planning - Process of HR Planning - Problems in HR Planning

Unit 5: Recruitment - Meaning ,Sources, Methods and Selection, Placement , Induction and Performance Appraisal; Training and Development – Meaning and its requirements, Types of Training, Methods and Techniques of Training

Unit 6: Job Evaluation - Concept, scope and limitation, Job Analysis and Job Description- Definition, Uses of Job Analysis and Job Description, Job Specifications and Job Analysis Linkages, Human Resource Development (HRD) –An Overview, What is HRD, Why HRD, HRD process and outcome, HRD Trends.

Suggested Readings

- Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing.
- Luthans, E, *Organisational Behaviour*, McGraw Hill
- Newstrom and Davies, *Organisational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Robbins, S.P., *Organisational Behaviour*, Prentice Hall.
- Sukla, M., *Understanding Organisations: Organisation Theory and Practice in India*, Prentice Hall
- L. M. Prasad, *Human Resource Management- Sultan Chand* , 2001
- C.B. Memoria, *Personnel Management- Himalaya Publishing House* 2002
- Sharma, Suchi: *Organisational Behaviour*, McGraw Hill

Paper Code: MCOMACFIC102

Managerial Economics

Module 1:

- Unit:1. Nature and Scope of Managerial Economics:** Relation of managerial economics with economic theory and fundamental areas of business. Fundamental concepts affecting business decisions:- Incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
- Unit:2. Organisational Goals:** Profit Maximization hypothesis and its limitations; Managerial theories of Baumol, Morris and Williamson; Behavioural theory of Cyert and March.
- Unit:3. Demand Forecasting:** Purpose and scope of demand forecasting; Opinion Poll Methods of demand forecasting: Consumers' Survey, Sales Force Opinion, Experts' Opinion; Statistical Methods (including numerical problems): Mechanical, Barometric and Regression methods.

Module II:

- Unit:4. Input-Output Analysis and Business Forecasting:** Meaning and features of Input-Output analysis; Components of Input-Output model; Mathematical Formation of Input-Output model; Hawkins-Simon condition of economic viability; Input-Output analysis and business forecasting; uses and limitations of Input-Output analysis.
- Unit:5. Theory of Games:** Theory of Games, Two-Person zero sum game, Two-Person non-zero sum game, Co-operative Game, Non- Co-operative Game: Prisoner's Dilemma; Pure strategy games: saddle point; Illustrations: Minimax, Maximin criterion; Principle of Dominance; Nash Equilibrium; Mixed strategy Games: case of no saddle point; Relevance, Significance and limitations of game theory.
- Unit:6. Risk and Uncertainties in Managerial Decision Making:** Distinction between risk and uncertainty; measuring risk with probability distributions; Different criteria for decision making under risk; Expected utility theory; Decisions under uncertainty.

Suggested Readings:

- Thomas, C.R., Maurice, S.C., Sarkar, S.: *Managerial Economics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
- Peterson, C.H., Lewis, W.C., Jain, S.K.: *Managerial Economics*, Pearson Education, New Delhi.
- Koutsoyiannis, A.: *Modern Micro Economics*, Macmillan.
- Hirschey, M.: *Economics for Managers*, Thomas South Western, India Edition.
- Mithani, D.M.: *Managerial Economics – Theory and Applications*, Himalaya Publishing House, Mumbai.
- Damodoran, S.: *Managerial Economics*, Oxford University Press, New Delhi.
- Mehto, P.L.: *Managerial Economics – Analysis, Problems and Cases*; Sultan Chand & Sons, New Delhi.
- Tirole, J.: *The Theory of Industrial Organization*, Cambridge MIT Press.
- Salvatore, D.: *Managerial Economics*, Tata McGraw Hill.

Paper Code: MCOMACFIC103

Marketing Management

Module 1:

Unit 1: Introduction to Marketing Management: Definition, need and scope of Marketing. Approaches of Marketing, modern concepts of marketing. Different environments of marketing: Micro and Macro , Meaning and dimensions of market, Marketing opportunities

Unit 2: Market Research: Meaning, Scope and limitations, Techniques of market research, Market Segmentation: Meaning, types, Target market, Positioning. Consumer behavior : Meaning and importance, Consumer buying process, Determinants of Consumer behavior,

Unit 3: Marketing Mix Elements, Product : Meaning, role and types Product mix, Product Life Cycle (PLC), New product development, Branding, packaging. Pricing -Meaning & role of pricing, Factors determining pricing. Pricing strategies and approaches, Decision pricing,

Module II:

Unit 4: Channels of Distribution, Meaning and Role, Classification of distribution channels & intermediaries, factors governing choice of channels (s) & intermediaries, distribution channel policies & strategies, other aspects of channel management, conflict & co-operation in distribution channel ,Physical distribution.

Unit 5: Promotion - Definition, Role, Methods and Mix tools – Advertising: Meaning & Role of Advertising, Types of Media. Decisions in advertising, Personal selling - Meaning & Importance, The selling job: nature & methods, Management of sales force .

Unit 6: Public Relation - meaning, roles, activities, process and tools, need for PR, Sales promotion: meaning, objective, developing sales promotion programme.

Suggested Readings:

- Kotler and Armstrong, *Principles of Marketing*, Pearson Education.
- Ramaswamy and Namakumari, *Marketing Management, Planning, Implementation and Control*, Macmillan.
- Etzel, Walker, Stanton and Pandit, *Marketing, Concepts and Cases*, Tata McGraw Hill.
- Saxena, *Marketing Management*, Tata McGraw Hill.
- Grewal and Levy, *Marketing Management*, Tata McGraw Hill.
- Perreault and McCarthy, *Essentials of Marketing*, McGraw Hill.
- Baines, Fill and Page, *Marketing*, Oxford

Paper Code: MCOMACFIC104
Statistics for Business Decisions

Module 1:

Unit 1: Probability Theory: Meaning of Probability; Different definitions of Probability; Total Probability Theorem; Conditional Probability; Compound Probability; Independent events; Bayes' Theorem on Conditional Probability.

Unit 2: Random Variable and Probability Distributions: Random Variable, Probability functions; Expectation and Variance of a Random Variable; Moments; Binomial, Poisson and Normal Distributions

Unit 3: Sampling Theory: Basic Concept of Sampling; Sampling and Non-sampling errors; Practical methods of selecting Random Sample; Random and non-Random sampling techniques; Sampling Distributions (statement only); Sample Size Decisions.

Module II:

Unit 4: Statistical Inference: Theory of estimation; point and interval estimation of population mean, proportion and variance;

Unit 5: Theory of testing of Hypothesis: Procedure of testing of hypothesis; Small and large sample test based on 't', 'Z' and 'F' statistic; Chi square test; Analysis of variance - one way and two-way classified data.

Unit 6: Multivariate Analysis: Multiple Regression Analysis: Assumptions, Model Specification, Estimation and Testing; Relation between partial regression, Coefficient and Correlation Coefficient; Multiple Correlation and partial correlation; Some general problems in multiple regression analysis.

Suggested Readings:

- Gupta, S.C.: *Fundamentals of Statistics*, Himalaya Publishing House.
- Hooda, R.P.: *Statistics for Business and Economics*, MacMillan
- Das, J.K.: *Statistics for Business Decisions*, Academic Publishers, Kolkata.
- Sharma, J.K. *Business Statistics*, Pearson Education.
- Sarkhel. J. and Dutta, S.K.: *An insight into Statistics*, Book Syndicate Pvt. Ltd; Kolkata.
- Johnson, R. A. And Wichern, D.W. *Business Statistics*, John Willy and Sons.

Paper Code: MCOMACFIC105
Accounting Theory

Module: I

Unit 1: Introduction to Accounting Theory- Nature and Scope - Users of Accounting Information – Need for Accounting Theory – Classification of Accounting Theory – Accounting Environment – Accounting and its Changing Role

Unit 2: History of Accounting Thought – Early History of Accounting – Age of Stagnation – Development of Accounting Theory and Practice – Standard Vs Principles

Unit 3: Structure of Accounting Theory – Objectives – Elements of the Structure – Accounting Postulates – Theories of Accounting - Different Approaches to Theory Construction - Conceptual framework of Financial Accounting and Reporting.

Module: II

Unit 4: Accounting Standard – Definition and Meaning, Benefits, Management and Standard Setting – Types of Accounting Standard – Difficulties in Standard Setting

Unit 5: Conceptual Framework of Accounting Standards – Historical Perspective – Standards setting in different countries – Standard Setting in India

Unit 6: Accounting Standards AS 1-2, 4-7, 9-13, 15-19

Suggested Readings:

- Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, McGraw Hill, 1999
- Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting: Theory and Analysis*, Text Readings and Cases, John Wiley and Sons, 2005
- Jawahar Lal, *Accounting Theory and Practice*, Himalaya Publishing House, 2008
- Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm Books, 2000
- L.S. Porwal, *Accounting Theory*, TMH, 2000
- Hendriken, *Accounting Theory*, Khosla Book House

SYLLABUS
Semester II
Paper Code: MCOMACFIC201
Business Environment and Business Ethics

Module 1:

Unit 1: Economic Environment of Business: Concepts, Significance and Elements of Business Environment; Changing dimensions of Business Environment; Environmental monitoring and analysis; Concept and significance of the economic environment of business, Elements of economic environment in India; Economic systems and business environment; Economic Policies - Monetary and Fiscal policies; Globalization, Liberalization and Business environment

Unit 2: Legal and Socio Cultural Environment of Business: Concept and Scope of Political and Legal Environment of Business in India; Importance of Physical Environment; Environmental responsibility of Business; Environmental Laws in India - Concepts and importance of Intellectual Property Rights; Indian laws for protecting intellectual properties – Importance of Socio Cultural Environment of Business – Elements of Culture in India – Societal Culture and Organisational Culture

Unit 3: International and Technological Environment of Business: Importance of International Environment; Multinational Corporations: Concept and Characteristics, benefits and dangers to host countries; Origin and functions of WTO, differences between GATT and WTO, WTO Agreements, Trading Blocks and India; Technology Policy in India – Policy on Research and Development; Technology Transfer: Policies and Mechanisms

Module II

Unit 4: Introduction: Concept of Ethics, Definition and Meaning of Business Ethics, Ethics versus Law, Importance and Need of Business Ethics - Ethics and good governance, Concept of Ethical Dilemma, Moral development - Kohlberg's Six Stages of Moral Development, Morality, Moral Standard and Moral Reasoning.

Unit 5: Ethical theories: Traditional theories - Teleological approach and Deontological Approach; Contemporary Theories – Virtue ethics, Feminist ethics, Discourse ethics, and Post-modern Ethics.

Unit 6: Stakeholder Theory and Practice: Meaning and Definition of Stakeholder Concept- Who are Stakeholders? Early use of the Stakeholder Concept, Different types of Stakeholders, Contribution of Freeman to the Stakeholder Literature, The Berle and Dodd Debate; Descriptive, Instrumental and Normative stakeholder theory; Stakeholder management.

Suggested Readings:

- Aswathappa: *Business Environment for Strategic Management*, Mumbai: Himalaya.
- Agarwal and Diwan: *Business Environment*, New Delhi: Excel Books.
- Misra & Puri: *Economic Environment of Business*, Mumbai: Himalaya.
- Cherunilam: *Business Environment*, Mumbai: Himalaya.
- Narain: *Public Enterprise management and Privatization*, New Delhi: S. Chand
- J.R. Boatright, *Ethics and the Conduct of Business*, Pearson Education.
- Crane, A and Matten D, *Business Ethics*, Oxford University Press.
- Fernando, A.C, *Business Ethics: An Indian Perspective*, Pearson Education
- Velasquez, M.G, *Business Ethics*, Concepts and Cases, Prentice Hall of India

Paper Code: MCOMACFIC202
Macro Economics and Economics of Development

Module I:

- Unit:1. Demand for Money:** Concepts, Functions and Characteristics of money; Liquidity Preference – Transactions, Precautionary and Speculative motives; Quantity Theory of Money; Keynesian Regressive Expectation Model; Baumol’s Inventory Theoretic Model, Tobin’s Portfolio Balance Model.
- Unit:2. Supply for Money:** Credit Multiplier; Borrowed Reserves and High Powered Money; Functions of the Central Bank; Control of Money Supply and Interest Rate by the Central Bank; Deficit Financing; Inside and Outside Money .
- Unit:3. Inflation:** Meaning and Causes of Inflation; Demand Pull and Cost Push Theories; Concept of Inflationary Gap; Effects of Inflation; Phillips Curve and Expectation Augmented Phillips Curve.

Module II:

- Unit:4. Economic Development:** Meaning of Development; Amartya Sen’s “Capability” Approach; Core Values of Development; Objectives and Goals of Development.
- Unit:5. Comparative Economic Development:** Basic Indicators of Development – Purchasing Power Parity, Health and Education; Holistic Measures of Living Levels and Capabilities; New HDI; Comparison between Developed and Developing World.
- Unit:6. Theories of Growth and Development:** Classical Theories – Harrod and Doomar, Lewis; Contemporary Theories – Coordination failure, Multiple Equilibria, Big push, Kremer O-Ring.

Suggested Readings:

- Branson, W., *Macro economic Theory and Policy*, Harper International.
- Froyen, T.R., *Macroeconomics*, MacMillan India Ltd.
- Menkiw, G.N., *Macroeconomics*, CBS publication & Distribution, New Delhi.
- Michael P. Todaro, Stephen C. Smith, *Economic Development*, Addison-Wesley.
- Samuelson, P.A. and Nordhaus, W.D., *Economics*. Tata Mc- Graw Hill Publication Co. Ltd.

Paper Code: MCOMACFIMJE201
International Business

Module 1

Unit 1: International Business: Evolution of International Business, Nature and Recent Trend, Cold War Era and Globalization- Change in Compositional significance of Trade and Foreign Direct Investment (FDI) under Globalization- SEZs and their Significance.

Unit 2: Multinational Corporations: Major Vehicles of FDI- their Inherent Disadvantages in Host Countries- their Advantages (Dunning's OLI Framework) - their Cost Advantage (rigorous proof required) through transfer of their knowledge-based Assets- Conditions of Host Country Welfare Gains from Multinational Investment vis-à-vis autarkic situation (rigorous derivation required).

Unit 3: Foreign Exchange Market and Balance of Payment: Demand and Supply of Foreign Exchange- Exchange Rate- Devaluation and Up valuation of Domestic Currency- Different Exchange Rate Regimes and their Mechanism- Risk Management: Spot Covering and Forward Covering speculation in Spot and Forward Markets- Concepts of Forward Premium and Discount- BoP: Definition, Current Account and Capital Account, Identity and Equilibrium, Fundamental Disequilibrium- IMF and WTO

Module II

Unit 4: Regional Economic Integration: Advantages and Disadvantages of Economic Integration; Levels of Economic Integration; Tariff and its impact- Tariff and Non Tariff Barriers to Trade- EU, ASEAN , SAARC, SAFTA and NAFTA.

Unit 5: Global Strategic Management: Concept of Global Strategic Management; Theory of Global Competitiveness Alignment- Mapping competitiveness shifts; Porter's Diamond Model of Competitive Advantage; the 10-P Model of Global Strategic Management.

Unit 6: The Strategy and Organization of International Business: Strategy in International Business- Motivation and Pressures in Internationalization, the Global Firm as a Value Chain, Internationalization Strategies; Organization of International Business- Structure, Control Systems and Culture. Market Entry Strategy: Entry objectives; Scale of entry; Timing of entry; Entry modes. International Business Operations: Global Manufacturing; Global Market Management; Global Human Resource Management, Global Business Citizenship.

Suggested Readings:

- Chacholiades Miltiades, *International Economics*, McGraw Hill
- Hill Charles WL and Jain A.K., *International Business*, Tata McGraw Hill
- Markusen, Melvin, Kaemfer and Maskus, *International Trade Theory and Evidence*, McGraw Hill
- Rugman and Hodgetts, *International Business: A Strategic Management Approach*, Pearson
- Taggart, James, H. and McDermott Michael C., *The Essence of International Business*, Prentice Hall

Paper Code: MCOMACFIMJE202
Security Analysis and Portfolio Management

Module 1

Unit 1: Introduction: Securities - Concept, Types, and Characteristics- Overview of security market- Major Stock Exchanges of India and International Stock Exchanges- Security market indicators- Investment-concept, process and alternatives.

Unit 2: Security Market Analysis: Fundamental Analysis and Technical Analysis; Economic Analysis- Industry Analysis- Company Analysis; Charting Techniques (trends, moving average, relative strength, point and figure analysis etc.) - Dow Theory- Key Technical Indicators.

Unit 3: Efficient Market Hypothesis and Valuation of Stocks and Bonds: Random Walk and Efficient Market Hypothesis-Concepts-Tests- Valuation of Stocks and Bonds- Bond Management Strategies.

Module 2

Unit 4: Portfolio Management: Risk and Return –Concept, types and measurement- Concept of Portfolio- Portfolio Analysis; Portfolio Diversification - Efficient Frontier- Optimal Portfolio.

Unit 5: Portfolio Selection and Evaluation of Portfolio Performance: Markowitz Model- Sharpe's Single Index Model-Concept of and Framework for Evaluating Portfolio Performance; Sharpe Ratio, Treynor's Ratio and Jensen's Alpha.

Unit 6: Capital Market Theory: Capital Asset Pricing Model (CAPM) - Features and Assumptions; Concept and Estimation of Beta Coefficient- Arbitrage Pricing Theory- Capital Market Line, Security Market Line.

Suggested Readings:

- Chandra, P. *Investment Analysis and Portfolio Management*, Tata McGraw Hill
- Fabozzi, F.J., *Investment Management*, Prentice Hall
- Fischer and Jordan, *Security Analysis and Portfolio Management*, Prentice Hall
- Sharpe, Alexander and Bailey, *Investments*, prentice Hall

Paper Code: MCOMACFIMJE203
Strategic Management and Corporate Governance

Module 1

Unit 1: Introduction- Concept of Strategy-Levels of Strategy-Strategic Intent-Strategic Management Process- Environmental Scanning and Analysis-External factors-SWOT Analysis-Michael Porter's Five Force Model-Analysis of internal resources and Capabilities –Core competence-Value Chain Analysis.

Unit 2: Strategic Options- Alternative Grand Strategies: Growth, Stability, Retrenchment and Combination-Merger and Acquisition-Michael Porter's concept of Generic Strategies.

Unit 3: Choice of Strategy and Implementation-The Portfolio Approach-Important Issues in Strategy Implementation: Resource Allocation, Leadership Implementation, Structural consideration- Balanced Score Card Approach

Module II

Unit 4: Corporate Governance – A Conceptual Foundation-Concept and Definition of Corporate Governance-Characteristics-Importance-Origin and Development- Agency Theory and Stakeholder Theory- Concept and core principles.

Unit 5: Role of Directors and Ethics in Corporate Governance-

Directors and Board of Directors-Roles and Functions-Types of Directors-Board Committees for Corporate Governance-Corporate Governance and Ethics-Ethical Principles for good Corporate Governance.

Unit 6: Corporate Governance in Indian and Global Scenario-

Contribution of CII to the development of Corporate Governance in India-SEBI's initiative and K.M. Birla Committee Report, 2000-Introduction of Clause 49 and Corporate Governance Requirements-Narayana Murthy Committee Report, 2003-Corporate Governance in the world- OECD Principles-Corporate Governance in UK- Corporate Governance in USA-Emerging Scenario of Corporate Governance.

Suggested Readings:

- A.C.Fernando, *Corporate Governance: Principles, Policies and Practices*, Pearson
- Darryl Reed and Sanjay Mukherjee, *Corporate Governance, Economic Reforms and Development*, Oxford University Press
- A.G.Robert, Monks and Neil Minnow, *Corporate Governance*, Wiley
- Jauch, L. R. and Glueck, W.F., *Business Policy and Strategic Management*, McGraw Hill, New York.
- David, Fred R., *Strategic Management*, Pearson Education
- Kazmi, A., *Business Policy and Strategic Management*, McGraw Hill.
- Pearce and Robinson, *Strategic Management: Formulation, Implementation and Control*, Tata Mc-Graw-Hill.
- Francis Cherunilam, *Strategic Management*, New-Delhi: Himalaya Publishing House.
- Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. *Strategic Management: A Methodological Approach*. Addison-Wesley.
- K.Prasad, *Corporate Governance*, New Delhi: PHI
- T. Clarke, *International Corporate Governance*, London: Routledge.
- Solomon, *Corporate Governance and Accountability*, London: John Wiley and Sons.

Paper Code: MCOMACFIMIE201

Conflict Management and Negotiations

Module I:

Unit 1: Introduction: Concept of Conflict- Importance- Features of Conflict – Perception of Conflict- Functional and Dysfunctional conflict- Sources of Conflict – Process of Conflict.

Unit 2: Classification of Conflict: Personal Conflict- Inter-personal Conflict – Group Conflict- Organisation Conflict- Class Conflict (Industrial) Conflict Resolution.

Unit 3: Managing Inter-personal Conflict: Strategies for Inter-personal Conflict Resolutions- Management of Conflict-Styles of Conflict Management- Five Conflict Management Styles by Ruble and Thomas- Contingency Model of Conflict Management.

Module II

Unit 4: Managing Team and Organizational Conflict: Techniques to resolve Team Conflict-Strategies to resolve Organizational Conflict- Humour and Conflict Resolution.

Unit 5: Negotiation I: Definition and Scope- Negotiating Conflicts- Need and Importance of Negotiation- Types of Negotiation- Negotiation Process- Factors responsible for making Negotiation.

Unit 6: Negotiation II: Tricks used in Negotiation Process- The Four Control Tactics- The Seven Pressure Tactics-Getting and Keeping the Psychological Advantage- Methods to counter Negotiating Techniques- Issues in Negotiation.

Suggested Readings:

- Singh, B.D., *Managing Conflict and Negotiations*, Excel Books
- Eirene Leela Rout and Nelson Omiko, *Corporate Conflict Management: Concept and Skills*, PHI
- Willem F.G. Masterbroe, *Conflict Management and Organisation Development*, John Willey and Sons

SYLLABUS
Semester III
Paper Code: MCOMACFIC301
Corporate Reporting

Module I:

Unit 1: Introduction to Financial Reporting: Concept of Financial Reporting; General Purpose for Financial Reporting ; Specific purpose report; Benefits of Financial Reporting; Qualitative characteristics of Financial Reporting information; Establishing accounting and reporting objectives; Users in Financial Reporting. [14 LH]

Unit 2: Convergence of International Financial Reporting Standards (IFRS) in India: GAAP in India; International Financial Reporting Standards-Overview; Convergence of Accounting Standard with IFRS; Advantages of convergence to IFRS; Criticisms of IFRS; Overview of Ind AS; list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA); Comparison of IFRS with Ind AS. [18 LH]

Unit 3: Sustainability Reporting: Concept of sustainability reporting; Concept of Triple Bottom Line Reporting; Global Reporting Initiative (GRI); International Federation of Accountants (IFAC). [18 LH]

Module II:

Unit 4: Social, Human and Environmental Reporting: Social Accounting: Concept, approaches, measurement of social benefits and social cost, Audit of Company Social Report, Social Responsibility disclosures; Human Resource Accounting: Concept, significance, limitation, methods of Accounting and Disclosure of HRA Information; Environmental Accounting: Concept and relevance, Environmental Costs and Guidelines for environmental Reporting. . [26 LH]

Unit 5: Segment Reporting: Concept and benefits of segment reporting; argument against segment reporting; Bases of segmentation; Identifying reportable segments; AS 17 on segment accounting policies; difficulties in segment reporting; segment disclosures in India. . [16 LH]

Unit 6: Value Added Reporting: Concept of value added; value added statements; Utility of Value Added statement; Disclosure of Value Added Statement; Economic Value Added; Superiority of EVA over Traditional Measures; Implementing EVA; EVA disclosure in India; Market Value Added; Shareholders' Value Added; Cash Value Added. [16 LH]

Suggested Readings:

- Saini, A L, *IFRS for India*, Snow white publications
- Tripathy, Shibarama, *Roadmap to IFRS and Indian Accounting Standards*.
- *IFRS explained – A guide to International financial reporting standards*, BPP learning Media
- Ghosh, T P, *IFRS for finance executives*, Allied Services Private Limited
- Garg, K, *IFRS concepts and applications*, Bharath law house private limited
- Kirk J. Robert, *IFRS: A Quick Reference Guide*, Elsevier Ltd.
- Vijay Kumar M P, *First lesson to International Financial Reporting Standards beginners*, Prime Knowledge Services.
- Finch, Clare, *A student's guide to international financial reporting standards*, Kalpan Publishing.
- Lal Jawahar, *Corporate Financial Reporting: Theory and Practice*, Taxmann's Publication

Paper Code: MCOMACFIC302
Advanced Financial Management

Module I:

Unit-1: Capital Structure: Concept of capital structure; Theories of Capital structure-NI, NOI, M-M Theory with and without corporate Tax, Trade off theory, and Signalling Theory; Optimum Capital Structure; Determinants of capital structure. [14 LH]

Unit-2: Concept of Leverage: Business and Financial risks; Operating Leverage; Financial Leverage; Financial Leverage and Trading on Equity; Financial Leverage and Equity Shareholders' Return; EBIT-EPS Analysis; Total Leverage. [14 LH]

Unit-3: Capital Budgeting: Nature, significance and kinds of capital budgeting decisions. Capital budgeting decision under certainty: Non Discounted cash flow criteria- Payback, ARR; Discounted Cash flow criteria- NPV, IRR, and PI. Capital rationing. Capital budgeting decision under uncertainty and risk- Probability Assignment, Expected Net Present value, Probability distribution Approach, Normal Probability Distribution, Risk Adjusted Discount Rate, Certainty equivalent method, DCF Break even analysis, Simulation method, Decision tree analysis, Sensitivity analysis and Scenario analysis. [26 LH]

Module II:

Unit-4: Working Capital Management: Working Capital Financing; Determinants of Working Capital; Management of major components of working capital; Cash Management: Baumol's Model and Miller Model of Managing Cash; Receivable Management: dimension of credit policy of firm and evaluation of credit policies; Inventory management. [18 LH]

Unit-5: Dividend Decision: Rationale for paying dividend; Determinants of Dividend Policy; Dividend Models; Rationale for Dividend Stability; Lintner's Model on Corporate dividend behaviour; Bonus Dividend, Stock Splits, Share Buyback. [16 LH]

Unit 6: Corporate Restructuring: Concept, Objectives and Needs; Forms of Corporate Restructuring- Financial Restructuring and Operational Restructuring; Tools of Restructuring; Motives and forms of Merger and Acquisition; Stages involved in Merger and Acquisition; Estimating merger gains and cost; Valuation under Merger and Acquisition; Leveraged buyouts (LBO); Evaluation of regulatory control of Merger and Acquisition in India. [20 LH]

Suggested Readings:

- Chandra, Prasanna., *Financial Management-Theory and Practice*, Tata McGraw Hill.
- Khan, M.Y. and Jain, P.K., *Financial Management-Text and Problems*, Tata McGraw Hill.
- Pandey, I. M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
- Van Horne, J C., *Financial Management and Policy*, Prentice Hall of India.
- Banerjee, Bhabatosh, *Financial Policy and Management Accounting*, PHI, Learning.
- Machiraju, ,H.R., *Mergers, Acquisitions and Takeovers*, New Age International, New Delhi.
- Srivastav, Rajiv and Misra, A., *Financial Management*, Oxford University Press.
- Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.

Paper Code: MCOMACFIMJE301
Financial Markets and Financial Services

Module I:

Unit-I: Financial System: Definition, Nature and functions of the financial system, Components of the financial System; Financial Assets, Financial intermediaries and financial market: concept and classification; Role of the financial system in economic development; The Structure of Indian Financial System- An overview; Weakness of Indian financial system. [12 LH]

Unit-2: Money Market: Meaning, Functions and types of Money Market; Role of the Reserve Bank in the Money Market; characteristics features of a developed money market; Money Market Instruments: Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Call Money Market and Repo Instruments; Structure of Indian money market; Deficiencies of Indian money market; recent development in Indian Money Market [18 LH]

Unit-3: Capital Market: Meaning, Functions and Types of Capital Market; New issue market: concept and functions; players of new issue market; Types of Primary Issues: Public, Rights and Private Placement; Advantage and disadvantage of new issue; Role of SEBI in the Capital Market. Secondary Market: concept and functions of the Secondary Market; Organization, Management and Membership of Stock Exchanges; Listing of Securities; Trading Arrangements; Stock Exchanges in India: OTCEI, BSE and NSE; Depository system; Recent reforms in the Indian Capital market. [24 LH]

Module II:

Unit-4: Financial Services: Meaning, classification, scope of financial services, New and innovative financial product and services, financial intermediaries rendering financial services: merchant banking, Leasing, venture capital and Factoring. [18 LH]

Unit-5: Mutual Funds and Credit Rating: Mutual Funds-Introduction, types and importance of mutual funds, risk in mutual funds, Net Asset Value; Performance of mutual funds in India; Credit Rating- Meaning, Importance, Credit Rating Agencies in India and Rating Process. Functioning of Credit Rating Agencies like – CRISIL and ICRA. [16 LH]

Unit-6: Derivative: Meaning, kinds of financial derivatives – forwards, future options, swaps, forwards vs. futures contract, significance of derivatives, recent development in derivative trading in India, SEBI guidelines, regulating the securities markets. Determination of Forward contract Price, valuation of Options [20 LH]

Suggested Readings:

- Bhole, L. M., *Financial Markets and Institutions*, Tata McGraw-Hill
- Varshney, P. N. and Mittal, D. K., *Indian Financial System*, Sultan Chand
- Pathak, B., *Indian Financial System*, Pearson Education in India
- Khan, M. Y., *Indian Financial System- Theory and Practice*, Tata McGraw-Hill
- Gurusamy, *Financial Markets and Institutions*, Tata McGraw-Hill
- Saha, S. S., *Indian Financial System and Markets*, Tata McGraw-Hill

Paper Code: MCOMACFIMJE302
Operations Research

Module I:

Unit 1. Linear Programming Problem: Linear Programming Problem formulation: Graphical solution; Simplex method; Sensitivity analysis. (18 LH)

Unit 2. Transportation and Assignment Problems: Mathematical representation, Methods of solving initial basic feasible solution; testing optimality; variations in transportation problem; Assignment problems – its concept and algorithm; Solution of assignment problem, variations of assignment problems. (18 LH)

Unit 3. Replacement theory: Basic concept; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Impact of maintenance cost in replacement; Limitations of replacement. (18 LH)

Module II:

Unit 4. Queuing theory: Concept of queuing system and model; Characteristics of queuing model; Models with Poisson arrival and services rates, single server with infinite and finite population. (18 LH)

Unit 5. Simulation: Basic concept; Elements of Simulation process; Advantages and limitations of simulations; Application of simulation in different fields. (18 LH)

Unit 6. Network Analysis: Network diagram; Time estimating for authority; Determination of floats; Critical Path Method; Programme Evaluation and Review Technique; Project crashing, scheduling and levelling. (18 LH)

Suggested Readings:

- Taha, H.A.: *Operations Research- An Introduction, Prentice Hall of India Pvt. Ltd.* New Delhi.
- Swamp, I.K., Gupta, P.K., Mohan, M.: *Operations Research, Sultan Chand & Sons, New Delhi.*
- Vohra, N.D.: *Quantitative Technique in Management, Tata McGraw Hill.* New Delhi.
- Sharma, J.K.: *Operations Research – Theory and Applications, Macmillan, New Delhi.*
- Gupta P.K. and Hira, D.S.: *Problems in Operations Research, S.Chand & Co.*
- Kapoor, V.K. and Kapoor, S.: *Operations Research Techniques for Management, Sultan Chand & Sons, New Delhi.*

Paper Code: MCOMACFIMIE301

Corporate Social Responsibility

Module I:

Unit 1: Introduction to Corporate Social Reporting: Definition of CSR; History & Evolution of CSR; Concept of Corporate philanthropy and Corporate Citizenship; Advantages of CSR; Agency theory vs. Stakeholder theory.

Unit 2: Sustainability, Accountability and Transparency: Concept of Sustainability, Accountability and Transparency; Importance of CSR in Corporate Governance; CSR through triple bottom line and Sustainable Business; Carroll Model of CSR.

Unit 3: Corporate Social Responsibility Legislation: CSR-Legislation in India & the world; Section 135 of Companies Act 2013; Scope for CSR Activities under Schedule VII.

Module II:

Unit 4: CSR in India and Global CSR: Evolution of CSR in India; Models of CSR in India; Carroll's model; Government Initiatives-Community Development and Empowerment; Multinational companies and CSR- CSR initiatives in US and UK.

Unit 5: Stakeholders Theory: Profit Maximisation vs. Stakeholders' Value Creation; Concept of stakeholders; Stakeholders' Mapping; Contemporary issues in CSR; Holistic growth; Stakeholder Trade-offs.

Unit 6: Corporate Governance: Concept and Importance; International scenario; Indian scenario—Reports of various committees; Relation between CSR and Corporate governance; Environmental aspect of CSR.

Suggested Readings:

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Perrini, Stefano, and Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar. University of Delhi.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Philip Kotler, *Corporate Social Responsibility*, Nancy Lee, John Wiley & Sons Inc.
- C.K. Prahalad, *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing
- Sanjay K Agarwal, *Corporate Social Responsibility in India*, SAGE Publications Pvt. Ltd,
- Huzaifa Khorakiwala, Vijay Kapur and EnakshiSengupta, *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.

SYLLABUS

Semester IV

Paper Code: MCOMACFIC401

Taxation

Module I

Unit 1: Taxation of Business Income: Computation of business income in case of Corporate and Partnership Firms with reference to relevant provisions under the Income Tax Act, Provision for MAT (Minimum Alternate Tax), Dividend Distribution Tax.

Unit 2: Set off and Carry Forward of Accumulated Losses and Clubbing of Income: Provision for Set off and Carry Forward of Accumulated Losses; Income of other persons' included in assessee's own income. Case - study approach based on landmark judgements.

Unit 3: Assessment Procedure: Returns of Income, Due dates of filing return, Assessment of Income, Penalties and Prosecution, Advance Payment of Tax, Provisions regarding TDS (Tax Deducted at Source), Refund of Tax, Interest, Appeals and Revisions, Settlement of cases.

Module II

Unit 4: Goods and service Tax (GST)- An Overview: Introduction to GST; Constitution (One Hundred and First) Amendment Act, 2016 ; Major decision of Goods and Service Tax Council (GSTC); Salient features of GST; Benefits of GST; GST Network; GST-Key Concepts; Taxes Under GST- CGST, SGST, UTGST and IGST.

Unit 5: GST- Registration and Supply: Registration: Registered Persons, Compulsory Registration under GST, Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Tax Payer, Unique Identification Number (UIN), Goods and Services Tax Identification Number (GSTIN); Supply: Concept and Types of Supply, Time of Supply, Value of Supply, Place of Supply- Concepts of Place of Supply, Place of Supply of Goods, Place of Supply of Services.

Unit 6: GST- Input tax Credit, Payment of Taxes and Return: Input Tax Credit Process, Negative List for Input Tax Credit, Input Tax Credit Utilization, Input Tax Credit Reversal; Payment of Taxes- Electronic Liability Register, Electronic Credit Ledger and Electronic Cash Ledger; GST Return.

Suggested Readings:

- Singhania, V.K. and Kapil, *Direct Taxes*, Taxmann Publications, New Delhi
- Sengupta, C.H., *Law and Practice of Direct and Direct Taxes*, Dey Book Concern, Kolkata
- Income Tax Act, 1961 (Amended as per the recent Finance Act)
- Bangar, V and Bangar, Y, *Beginner' Guide to GST*, Aadhya Prakashan
- Vardhan, H., *Illustrated Guide to Goods & Services Tax*, Bharat Law House, Delhi
- Datey, V.S., *GST Law & Practice with Custom and FTP*, Taxmann Publications, New Delhi

Paper Code: MCOMACFIC402

Computer Application in Business

Module I

Unit 1: Concept of Data processing and Data representation: Data; Information; Data processing; Computerised data processing; Data structure; need for data processing; Data processing cycle and functions; methods of data processing; Application of data processing system. Concept of data representation; Data types; Number systems; Computer coding systems; Computer Arithmetic.

Unit 2: Design of Computerised Commercial Applications: Concept; General Form of Business application; Account payable; Payroll Accounting; Finished Goods Inventory Control; Sales Order Processing System; Materials Inventory Control; Financial Accounting

Unit 3: Computer Based Business Application: Introduction and working with MS-Word, Working with MS-Excel, Creating Presentation with MS-PowerPoint in MS- Office.

Module II

Unit-4: Enterprise Resource Planning: Concept of ERP, Business Process Reengineering (BRP), ERP implementation, various types of ERP Systems; Concept of Transaction Processing System, Transaction processing cycle, Components of the transaction processing system.

Unit-5: Introduction to DBMS and RDBMS: Concept of DBMS, Purpose of Database system, instances and schemes, DDL, DML, database users. Entity-Relationship Model: Concept of Entity and Entity Set, attributes, Concept of keys, ERD. The relational database model, relation and its instances, table and tuple, data types. Table handling-create, modify, delete, insert, Query using SQL commands.

Unit 6: Working with Accounting and Statistical Packages: Tally ERP –Preparation of Vouchers, Invoice and Salary Statement, Maintenance of Inventory Record, Maintenance of Accounting Record, Preparation of Balance Sheet, Preparation of Annual Report; Introduction and working with Statistical Package for Social sciences (SPSS).

Suggested Readings:

- Korth, H., *Database Management Systems*, Tata McGraw Hill.
- Bayross, I., *Database Concepts and Systems*, SPD.
- Abbey, M., *Oracle 8i- A Beginner's Guide*, Oracle press, Tata McGraw Hill.
- Nadhani, A.K., *Tally.ERP 9*, BPB Publications.
- *Mastering Excel-2000*, Premium edition, BPB Publication.
- Cunningham, J.B., *Using SPSS: An Interactive Hands-On Approach*, SAGE Publications India Pvt Limited

Paper Code: MCOMACFIC403

Financial Statement Analysis

Module-I

Unit 1: Financial Statements: Concept of Financial Statements; users of financial Statement; Nature of Financial Statements; Objectives of Financial Statements; Importance of Financial Statement; Different Types of Financial statement and Limitations of Financial Statements.

Unit 2: Financial Statement Analysis: Concept and Objective of Financial Statement Analysis (FSA); Historical Development of FSA; Traditional and Modern Approaches to FSA; Types of FSA; Problems encountered in FSA; Methods of FSA- Comparative Statements; Common-size statements; Trend Ratios and Ratio Analysis; Fund flow Analysis and Cash flow Analysis.

Unit 3: Ratio Analysis: Meaning of Ratio Analysis; Ratio Formation; Objectives of Ratio Analysis; Classification of Ratios; Important Ratios; DuPont Analysis; Limitations of Ratio Analysis; Practical Methods of Analysis- Time Series Analysis; Cross-sectional Analysis; Residual Analysis and Multivariate Analysis.

Module-II

Unit 4: Basic Statistical Issues in Financial Statement Analysis: Purposes of Statistical Measures in FSA; Statistical Measures commonly used in FSA-Measures of Central Tendency; Measures of Dispersion; Measures of Relationship and Relevant Statistical Tests.

Unit 5: Cash Flow Analysis: Concept and Importance of Cash Flow Statements; Preparation of Cash Flow Statement; Cash flow Statement Vs. Fund Flow Statement; SEBI Guidelines for Cash Flow Statement; Cash Flow information based Ratios; Interpretation of Information derived from Cash Flow Statement.

Unit 6: Corporate Distress Analysis: Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy; Causes of Corporate Failure; Need for Corporate Distress Analysis; Corporate Failure Prediction Models.

Suggested Readings:

- Sinha, G. *Financial Statement Analysis*, PHI Learning Pvt. Ltd.
- Foster, G. *Financial Statement Analysis*, Prentice Hall.
- Lev. B. *Financial Statement Analysis – A New Approach*, Prentice Hall.
- Sur, D. *Financial Statement Analysis – A Comprehensive Approach*, Excel Books.
- Wild, J.D., Subramanyam; K.R. and Halsey; R.F. *Financial Statement Analysis* McGraw Hill Education India Pvt. Ltd.

Paper Code: MCOMACFIC404

Strategic Cost Management

Module-1

Unit 1: Strategic Cost Management and Control: Conceptual Framework, Life Cycle Costing, Target Costing, Kaizen Costing and Business Process Re-engineering (BPR).

Unit 2: Activity Based Cost Management: Meaning, Stages in ABC, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision Making Tool.

Unit 3: Service Costing: Introduction, Characteristics of Service Sector, Collection of Costing data in service sector, Costing methods used in service sector, Pricing by Service Sector.

Module-II

Unit 4: Standard Costing: Introduction, Types of Standards, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances, Reporting of Variances, Accounting Procedure for Standard Cost.

Unit 5: Transfer Pricing: Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing, Conflict between a division and the company.

Unit 6: Total Quality Management (TQM): Quality Control, Quality Assurance, Quality Management. TQM- Basics, Stages, Principles and Control, Cost of Quality Report, Continuous Process Improvement.

Suggested Readings:

- Horngreen, C.T., *Cost Accounting- A Managerial Emphasis*, Prentice Hall of India.
- Maheshwari, S.N., *Management Accounting and Financial Control*, Mahavir Book Depot.
- Saxena V.K. & Vashist. C.D., *Advanced Cost Management Accounting*. Sultan Chand & Sons.
- Bhattacharya & Dearden, *Accounting for Managerial Decisions*. Prentice Hall of India.
- Daff Trevor, *Cost and Management Accounting*, Woodhead Faulkner.
- Lal Jawahar, *Cost Accounting*, Tata McGraw Hill.
- Banerjee, B. 'Cost Accounting Theory and Practice', PHI Learning Pvt. Ltd.
- Prasad, N.K. & A.K., *Principles and Practice of Cost Accounting*, Book Syndicate Pvt. Ltd.

Paper Code: MCOMACFIC405

Advanced Financial Accounting and Auditing

Module-I

Unit 1: Accounting for Lease: Concept of Leasing, Advantages and Disadvantages of Leasing, Types of Leasing- Finance Lease, Operating Lease, Accounting treatment of Finance Lease and Operating Lease, Sale and Leaseback.

Unit 2: Accounting for Price Level Changes: Drawbacks of Conventional Accounting, Accounting for Price Level Changes: Meaning, Advantages, Limitations and Methods, Current Purchasing power (CPP) Methods and Current Cost accounting (CCA) methods, Accounting for Price Level Changes in India.

Unit 3: Accounting for Financial Instruments: Meaning, Classification of Financial Instruments, Recognition and De-recognition of Financial Instruments, Mark to Market, Measurement of Financial Instruments, Hedge Accounting.

Module-II

Unit 4: Company Audit: Statutory Audits under the Companies Act, 2013, Qualifications and disqualifications of company auditors, Rights, Duties, Liabilities of auditors including their liability to third party, Joint Audits and provisions thereon, Audits of Dividend and Divisible Profits, Audit Reports- its contents, Qualification and Disqualification of Audit reports, Note on Accounts.

Unit 5: Internal Audit and Audit Committee: Basic concept, Internal Audit Standards issued by ICAI, Sarbanes-Oxley Act, 2002 and its implications on Internal Audit and Internal Control, Audit Committee- its significance and formation, Role of Audit Committee on Corporate Governance Practices of companies.

Unit 6: Auditing and Assurance Standards (AASs): Statements and Guidance Notes on Auditing issued by ICAI, Significant differences between Auditing and Assurance Standards and International Standards on Auditing.

Suggested Readings:

- Shukla. M.C. and T.S. Grewal : *Advanced Accountancy*, S.Chand & Co., New Delhi.
- Gupta, R.L. *Advanced Financial Accounting*, S. Chand &Co., New Delhi
- Naryanaswamy, R: *Financial Accounting: A Managerial Perspective*, Prentice Hall,,New, Delhi
- Dearden , J and S.K. Bhattacharya: *Accounting for Management*,Vikas Publishing, House, New Delhi
- Bansal, S, *Advanced Auditing and Professional Ethics*, Bestworld Publications Pvt. Ltd.
- Gupta, K., *Contemporary Auditing*, Tata McGraw Hill.
- Guiding Notes on Audit and Auditing Standards, ICAI, New Delhi.

Paper Code: MCOMACFIMJE401

Project Management

Module I

Unit 1: Introduction: Project: Conceptual Issues, Classification, Features, Dimensions -Project Selection Process - Project Life Cycle-Project Report -Project Management- Tools and Techniques for Project Management - Project Manager's Roles and Responsibilities.

Unit 2: Project Planning: Concept of Project Planning- Scope- Mainstays of Project-Planning- Developing Project Plan- Updating Project Plan- Network Modelling with PERT/CPM- Steps.

Unit 3: Project Evaluation and Review Techniques: Methods of project evaluation-capital budgeting decisions-types - methods under condition of certainty – Pay Back Period- ARR- Net Present Value method- IRR- Profitability Index.

Module II

Unit 4: .Project Feasibility Studies: Concept of Feasibility Study- Distinction between Pre-feasibility Study and Post-Feasibility Study- Technical Feasibility- Scope- Financial Feasibility- Scope- Risk and Uncertainty- Types of Project Risk- Measures of Risk-Simple Estimation- Sensitivity Analysis-Decision Tree Analysis.

Unit 5: Social Cost-Benefit Analysis: Cost-Benefit Analysis-Need for Social Cost Benefit Analysis-Procedure of Social Cost Benefit Analysis- Main Feature of Social Cost Benefit Analysis-UNIDO Approach- Little-Mirrless Approach- SCBA in India- Public Investment Decision making in India-Limitations of SCBA.

Unit 6: Project Financing in India: Meaning and Importance of Project Finance - Means of Finance and Sources of Project Finance in India- Financial Institution Structure and Financial Assistance-Norms of Finance and Term Loan Procedure -SEBI Guidelines - Sample Financing Plans-Project Pricing- Cost Budgeting- Cost Control.

Suggested Readings:

- Chandra, P., *Project Planning, Analysis, Financing, Implementation and Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Choudhury, S., *Project Management*, Tata McGraw-Hill Publishing Company Ltd.
- Desai, V., *Project Management*, Himalaya Publishing House, Mumbai.
- Keviv, C. & Brooks, L., *Essential of Strategic Project Management*, John Wiley & Sons Inc.
- Kothari, C.R., *Quantitative Technique*, Vikas Publishing House Pvt. Ltd.
- Maheswari, S.N., *Management Accounting Financial Control*, Sultan Chand and Sons.
- Vora, N.D., *Quantitative Technique in Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Jack R. Meredith and Samuel J. Mantel, *Project Management: A Managerial Approach*, Wiley Paperback