
1. THE UNIVERSITY

The Indira Gandhi National Open University was established by an Act of Parliament in 1985 to achieve the following objectives:

- democratizing higher education by taking education to the doorsteps of the students
- providing access to high quality education to all those who seek it, irrespective of age, region, or formal qualifications
- offering need-based academic programmes by giving professional and vocational orientation to the courses
- promoting and developing distance education in India
- setting and maintaining standards in distance education in the country - as an apex body for the purpose.

Some of the special features of the Open and Distance Education System currently practised by IGNOU are:

- Relaxed entry requirements
- Provision of equal opportunity of admission to people from all over the country
- Provision of learning at one's own pace, place and time
- Cost-effective and cost-efficient educational operations
- Multi-media approach in the preparation of course packages
- Self-instructional Printed and AudioVideo course materials
- Network of student support services throughout the country
- Face-to-face Counselling and Tele-counselling
- Continuous evaluation through assignments
- Provision of terminal examination two times a year
- Interactive Satellite Aided Communication Network (Teleconferencing).
- Interactive Radio Counselling

1.1 The Schools of Studies

With a view to developing interdisciplinary studies, the University operates through Schools of Studies. Each School is headed by a Director who arranges to plan, supervise, develop and organise its academic programmes and courses in co-ordination with the School staff and the different academic, administrative and service wings of the University. The emphasis is on providing a wide choice of courses at different levels through various programmes. Currently IGNOU has following schools of studies:

School of Humanities	School of Journalism and New Media Studies
School of Social Sciences	School of Gender and Development Studies
School of Sciences	School of Tourism Hospitality Service Sectoral Management
School of Education	School of Interdisciplinary and Trans-disciplinary Studies
School of Continuing Education	School of Social Work
School of Engineering & Technology	School of Vocational Education and Training
School of Management Studies	School of Extension and Development Studies
School of Health Sciences	School of Foreign Languages
School of Computer & Information Sciences	School of Translation Studies and Training
School of Agriculture	School of Performing and Visual Arts
School of Law	

1.2 Academic Programmes

The University offers programmes leading to Certificate, Diploma or Degree, covering conventional as well as innovative programmes. Most of these programmes have been developed after an initial survey of the demand for such studies. They are launched with a view to fulfil the student's needs for:

- certification
- improvement of skills
- acquisition of professional qualifications
- continuing education and professional development at work place
- self-enrichment
- diversification of knowledge, etc.

The University follows multi-media approach in imparting instruction to its learners. It comprises of:

- Self-instructional printed course material packages
- Assignments for assessment and feedback
- Supporting audio-video programmes
- Face-to-face interaction with academic counsellors at Study Centres or at work centres depending on programme requirement
- Practicals at designated institutions
- Project Work in some programmes
- Work-related field project/Functional assignments as per programme requirements
- Telecast of video programmes on the National Network of Doordarshan (DD-I)
- Broadcast of audio programmes by All India Radio (selected stations)
- Interactive Satellite Aided Communication Network (Teleconferencing)
- Interactive Radio Counselling

1.3 Course Materials

Learning materials are prepared for the courses by teams of experts drawn from conventional universities, professionals from all over the country and in-house faculty. These materials are edited by the content experts and language experts at IGNOU before they are finally sent to the press. Similarly, audio and video programmes are produced in consultation with the course writers, in-house faculty and producers. These materials are previewed and reviewed by the faculty as well as outside experts and edited or modified wherever necessary before they are despatched to the Study Centres and Doordarshan.

Printed material is supplied directly to the students at the addresses supplied by them and their cost is covered in the programme fee. Audio/Video programmes are made available at the Study Centres where Audio/Video playing equipment is also available. Audio/Video programmes of the University are also broadcast as per a prearranged schedule. Print materials and audio/video tapes are available for a price. Interested persons/institutions may request for a catalogue from The Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi - 110068.

1.4 Credit System

The University follows the 'Credit System' for most of its programmes. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 4 credit course involves 120 hours. This helps the student to understand the academic effort one has to put in, in order to successfully complete a course. Completion of an academic programme (Degree, Diploma or Certificate) requires successful clearing of both, the assignments and the term-end examination of each course in a programme.

2. BACHELOR OF COMMERCE WITH MAJOR IN CORPORATE AFFAIRS AND ADMINISTRATION [B.Com (CA & A)]

Bachelor of Commerce with Major in Corporate Affairs and Administration is designed and developed in collaboration with The Institute of Company Secretaries of India, exclusively for the Company Secretaryship students. The main objective of this programme is to develop skills and competencies of the student in the field of Corporate Affairs and Administration.

The students can simultaneously study B.Com with Major in Corporate Affairs and Administration with company secretaryship foundation programme offered by ICSI. This programme comprises of 104 credits, out of which 24 credits are from IGNOU and 80 credits are part of foundation and executive programme. Once a student passes Company Secretaryship Foundation and Executive Programme automatic credit transfer is given in this B.Com programme for all those students. This scheme facilitates the students to obtain dual degree simultaneously.

2.1 Programme Structure

This programme comprises of 4 courses of BDP programme of IGNOU, 4 courses of Foundation Programme and 6 courses of Executive Programme of Company Secretaryship.

Sl. No.	Course Code	Course Title	Credits	Status
Part A: Course offered by IGNOU to be studied by all the students:				
1.	FHS-01	Foundation Course in Humanities and Social Sciences	8 Credits	Compulsory
2.	AED-01	Export Procedures and Documentation	4 Credits	Compulsory
3.	ECO-12	Elements of Auditing	4 Credits	Compulsory
4.	EEG-03	Communication Skills in English	8 Credits	Compulsory
		OR		
	EEG-04	English for Practical Purposes	8 Credits	Compulsory
Part B: Courses which are part of Company Secretaryship Foundation Programme. Students get credit transfer in this B.Com. programme.				
5.	BCO-031	English and Business Communication	8 Credits	Credit transfer on completion
6.	BCO-032	Economics and Statistics	8 Credits	Credit transfer on completion
7.	BCO-033	Financial Accounting	8 Credits	Credit transfer on completion
8.	BCO-034	Elements of Business Laws and Management	8 Credits	Credit transfer on completion
Part C: Courses, which are part of Company Secretaryship Executive Programme. Students get credit transfer in this B.Com. programme.				
9.	BCO-035	General and Commercial Laws	8 Credits	Credit transfer on completion
10.	BCO-036	Company Accounts, Cost and Management Accounting	8 Credits	Credit transfer on completion
11.	BCO-037	Tax Laws	8 Credits	Credit transfer on completion
12.	BCO-038	Company Law	8 Credits	Credit transfer on completion
13.	BCO-039	Economic and Labour Laws	8 Credits	Credit transfer on completion
14.	BCO-040	Securities Laws and Compliances	8 Credits	Credit transfer on completion

2.2 Eligibility for Admission

Candidates with following qualifications are eligible for admission.

- 10 +2 or its equivalence; and
- Registration in Company Secretaryship Foundation Programme.

Students who have passed Company Secretaryship Intermediate/Executive Programme shall also be eligible for admission.

2.3 Medium of Instruction

B.Com (CA & A) programme is offered in both English and Hindi medium. Printed course material and assignments for IGNOU courses are sent to you in the medium of your option.

2.4 Fee Structure

A consolidated amount of Rs. 4800 as programme fee, shall be payable at the time of admission. A student once admitted shall be deemed to have been admitted for a period of three years. Therefore, there will be no need to re-register for the second year and third year.

The programme fee shall be payable only by means of Demand Draft drawn in favour of “IGNOU” and payable at the city where your regional centre is located. Please write your name and address (in Capitals) and programme name at the back of your demand draft to ensure proper credit to your fee account. Application and D/D are to be submitted at the concerned IGNOU Regional Centres only, but not to send to the head quarters.

2.5 Duration of the Programme

The duration of the programme shall be minimum 3 years and maximum 6 years with a provision for readmission on the completion of maximum duration. The students who have already passed the ICSI Intermediate/Executive programme before joining the IGNOU course may complete the programme in a minimum period of one year. Students who have passed Foundation programme of ICSI can complete this programme within a minimum period of 2 years.

2.6 Evaluation Systems

Part A Courses: are to be completed as per the evaluation system of BDP programme of IGNOU which consists of continuous evaluation through assignments (30% weightage) and term-end examination (70% weightage), which is explained in detail later in this handbook.

Part B Course: A student shall pursue these 4 courses of Part B with ICSI and complete them as per the ICSI evaluation system and credit transfer is given.

Part C Courses: A student shall pursue 6 courses of Part C with ICSI as a student of ICSI Executive programme. Once these courses are passed as per the examination scheme of the Company Secretaryship, she/he is deemed to have passed all the Part C courses in B.Com and credit transfer is given.

If the students admitted to this programme desire to switch over to Bachelor of Commerce under the existing BDP programme at a later stage, they may be permitted so by providing credit transfer as per the credit transfer scheme in Bachelor Degree Programme.

This programme facilitates simultaneous study of Company Secretaryship. A student admitted to this programme study selected IGNOU courses and complete them as per IGNOU evaluation system. He/She simultaneously study ICSI Foundation/Executive Programme and complete these courses as per the ICSI scheme. Once a student passes those courses, automatic credit transfer is given in **Bachelor of Commerce with Major in Corporate Affairs and Administration**.

The details of the evaluation scheme is as follows:

Based on the marks obtained by the student in Part A, Part B and Part C Courses, as per the evaluation system explained above, the **Bachelor of Commerce with Major in Corporate Affairs and Administration** shall be awarded as per the following marking scheme:

Unsuccessful	Below 35%
Pass	35% – 49.9%
Second Division	50% – 59.9%
First Division	60% and Above

3. MASTER OF COMMERCE IN BUSINESS POLICY AND CORPORATE GOVERNANCE [M.Com (BP & CG)]

Master of Commerce in Business Policy and Corporate Governance is designed and developed in collaboration with The Institute of Company Secretaries of India exclusively for the Company Secretaryship Professional Programme students. The main objective of this programme is to develop skills and competencies of the students in Business Policy and Corporate Governance.

Students can simultaneously study this M.Com programme alongwith Company Secretaryship Professional Programme offered by ICSI. This M.Com programme comprises 12 courses out of which 4 courses are offered by IGNOU and remaining 8 courses are part of Company Secretaryship Professional Programme. Once a student passes 8 courses of Company Secretaryship Professional Programme, he/she receives credit transfer for those 8 courses in this programme. This scheme facilitates the student to obtain dual degree simultaneously when student passes company secretaryship programme.

3.1 Programme Structure: The programme consists of 4 courses from the existing M.Com. programme offered by IGNOU and 8 courses of Company Secretaryship Professional Programme offered by ICSI.

Sl. No.	Course Code	Course Title		
Part A: Courses offered by IGNOU (which are part of existing M.Com. Programme).				
1.	MCO-01	Organisation Theory and Behaviour	6 Credits	Compulsory
2.	MCO-03	Research Methodology and Statistical Analysis	6 Credits	Compulsory
3.	IBO-01	International Business Environment	6 Credits	Compulsory
4.	IBO-06	International Business Finance	6 Credits	Compulsory
		OR		
	MCO-05	Accounting for Managerial Decisions	6 Credits	Compulsory
Part B: Courses offered by ICSI as part of Company Secretaryship Professional Programme:				
5.	MCO-031	Company Secretarial Practice	6 Credits	Credit transfer
6.	MCO-032	Drafting, Appearances and Pleadings	6 Credits	Credit transfer
7.	MCO-033	Financial, Treasury and Forex Management	6 Credits	Credit transfer
8.	MCO-034	Corporate Restructuring & Insolvency	6 Credits	Credit transfer
9.	MCO-035	Strategic Management, Alliances and International Trade	6 Credits	Credit transfer
10.	MCO-036	Advanced Tax Laws and Practice	6 Credits	Credit transfer
11.	MCO-037	Diligence and Corporate Compliance Management	6 Credits	Credit transfer
12.	MCO-038	Governance, Business Ethics and Sustainability	6 Credits	Credit transfer

3.1 Eligibility for Admission

Candidates with the following qualifications are eligible for admission:

- Graduate in any discipline or equivalent qualifications from a recognized University/Institute.
- Passed in Company Secretaryship Executive Programme.

Candidates who have already passed the Company Secretaryship course shall also be eligible for admission.

3.2 Fee Structure

A consolidated amount of Rs.6000 shall be payable at the time of registration. There is no fee for the second year. A student once admitted, shall be deemed to have been admitted for the second year also. Therefore, he/she is not required to re-register for the 2nd year and pay any fee.

The programme fee shall be payable only by means of Demand draft drawn in favour of “IGNOU” and payable at the city where your regional centre is located. Please write your name & address (in Capitals) and programme name at the back of your demand draft to ensure proper credit to your fee account. Application and D/D are to be submitted at the concerned IGNOU regional Centres only, but not to send to the head quarters.

3.3 Medium of Instructions

M.Com (BP & CG) is presently offered in English medium only.

3.5 Duration of the Programmes

The duration of the programme shall be minimum 2 years and maximum 5 years with a provision for readmission on the completion of maximum period. A student, who has already completed ICSI programme, may complete this Programme in a minimum period of one year and a maximum period of four years.

3.6 Evaluation System

The student may simultaneously study M.Com. Programme along with ICSI Professional Programme.

The student shall pursue Part A course with IGNOU and the evaluation system for those courses is the same as the existing M.Com. programme. Evaluation system consists of continuous evaluation through assignments (30% weightage) and term-end examination (70% weightage).

The student shall pursue Part B course with ICSI as part of Company Secretaryship Professional Programme. On completion of Company Secretaryship Professional Programme, students shall get automatic credit transfer for all these courses in this specialized M.Com Programme as may be decided by the Coordination Committee.

At the end, the students are awarded Master of Commerce in Business Policy and Corporate Governance [M.Com (BP & CG)] by IGNOU as per the following scheme:

Below 40%	Unsuccessful
40% – 49.99%	IIIrd Division
50% – 59.99%	IIInd Division
60% and above	Ist Division

If the students admitted to this programme desire to switch over to existing M.Com. Programme at a later stage, they may be permitted so by providing credit transfer as per the credit transfer scheme of IGNOU.

4. INSTRUCTIONAL SYSTEM

The methodology of instruction in this University is different from that in the conventional universities. The Open University System is more learner-oriented, and the student is an active participant in the teaching-learning process. Most of the instruction is imparted through distance rather than face-to-face communication.

The University follows a multi-media approach for instruction. It comprises: .

- self-instructional print material
- audio and video-cassettes
- audio-video programmes transmitted through Doordarshan and Radio
- teleconferencing
- face-to-face counselling at Study Centres by academic counsellors
- gyan darshan channel
- assignments
- practicals

4.1 Print Material

Print material is the primary form of instructional material, although there will be a few audio-videoprogrammes and counselling sessions. Therefore, you have to concentrate mainly on the print material that we send you periodically. The print material would be sufficient to write assignment responses and prepare for the term end examinations.

How to Use Print Material

The print material prepared by the University is self instructional in nature. Each course has been divided into a number of Blocks, generally 8 Blocks for an 8 credit course and 4 or 5 Blocks for a 4 credit course. Each Block consists of a number of Units (lessons). Normally, all the Units covered in one Block have a thematic unity. The first page of each Block indicates the contents of each Block i.e., the number and titles of the Units covered in that Block. This is followed by a brief introduction to the Block. This Block introduction explains the total coverage of the Block as a whole as well as the coverage of each Unit in that Block.

Each Unit is structured to facilitate self study for you. The section on Objectives briefly states what we expect you to attain when you have completed the Unit. In Introduction, there is an attempt to forge a link with the topics of the previous Units and .the topic to be covered in the present Unit. This is followed by the main body of the Unit, which is divided into various sections and subsections. In the main body there are a few self-check exercises under the caption Check Your Progress. Enough space is given for you to write your answers to the questions set in the self-check exercises. Answers to these exercises are given in the section Answers to Check Your Progress Exercises at the end of the Unit.

The section Let Us Sum Up summarises what has been said in the whole Unit. This summary enables you to recall the main points covered in the Unit. To facilitate comprehension, important words/terms covered in the Unit are explained in the section Key Words. Some books for additional reading are suggested in the section Some Useful Books. For your reference purpose some of these books may be available in the study

centre. The section Terminal Questions/Exercises is intended to give you an idea about the nature of question that may be asked in term end examinations. These question and Check Your Progress Exercises are for your practice only, and you should not submit answers to these questions to the University for assessment.

Read the Units carefully and note down the important points. You can use the space in the margin of the printed pages for making notes and writing your comments. While reading the Units mark the words that you do not fully understand. Look for the meaning of such words under the section Key Words or in a dictionary. Read the

Unit again and again until you have understood the point. You may also try to find it in earlier Units as it may be explained there. However, if you still do not understand something, consult your counsellor during the face-to-face sessions at the Study Centre for clarification.

Try to answer 'Check Your Progress' questions. These exercises will help you to reinforce the information/knowledge you gain through your first reading of the text. Proper comprehension of the units and the points/notes made by you while reading through the Units would help you in answering the Check Your Progress Exercises given in the Units. Once you have written the answer in the blank space provided for each question, you can compare your answers with the answers given in the section 'Answers to Check Your Progress Exercises'.

4.2 Audio-Visual Aids

In addition to the print material, audio and video tapes have been prepared for each course. The audio-video material is supplementary to the printed material. Hence, we advise you to make use of it, as that will help you to understand the subject better. Video programmes are transmitted by Doordarshan every Monday, Wednesday and Friday from 6.30 to 7.00 in the morning. The Schedule of transmission is communicated to you through the IGNOU Newsletter.

Audio programmes are broadcast in some select states also through Radio stations. Information about these would be available at your Regional Centre.

The telecast schedule for transmission of programmes through Gyan Darshan is communicated through a monthly booklet. Audio-video material will not be supplied individually but will be available to you at the Study Centres. You can watch these programmes during counselling sessions. Students desirous of buying the audio video tapes can procure them from: Director, Electronic Media Production Centre, IGNOU, Maidan Garhi, New Delhi- 110 068.

Course-wise lists of audio-video programmes are given alongwith the course-wise syllabus in this programme guide.

4.3 Interactive Radio Counselling

The University has started interactive counselling through AIR network all over India. You can participate in it by tuning in to your area Radio station. Experts from various discipline areas are available for this counselling. Students can put across their questions to these experts by using the telephone. The telephone numbers are announced by respective Radio Stations. This counselling is available on every Sunday between 4 and 5 in the evening.

4.4 Gyan Darshan

IGNOU in collaboration with Doordarshan now has an exclusive Educational TV Channel of India called Gyan Darshan. It is available through cable TV network. The channel telecasts educational programmes for 24 hours every day. Apart from programmes of IGNOU it will have educational programmes produced by various national education institutions. You should try to get access to it through your cable operator. The schedule of programmes with time and date is sent to all study centers one month in advance. Please obtain it from there.

4.5 Teleconferencing

To reach our students spread in different parts of the country we take the help of teleconferencing. These sessions are conducted from Delhi. The students can attend these at the regional centres and specified study centres of IGNOU. It is a one way video and two way audio facility. You will be sent a schedule with topics in advance through your study centres. The faculty at Delhi and other experts as resource persons participate in these sessions. You can put your problems and questions to these experts through the telephone available at receiving centres. These will help in resolving your queries related to courses and other general information pertaining to programmes of study.

4.6 Counselling

In distance education, face-to-face contact between the learners and their tutors/counsellors is an important activity. The purpose of such a contact is to answer some of your questions and clarify your doubts which may not be possible through any other means of communication. It is also intended to provide you an opportunity to meet fellow students. There are experienced academic counsellors at the Study Centres to provide counselling and guidance to you in the courses that you have chosen for study.. The counselling sessions for each of the courses will be held at suitable intervals throughout the academic session. The counselling sessions are not compulsory. However, they may be very useful in certain respects such as: to share your views on the subject with teachers and fellow participants, comprehend some of the complex ideas or difficult issues, and get clarifications for many doubts which you would not otherwise try to raise, and consult academic counselors for selecting courses of study.

Face-to-face counselling will be provided to you at the study centre assigned to you. You should note that the counselling sessions will be very different from the usual classroom teaching or lectures. Counsellors will not be delivering lectures or speeches. They will try to help you to overcome difficulties (academic as well as personal) which you face while studying for this programme. In these sessions you must look into the subject-based difficulties and any other issues arising out of such difficulties. Besides, some of the audio and video cassettes that are available at that time will be played in the counselling sessions.

Before you go to attend the counselling sessions, please go through your course material and note down the points to be discussed. Unless you have gone through the Units, there may not be much to discuss. Try to concentrate on the relevant and the most important issues. Also try to understand each other's points of view. You may also establish personal contact with your fellow participants to get mutual help for academic purposes. Try to get the maximum possible help from your counsellors.

Generally there will be 10 counselling sessions for an 8 credit course and 5 sessions for a 4 credit course.

4.7 University Functionaries for Sorting Out Problems

Learners may seek the help of following University functionaries for sorting out the issues indicated below:

- | | | | |
|---|---|--|--|
| (i) About Admission, Fee receipt, Re-registration, Re-admission, Change of Study Centre, Bonafide Certificate, Counselling, Evaluation of Assignments. Non-receipt of Study Material and assignments. | : | Regional Director of your region | |
| (ii) About Examination Centre, Exam result, Grade card, Change of electives, Credit exemption, Credit transfer, Re-checking, Issuance of Diploma and Change of Address, etc. | : | Registrar (SED)
Indira Gandhi
National Open University
Maidan Garhi, New Delhi-110 068
E-mail: sred@ignou.ac.in | Ph.: 29538427
29536743
Fax: 29538429 |
| (iii) For Migration Certificate | : | Regional Director
alongwith the following documents : | |
| | | (i) Application Form (can be obtained from Regional Centres and H.Q.) | |
| | | (ii) Photocopy of Grade card and Provisional certificate | |
| | | (iii) A fee of Rs. 300/- in the form of Demand Draft drawn in favour of IGNOU payable at the city where your Regional Centre is located. | |
| (iv) For Change of Region | : | The Regional Director concerned with copy to :
Registrar (SED) Indira Gandhi National Open University, Maidan Garhi, New Delhi- 110068. | |

(v) Subject Related Queries:	B.Com	Prof. M.S.S. Raju	Ph.: 29535747
		Dr. Madhulika	29532073
	M.Com	Prof. Madhu Tyagi	29535747
		Dr. Rashmi Bansal	29532073
		School of Management Studies	
		Indira Gandhi National Open University	
		Maidan Garhi, New Delhi - 110068.	
		E-mail: soms@ignou.ac.in	

Students are advised to get in touch with their Study Centres for latest/updated information.

5. STUDENT SUPPORT THROUGH STUDY CENTRES

To provide effective student support, IGNOU has set up a number of Study Centres all over the country. You will be allotted one of these Study Centres taking into consideration your place of residence or work. However, each Study Centre can handle only a limited number of students and despite our best efforts, it may not always be possible to allot the Study Centre of your choice. The region-wise list of Study Centres is provided in annexure-II of this Programme Guide. The particulars regarding the Study Centre to which you are assigned will be communicated to you.

Every Study Centre will have:

- A Coordinator who will coordinate different activities at the centre.
- An Assistant Coordinator and other supporting staff appointed on a part-time basis.
- Counsellors in different courses to provide counselling and guidance to you in the courses you have chosen.

A Study Centre will have six major functions:

- 1) **Counselling:** Face-to-face counselling for the courses will be provided at the Study Centres. Generally, as stated earlier, there will be 10 counselling sessions for an 8 credit course and 5 sessions for a 4 credit course. The detailed programme of the counselling sessions will be sent to you by the Coordinator of your Study Centre.
- 2) **Evaluation of Assignments:** Tutor Marked Assignments (TMA) will be evaluated by the Counsellors appointed for different courses at the Study Centre. These assignments will be returned to you with tutor comments and marks you obtained. These comments will help you in your studies.
- 3) **Library:** For each course some of the books suggested under 'Some Useful Books' will be available in the Study Centre Library. All audio and video tapes are also available in the library.
- 4) **Information and Advice:** At the Study Centre you get relevant information regarding the courses offered by the University, counselling schedules, examination schedule, etc. You will also get guidance in choosing your elective and application-oriented courses.
- 5) **Audio-Video Facilities:** The Centres are equipped with audio-video facilities to help you make use of the audio and video cassettes prepared for different courses. Media notes of these audio-video programmes will also be available at the Study Centre. This will help you to know the contents of each programme.
- 6) **Interaction with Fellow-Students:** In the Study Centres you have an opportunity to interact with fellow students.

6. EVALUATION SYSTEM FOR IGNOU COURSES

1. The Evaluation System for IGNOU courses (i.e., Part A Courses) consists of two components: a) **Continuous evaluation through assignments** (Tutor Marked Assignments). b) **Term-end examinations.** In the final results, assignments carry 30% weightage, while 70% weightage is given for term-end examinations.

2. All the assignments and term-end examinations will be scored as a numerical marking scheme.
3. **To claim B.Com degree**, you have to secure at least 35% marks in both continuous evaluation (assignments) as well as term-end examination of each course. The scores of continuous evaluation and term-end examination are not complementary to each. The above condition is mandatory for all IGNOU courses of this B.Com programme.

Depending on the percentage of marks secured by a candidate, the divisions will be awarded as follows:

1 st Division	60% and above
IInd Division	50% to 59.9%
Pass	35% to 49.9%
Unsuccessful	Below 35%

4. **To claim M.Com degree**, you have to secure at least 40% marks in both continuous evaluation (assignments) as well as term-end examination of each course. The scores of continuous evaluation and term-end examination are not complementary to each other. The above condition is mandatory for all IGNOU courses of this M.Com programme.

Depending on the percentage of marks secured by a candidate, the divisions will be awarded as follows:

1st Division	60% and above
IInd Division	50% to 59.9%
Pass	40% to 49.9%
Unsuccessful	Below 40%

6.1 Continuous Evaluation Through Assignments

Assignments constitute the continuous evaluation. The submission of assignments is compulsory. The marks that you get in your assignments will be counted in your final result. Assignments of a course carry 30% weightage while 70% weightage is given to the term-end examinations. Therefore, you are advised to take your assignments seriously.

You have to submit your assignment response sheets to the Coordinator of the Study Centre assigned to you. Submission of assignments is compulsory. You will not be allowed to appear for the term-end examination for any course if you do not submit the assignments in time for that course. If you appear in term-end examination, without submitting the assignments the result of term-end examination would be liable to be cancelled.

The main purpose of assignment is to test your comprehension of the learning materials you receive from us and also to help you get through the courses. The evaluators/counsellors after correcting the assignments send them back to you with their comments and marks. The comments guide you in your study and help in improving it.

The content provided in the printed course materials should be sufficient for answering the assignments. Please do not worry about the non-availability of extra reading materials for working on the assignments. However, if you have easy access to other books, you may make use of them. The assignments are designed in such a way as to help you concentrate mainly on the printed course materials and exploit your personal experience.

There is one Tutor Marked Assignments (TMA) per course, which is evaluated by the counsellor. Thus, you have to attempt one assignment for each course.

You have to complete and submit the assignments at the study centre within the due date specified in the assignments booklet or within one month of the date of receipt of assignments, whichever is later. The University/ Co-ordinator of the Study Centre has the right to reject the assignments submitted after the due date. You are, therefore, advised to submit the assignments before the due date.

For your own record, retain a copy of all the assignment responses which you submit to the Coordinator of study centre. If you do not get back your duly evaluated tutor marked assignments along with a copy of assessment sheet containing comments of evaluator on your assignment within a month after submission, please try to get it personally from your study centre. This may help you to improve upon future assignments. Also maintain an account of the corrected assignment responses received by you after evaluation. This will help you to represent your case to the University in case any problem arises.

If you do not get pass marks in any assignment, you have to submit it again. To get fresh assignments you should write to Director, MPDD, IGNOU, Maidan Garhi, New Delhi - 110068. You may also download from IGNOU web site www.ignou.ac.in. However, once you get the pass grade in an assignment, you cannot re-submit it for improvement of grade. Assignments are not subject to re-evaluation except for factual errors, if any, committed by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the Coordinator of the Study Centre, so that the correct score is forwarded by him to the Student Evaluation Division at Headquarters. Score communicated by the study centre through any mode other than the award list will not be acceptable to the university for taking your score of assignments on your record.

In case you find that the score indicated in the assignment sheet of your Tutor Marked Assignment has not been correctly reflected or is not entered in your grade card, you are advised to contact the coordinator of your study centre with a request to forward correct award list to the Student Evaluation Division at the Headquarters.

Specific Instructions for Tutor Marked Assignments (TMAs)

- 1) Write your Enrolment Number, Name, Full Address, Signature and Date on the top right hand corner of the first page of your response sheet.
- 2) Write the Programme Title, Course Code, Course Title, Assignment Code and Name of your Study Centre on the left hand corner of the first page of your response sheet. Course Code and Assignment Code may be reproduced from the assignment. The top of the first page of your response sheet should look like this:

PROGRAMME TITLE	ENROLMENT NO.
COURSE CODE	NAME
COURSE TITLE	ADDRESS
ASSIGNMENT CODE
STUDY CENTRE	SIGNATURE
	DATE

- 3) Use only foolscap size paper for your response and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between each answer. This may facilitate the evaluator to write useful comments in the margin at appropriate places.
- 4) Write the responses in your own hand. Do not print or type the answers. Do not copy your answers from the Units/Blocks sent to you by the University. If you copy, you will get zero marks for the respective question.
- 5) Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.
- 6) Write each assignment separately. All the assignments should not be written in continuity.
- 7) Write the question number with each answer.
- 8) The completed assignment should be sent to the Coordinator of the Study Centre allotted to you. Under any circumstances do not send the tutor marked response sheets to the Student Registration and Evaluation Division at Head Quarters for evaluation.
- 9) After submitting the assignment at the Study Centre get the acknowledgment from the Coordinator on the prescribed assignment remittance-cum-acknowledgment card.
- 10) In case you have requested for a change of Study Centre, you should submit your Tutor Marked Assignments only to the original Study Centre until the change of Study Centre is notified by the University.

6.2 Term-end Examinations

As stated earlier, for all IGNOU courses term-end examination is the major component of the evaluation system and it carries 70% weightage in the final result.

The University conducts term-end examination twice a year i.e., in June and December. You can take the examination only after completion of the course. In the first year, you can take the examinations in June, failing which you can take the same subsequently in December or June.

In case you fail to get a pass score in the Term-end Examination, you will be eligible to reappear at the next Term-end Examination for that course as and when it is held, within the total span of the programme.

Eligibility for Examination: To be eligible to appear at the Term-end Examination in any course, you are required to fulfil the following four conditions.

- 1) Only in the courses you have selected at the time of admission.
- 2) You should complete the submission of assignments for the respective course.
- 3) You should submit the examination form in time (which is explained later).

Examination Date Sheet: Examination date sheet (Schedule which indicates the date and time of examination for each course) is sent to all the Study Centres approximately 5 months in advance. The same is also notified through IGNOU News Letter from time to time. Thus, normally, the date sheet for June examinations is sent in the month of January/ February and for December examination in the month of July/ August. You are advised to see whether there is any clash in the examination dates of the courses you wish to take i.e. examination of any two courses you wish to take are scheduled on the same day at the same time. If there is any clash, you are advised to choose one of them in that examination and the other course in the next examination (i.e., June or December as the case may be).

Examination Form: It is an essential pre-requisite for you to submit the Examination Form for taking examination in any course. The examination forms are available at Study Centres/Regional Centres/Student Division at Headquarters and you may also download from INTERNET. A copy is also printed here in this Programme Guide. You can take photocopy of this form and use it. Only one form is to be submitted for all the courses in one term-end examination. You have to pay Rs.50 per course for the term-end examinations.

The filled in examination form is to be submitted to the Registrar, SED, Indira Gandhi National Open University, Maidan Garhi, New Delhi-110068. The last dates for submission of examination forms are 1st to 31st March for the examination to be held in June, and 1st August to 30th September for examinations to be held in December. The last dates for receipt of examination forms are as under:

For June TEE	For December TEE	Fee
1st March to 31st March	1st September to 30th September	Rs. 50 per course
1st April to 20th April	1st October to 20th October	Rs. 50 per course + Late fee Rs. 300
21st April to 15th May*	21st October to 15th November*	Rs. 50 per course + Late fee Rs. 500
16th May to 28th May*	16th November to 28th November*	Rs. 50 per course + Late fee Rs. 1000

*During these dates, submit the examination form with the requisite fee to the concerned Regional Centre for outside Delhi. For Delhi Region, submit to the Registrar, SED, New Delhi. Examination for these students will be conducted at the respective Regional Centre City only.

Please write your correct enrolment number, programme code and name at the back of the Demand Draft/IPO drawn in favour of IGNOU, New Delhi for Rs. 300/500/1000 representing late fee and properly tag with your examination form to avoid its misplacement. The examination form received after due dates without late fee, wherever applicable, shall be rejected.

Admit Card: After receiving the examination forms from you, the University will send admit card to you before the commencement of examination. This information shall be also available in IGNOU website: www.ignou.ac.in. If you do not receive the admit card 7 days before the commencement of examinations, you may contact your Study Centre or Regional Centre or Student Evaluation Division at the Headquarters. If your name is registered for examinations in the list sent to the 'Study Centre, even if you have not received admit card or misplaced it, you can take the examination by showing your Identity Card (Student Card) to the examination centre superintendent.

Every student must bring identity card for appearing in term end examination along with the admit card.

Examination Centre: Your Study Centre is normally your examination center. The University at its discretion may allot you any examination centre other than your study centre. Change of examination centre is not generally permitted. In exceptional cases change of centre may be considered. For this students should apply one month in advance to Registrar, SED at IGNOU.

Your enrolment number is your Roll Number for examinations. Be careful in writing it. Any mistake in writing the Roll Number will result in non-declaration of your result.

Declaration of Result: It is your duty to check whether you are registered for that course and whether you are eligible to appear for that examination or not. If you neglect this and take the examination without being eligible for it, your result will be cancelled.

Although all efforts are made to declare the result in time, there will be no binding on the University to declare the results of the last examination before commencement of next examination. You are therefore, advised to fill up the form without necessarily waiting for the result and get it cancelled at a later date if so required.

Study Centre is the contact point for you. The University cannot send communication to all the students individually. All the important communications are sent to the Coordinators of the Study Centres and Regional Directors. The Coordinators would display a copy of such important circular/notification on the notice board of the Study Centre for the benefit of all the Students. You are, therefore, advised to get in touch with your Coordinator for day-to-day information about assignments, submission of examination forms, date-sheet, list of students admitted to a particular examination, declaration of result, etc.

While communicating with the University regarding examination, please clearly write your enrolment number and complete address. In the absence of such details, we will not be able to attend to your problems.

Early Declaration of Results: In order to facilitate the students, who have got offer of admission for higher study and/or selected for employment etc. and are required to produce statement of marks/grade cards by a specified given date, which is before the prescribed dates for declaration of the University's results, the University arranges early processing of their answer scripts and declaration of their results. The students are required to apply in prescribed application form with fee of Rs. 700 per course by means of demand draft drawn in favour of IGNOU and payable at New Delhi alongwith attested photocopy of offer of admission/employment. They can submit their request for early declaration before the commencement of the term-end examination i.e. before 1st June and 1st December respectively. The University, in such cases, will make arrangement for early processing of answer scripts and declare the result as a special case possibly within a month time from the date of conduct of examination.

Application for early declaration, for the reasons such as to apply for recruitment/higher study/post and promotion purpose etc. will not be entertained.

Early declaration of result is permissible in term-end examination only and not in Practicals/Lab courses, Project, Workshop, Assignment and Seminar etc.

A sample prescribed application form with rules and regulations in detail for this purpose is given in the student handbook & prospectus and also made available at University's website www.ignou.ac.in

Re-evaluation of Answer Script(s): The students, who are not satisfied with the marks/grade awarded to them in the Term-end Examination may apply for re-evaluation before 31st March for result of December term-end examination and 30th September for result of June term-end examination or within one month from the date of declaration of results i.e. the date on which the results are made available on the University's website on payment of Rs. 500 per course by means of demand draft drawn in favour of IGNOU and payable at New Delhi in the prescribed application form. The better of the two scores of original marks/grades and marks/grades after re-evaluation will be considered and updated in students' record.

Re-evaluation is permissible in term-end examination only and not in Practicals/Lab courses, Project, Workshop, Assignment and Seminar etc.

A sample prescribed application form with rules and regulations in detail for this purpose is given in the student handbook & prospectus and also made available at University's website www.ignou.ac.in

Improvement in Division/Class: The students of Bachelor's/Master's degree programme, who have completed the programme and wish to improve their Division/Class may do so by appearing in term-end examination. The eligibility is as under:

- (a) The students of Bachelor's/Master's degree programme, who fall short of 2% marks to secure 2nd and 1st division.
- (b) The students of Master's degree programme only, who fall short of 2% marks to secure overall 55% marks.

Students may apply in the prescribed application form from 1st to 30th April for June term-end examination and from 1st to 31st October for December term-end examination alongwith fee @ Rs. 500 per course by means of demand draft drawn in favour of IGNOU and payable at New Delhi.

The improvement is permissible in term-end examination only and not in Practicals/Lab courses, Project, Workshop, Assignment and Seminar etc.

A sample prescribed application form with rules and regulations in detail for this purpose is given in the student handbook & prospectus and also made available at University's website www.ignou.ac.in

Photocopy of the Evaluated Answer Script: The students may obtain the photocopy of the evaluated answer scripts for the term-end examination on request. They may apply in the prescribed application form from 1st March to 15th April for June Term-end Examination and from 1st September to 15th October for December Term-end Examination alongwith the requisite fee of Rs. 100/- per course by means of demand draft drawn in favour of 'IGNOU' and payable at 'New Delhi'.

A sample prescribed application form with rules and regulations in detail for this purpose is given in the students handbook & prospectus and also made available at University's website www.ignou.ac.in

Issue of Official Transcript: The students may also obtain 'Official Transcript' for submission to the Overseas or Indian Institutes/Universities on request. They may apply in the prescribed form by paying the requisite fee as under by means of demand draft in favour of 'IGNOU' and payable at 'New Delhi':

1. Rs. 200/- per transcript, if it is to be sent to the student/institutes in India.
2. Rs. 400/- per transcript, if required to be sent to the Institutes outside India by the University.

A sample prescribed application form with rules and regulations in detail for this purpose is given in the students handbook & prospectus and also made available at University's website www.ignou.ac.in

7. OTHER USEFUL INFORMATION

7.1 IGNOU Newsletter

The University publishes newsletter two times in a year in English as well as in Hindi. It is mailed to the students free of cost. All the important information relevant to the students is published in the newsletter.

7.2 Reservation of Seats

The University provides reservation of seats for schedule castes, scheduled tribes, other backward classes, wards of defence personnel who lost their lives or were seriously injured and physically handicapped students as per the Government of India rules.

7.3 Scholarships and Reimbursement of Fees

Reserve categories viz., scheduled caste/schedule tribe other backward classes and physically handicapped students, have to pay the fees at the time of admission to the University along with other students.

Physically Handicapped students admitted to IGNOU are eligible for Government of India scholarships. They are advised to collect the scholarship forms from the Directorate of Social Welfare or Office of the Social Welfare Officer of the concerned State Government and submit the filled-in forms to them through the concerned Regional Director of IGNOU.

Similarly, for reimbursement of programme fees SC/ST students have to submit their forms to the Directorate of the Social Welfare or Office of the Social Welfare Officer of the respective State Government through the concerned Regional Director of IGNOU.

7.4 Provisional Certificate

On request from the student a provisional certificate will be issued on completion of IGNOU courses. For provisional certificate you have to write to the Registrar, SR&E Division, IGNOU, New Delhi-1 10068, in prescribed form as contained in this Programme Guide.

7.5 Change of Medium

Change of Medium for IGNOU courses is also permitted within one month of the first receipt of study material on payment of Rs. 200 plus Rs. 200 per 2/4 credit course and Rs. 400 per 6/8 credit course by demand draft drawn in favour of IGNOU and payable at Delhi. The change of medium shall be effective for subsequent dispatch of course materials. For replacement of course material send the books already received to the Director of your Regional Centre along with the copy of letter from SR Division, admitting the change of medium retaining a photocopy of it for further reference and record.

For change of course/programme/medium, you should address your form (given in this programme guide) to the Registrar, Students Registration Division, IGNOU, Maidan Garhi, New Delhi 110068 along with the draft for requisite fee.

7.6 Change or Correction of Address

There is a printed card for the change/correction of address. This card is now sent to you along with the study material; a copy of the same is given in this programme guide. In case there is any correction or change in your address, you are directed to make use of that printed card addressed to your concerned Regional Director (e-mail is not entertained). The Regional Office will verify your signature from the original records and forward the same to the Registrar, SR Division, IGNOU, Maidan Garhi, New Delhi 110068 for further necessary action. You are advised not to write letter to any other officer in the University, except to your Regional Director in this regard. Normally, it takes four to six weeks to effect the change. Therefore, you are advised to make your own arrangements to redirect the mail to the changed address during this period.

7.7 Change of Study Centre

The candidates are required to opt only such study centres which are activated for the programme. As far as possible the university will allot the study centre opted by the candidate. However, the university may change the study centre at its convenience without concurrence of the student at any time.

For the purpose of change of Study Centre, you have to send request to the Director of your Regional Centre. A copy of the same may be sent to Student Registration Division at the headquarters.

Counselling facilities for a programme may not be available at all the Centres. As such you are advised to make sure that counselling facilities are available for the programme you have chosen, at the new Centre opted for. As far as possible the request for change of Study Centre is considered favourably. However, the allotment of new Study Centre is subject to availability of seats for the programme at the new Centre asked for.

7.8 Change of Regional Centre

When you want transfer from one Region to another Region, you have to write to that effect to the Regional Centre from where you seek a transfer marking copies to the Regional Centre where you would like to be transferred to and also to Registrar (SRD), New Delhi. Further, you have to obtain a certificate from the Coordinator of the Study Centre from where you are seeking transfer regarding the number of assignments submitted. The Regional Director from where you are seeking the transfer will transfer all records to the Regional Centre where you seek transfer under intimation to you and Registrar (SRD). The records are normally sent by Registered Post to guard against loss in the postal transit.

7.9 Issue of Duplicate Grade Card/Marksheet

A duplicate Grade Card is issued after a request is made on the prescribed form along with a draft of Rs. 150 to be paid in favour of IGNOU, New Delhi. The form for the purpose is given in this Programme Guide.

7.10 Re-admission

If you are not able to complete the B.Com (CA & A) programme in a maximum period of six years and M.Com (BP & CA) in a maximum period of five years, University has made a special provision for readmission. The form and the guidelines are available in this Programme Guide. Kindly fill and submit it as per instructions.

7.11 Simultaneous Registration

A student if permitted to register for only one programme in the given academic session. You are, therefore, advised to seek admission to only one programme in the given academic session. Violation of this rule attracts cancellation of admission to all the programmes and forfeiture of the programme fees.

7.12 Refund of Fees

Fee once paid will not be refunded under any circumstances. Programme fee may, however, be refunded if admission is not offered by IGNOU for any reason.

7.13 Migration Certificate

For Migration Certificate, requisition may be sent to the Regional Director alongwith the following documents:

- 1) Application (can be obtained from the Head Office or photocopy of the one given in programme guide could be used).
- 2) Attested copy of the marksheet.
- 3) Fee of Rs. 300 in the form of demand draft in favour of IGNOU payable at the city where Regional Centre is located.

Samples of various forms currently used in the University are provided in this Programme Guide. Whenever you need any of these please take a photocopy, fill it and send it to us.

7.14 Disputes on Admission and other University Matters

The place of jurisdiction for filing of a Suit, if necessary, will be only at New Delhi/Delhi.

8. COMMERCE FACULTY AND ADMINISTRATION STAFF

Director

Prof. G. Subbayamma
M.A. (Eco.), Ph.D.

Professors

Prof. N.V. Narasimham
M.Com., Ph.D.
Marketing, Price Analysis

Prof. Nawal Kishor
M.Com. PGDIM, Ph.D
International Marketing & International Business

Prof. Madhu Tyagi
M.Com., Ph.D.
Finance

Prof. M. S. Senam Raju
M.Com., M.Phil., PGDDE, Ph.D.
Rural Marketing and Banking

Lecturers

Dr. Subodh Kesarwani
MBA, M.Com., D.Phil
Information Technology & Operations

Dr. Rashmi Bansal
M.Com., M.Phil., Ph.D.
Business Organisation

Dr. Madhulika
M.Com., LL.B., Ph.D.
Taxation and Business Law

Dr. Sunil Kumar Gupta
MBA., M.Com., M.Phil., JRF-NET., Ph.D.
Accounting and Finance

Dr. Anupriya Pandey
M.Com., Ph.D.
International Business & Entrepreneurship

Print Production

Mr. K.G. Sasi Kumar, Assistant Registrar (Publication)

Administrative/Secretarial Staff

Mr. M.P.S. Puri, AR

Ms. Sadhana Malhotra, SPA

Ms. Parveen Kapoor, Steno

**SYLLABUS OF
BACHELOR OF COMMERCE
WITH MAJOR IN
CORPORATE AFFAIRS
AND ADMINISTRATION
B.COM (CA&A)**

9. SYLLABUS OF COURSES OFFERED BY IGNOU

Course-1

FHS-01: Foundation Course in Humanities and Social Sciences

Humanities and Social Sciences are disciplines which offer us the methodology to understand social reality. They also contribute towards analyzing the process of evolution and accordingly help us in shaping the future course of human developments. It is by taking note of this role of these disciplines that Foundation Course in Humanities and Social Sciences (FHS-1) has been introduced as a compulsory course for the Bachelor's Degree.

The course is aimed at offering a basic notion of most of the social, economic, political, cultural and other related humanistic problems. We go back to the study of the primitive human beings and gradually take into account the evolutionary processes by studying the march to great ancient Civilisations, social formations and systems i.e., from slavery to the present day democratic world. In certain fields the perspective is based on a world view of the various problems like apartheid, nuclear disarmament, ecology, pollution, etc. Yet, within this framework the main concern remains the search for our own past, an analysis of our present, and mankind's plan for the future. Thus, our unique struggle against colonialism, cultural renaissance, etc., are the themes related to social transformation and national integration. An attempt has also been made to familiarize you with the process of economic planning in India. This takes into account the strategies adapted and the problems related to economic development and growth.

Block 1: Man and Social Developments – An Approach

- Unit 1 Scientific Approach to the Study of Man
- Unit 2 Man as a Tool-Making/Using Animal
- Unit 3 Man as a Thinking Animal
- Unit 4 Social Change and Evolution

Block 2: Stages of Social Evolution

- Unit 5 Domestication of Animals and Origins of Agriculture
- Unit 6 River-Valley Civilisation
- Unit 7 Feudal Societies
- Unit 8 Renaissance and Reformation
- Unit 9 Industrial Revolution

Block 3: Emergence of Independent India

- Unit 10 Characteristic of Indian Economy-Pre-Colonial and Colonial
- Unit 11 National Movement – 1
- Unit 12 National Movement – 2
- Unit 13 Values of the Indian National Movement

Block 4: Problems of Economic Development

- Unit 14 Development: Goal and Issues
- Unit 15 Need for Planned Economic Development
- Unit 16 Planning Strategies – 1
- Unit 17 Planning Strategies – 2
- Unit 18 Population and Development

Block 5: National Integration

- Unit 19 Problems of National Unity – Colonial Heritage
- Unit 20 Problems of National Unity – Caste and Tribe
- Unit 21 Problems of National Unity – Regional Imbalances
- Unit 22 Multi-Religious Society – The Secular Principle

Block 6: Political System

- Unit 23 The Spirit of the Indian Constitution
Unit 24 Centre-State Relations: The Federal Principle
Unit 25 Devolution of Power
Unit 26 Democracy and Under – Privileged in India

Block 7: Social Transformation

- Unit 27 Modalities of Social and Cultural Transformation
Unit 28 People's Participation in the Development Process
Unit 29 Place of Women in Indian Society
Unit 30 Education as Agent of Social Change

Block 8: India and the World

- Unit 31 The struggle for Freedom and Racial Equality
Unit 32 Problems of Peace in a Nuclear World
Unit 33 The Eco-System and Threat to it Promotion of Scientific Temper
Unit 34 Promotion of Scientific Temper

- Videos:**
1. Tools: Survival and Development
 2. Unity and Diversity
 3. Women and Social Change in India

- Audios:**
1. Slavery in Ancient India
 2. Thought, Knowledge and Reason
 3. Education and Social Change in India

Course -2**AED-01: Export Procedures and Documentation**

This is an application oriented course on export procedures and documentation. It provides you with practical knowledge required for undertaking export business in India. This course consists of four blocks containing 16 units. After studying this course, you should be able to:

- explain the policy frame work for exports
- identify various documents to be prepared for export trade
- process an export order
- identify various sources of finance and explain the procedure for receiving export procedures
- describe the process of shipment of cargo
- identify and claim various incentives and assistance provided for export in India.

Block 1: Fundamentals of Export Business

- Unit 1 Introduction of Exports
Unit 2 Policy Frame Work for Exports
Unit 3 Export Sales Contracts
Unit 4 Export Documents
Unit 5 Processing of an Export Order

Block 2: Terms of Payment and Export Finance

- Unit 6 Terms of Payment
Unit 7 Exchange Control Regulations
Unit 8 Export Finance
Unit 9 Export Credit Insurance
Unit 10 Management of Exchange Risk

Block 3: Shipment of Export Cargo

- Unit 11 Preparing for shipment
Unit 12 Cargo Insurance
Unit 13 Shipment of Export Cargo

Block 4: Export Incentives and Assistance

- Unit 14 Institutional set for Exports in India
Unit 15 Export Incentives in India: An Overview
Unit 16 Procedures for Claiming Incentives

- Audios:**
1. Method of Payment in Export Business
 2. Customs Clearance of Export Cargo
 3. Central Excise Clearance Formalities for Export

Course-3**ECO-12: Elements of Auditing**

This course deals with basic concepts of auditing. It consists of four blocks of 12 units covering audit planning, internal control, vouching, verification and company audit. After studying this course, you will be able to:

- describe the nature and scope of auditing
- explain the basic concepts of audit planning and internal control
- describe the conduct of vouching of various transactions and verification of certain asset and liabilities
- explain the role of company auditor and the procedure for audit for share capital, dividend, etc.
- explain the concepts of cost and management audit

Block 1: Fundamental of Auditing

- Unit 1 Basic Concepts
Unit 2 Internal Control
Unit 3 Audit Planning

Block 2: Vouching and Verification

- Unit 4 Vouching of Cash Transactions
Unit 5 Vouching of Trading Transactions and Impersonal Ledger
Unit 6 Verification and Valuation of Assets and Liabilities-I
Unit 7 Verification and Valuation of Assets and Liabilities-II

Block 3: Company Audit

- Unit 8 Company Auditor
Unit 9 Company Auditor-I
Unit 10 Company Auditor-II

Block 4: Assessment of Individual

- Unit 11 Auditor's Report
Unit 12 Cost and Management Audit

Course-4**EEG-03: Communication Skills in English**

This course is assigned 8 credits and requires about 240 hours of study on your part. It aims at making you aware of how a communicative situation influences the choice of sentence structure and vocabulary. This course is divided into 8 blocks of 5 units each, and includes the basic concepts in communication, formal and informal conversation, official communication diaries, notes and use of English for the media i.e. Print, T.V. and Radio.

Block 1: Letters

- Unit 1 Some concepts in Communication
- Unit 2 Formal Letters-2
- Unit 3 Formal letters-1
- Unit 4 Informal Letters-1
- Unit 5 Informal Letters-2

Block 2: Conversation

- Unit 6 Formal Conversation: Face-to-Face-1
- Unit 7 Formal Conversation: Face-to-Face-2
- Unit 8 Informal Conversation: Face-to-Face-1
- Unit 9 Informal Conversation: Face-to-Face-2 Discussions
- Unit 10 Telephone Conversation

Block 3: Other Forms of Official Communication

- Unit 11 Memoranda
- Unit 12 Reports-1
- Unit 13 Reports-2
- Unit 14 Minutes of Meetings
- Unit 15 Telegrams and Telexes

Block 4: Interviews and Public Speaking

- Unit 16 Interviews
- Unit 17 Debates
- Unit 18 Discussions
- Unit 19 Speeches
- Unit 20 Seminar Talks

Block 5: Diaries, Notes, Tables and Figures

- Unit 21 Diaries: Private
- Unit 22 Diaries: General
- Unit 23 Travelogues
- Unit 24 Notes
- Unit 25 Tables, Charts and Graphs

Block 6: Mass Media: Print

- Unit 26 Writing for Newspapers-1
- Unit 27 Writing for Newspapers-2
- Unit 28 Articles for Journals
- Unit 29 Advertising-1
- Unit 30 Advertising-2

Block 7: Writing for Radio

- Unit 31 Writing for Radio-1 The Movement of Sounds
- Unit 32 Writing for Radio-2 The Movement of Ideas
- Unit 33 Writing for Radio-3
- Unit 34 Radio Drama-1
- Unit 35 Radio Drama-2

Block 8: Mass Media: Television

- Unit 36 A Television Script
- Unit 37 Television Drama

- Unit 38 Documentary and Feature Programmes
- Unit 39 Interviews
- Unit 40 Media, Contexts and Words

- Audios:**
1. Letters (Block-1)
 2. Conversations: Role Relation and Tone in Conversation (Block-2)
 3. Making a Public Speech (Block-4)

- Videos:**
1. Debating Skills (Block-4)
 2. Appearing for an Interview (Block-4)
 3. Using Charts and Diagrams (Block-5)
 4. Visualising a T.V. Script: Introduction to T.V. Production Techniques (Block-8)

Course-4

EEG-04: English for Practical Purposes

This is an 8 credit course, which will be both educational and occupational in nature. The course is divided into two sections of 4 blocks each: (i). Science and Technology and (ii). Business and Management. In the section on Science and Technology, Blocks 1 and 2 deal with Reading Comprehension skills and Blocks 3 and 4 deal with writing skills. In the section on Business and Management, Block 5 deals with Reading Comprehension skills. Blocks 6 & 7 deal with writing skills and Block 8 deals with oral communication skills.

Section 1: Science and Technology

Block 1: Reading and Comprehension Skills-1

- Unit 1 English for Practical Purposes: An Introduction
- Unit 2 Reading Comprehension-i: Passage from *The Fight Against Wound Infections*
- Unit 3 Reading Comprehension-ii: Passage from *Power and progress*
- Unit 4 Reading Comprehension-iii: Passage from *Computer Studies*
- Unit 5 Reading Comprehension-iv: Passage from *Printers*

Block 2: Reading Comprehension Skills-2

- Unit 6 Reading Comprehension –i: Passage from *Petroleum*
- Unit 7 Reading Comprehension-ii: Passage from *A Clarification of Automatic Computers*
- Unit 8 Reading Comprehension-iii: Passage from *The Stem Cell*
- Unit 9 Reading Comprehension-iv: Passage from *Cost of Coal Combustion*
- Unit 10 Reading Comprehension-v: Passage from *In Ferno*

Block 3: Writing Skills-1

- Unit 11 Writing Definitions and Descriptions
- Unit 12 Writing Process Explanations and Procedures
- Unit 13 Paragraph Writing
- Unit 14 Generalization, Clarification, and Exemplification
- Unit 15 Writing Instructions and Illustrations

Block 4: Writing Skills-2

- Unit 16&17 Writing Reports
- Unit 18 Writing Abstracts
- Unit 19&20 Oral Presentation

Section 2: Business and Management

Block 5: Reading Comprehension Skills

- Unit 21 Reading Comprehension-i
- Unit 22 Reading Comprehension-ii
- Unit 23 Reading Comprehension-iii

Unit 24 Reading Comprehension-iv

Unit 25 Reading Comprehension-v

Block 6: Writing Skills-1

Unit 26 Mechanics of Letter Writing

Unit 27 Business Correspondence

Unit 28 Letters about Jobs

Block 7: Writing Skills-2

Unit 29 Memos

Unit 30 Announcements, Circular Letters, Notices, Agenda

Unit 31 Taking Notes and Preparing Minutes

Unit 32 Writing Reports-1

Unit 33 Writing Reports-2

Block 8: Oral Communication Skills

Unit 34 Face to Face Communication vs. other forms of Communication

Unit 35 Different types of Face to Face Interaction

Unit 36 Greetings at the Workplaces

Unit 37 Conducting and Facing Interview

Unit 38 Business Presentations

10. SYLLABUS OF FOUNDATION PROGRAMME OFFERED BY ICSI

Course-5 BCO-031: English and Business Communication

Objective:

To help students acquire competence in English to use the language.

Contents:

Part A: English (50 Marks)

1. Essentials of Good English

Grammar and usage; enriching vocabulary, words - multiple meaning, single word for a group of words - choice of words - words frequently mis-spelt; punctuations, prefix and suffix; parts of speech; articles; synonyms and antonyms; tenses; idioms and phrases; foreign words and phrases commonly used; abbreviations and numerals; pronunciation. Latin, French and Roman words which are used in abbreviated form like "e.g., RSVP, viz. etc."

2. Essay Writing

Essays on matters of current interest on trade, commerce, industry and profession.

3. Precis Writing

Preparation of summary of office notes; summary of matters appearing in economic and commercial dailies and journals for use in committee meetings in the office; summary of decisions taken in meetings and conferences.

Part B: Business Communication (50 Marks)

4. Business Communication

Meaning and significance of good communication; principles of business communication; means of communication - oral, written, visual, audio-visual; essentials of a good business letter, etc.

5. Business Correspondence

Personnel: drafting of interview letters, call letters and offer of appointment; provisional appointment orders; final orders of appointment.

Purchase: requests for quotations, tenders, samples and drawings; test order; complaints and follow-up.

Sales: drafting of sales letters, circular letters, preparation of sale notes with conditions of sale; status inquiries; reports to sales manager such as sales promotion matters.

Accounts: correspondence with various agencies: customers - regarding dues, follow up letters; banks - regarding over-drafts, cash credits and account current, insurance companies - regarding payment, renewal of insurance premium, claims and their settlement.

Secretarial: correspondence with shareholders and debenture-holders pertaining to dividend and interest, transfer and transmission, Stock Exchanges, Registrar of Companies and various authorities like Reserve Bank of India, SEBI.

Miscellaneous: Resume, letter of application, goodwill messages, condolence letters.

6. Administration and Miscellaneous

Drafting of telegraphic and facsimile messages, messages through electronic media; public notices and invitations; representations to Trade Associations, Chambers of Commerce and public authorities.

7. **Inter-departmental Communication**

Internal memos; office circulars; office orders; office notes; representation to chief executive and replies thereto; communication with regional/branch offices.

8. **Preparation of Press Releases.**

Course-6
BCO-032: Economics and Statistics

Objective:

To provide basic and conceptual understanding of economic concepts, principles of economics and statistical tools to interpret and analyse various economic phenomena.

Contents :

Part A: Economics (50 Marks)

1. **Nature and Scope of Economics**

Definition, nature and scope of economics; micro and macroeconomics; positive and normative economics; working of economic systems with special reference to the capitalistic, socialistic and the mixed economies.

2. **Demand and Supply Analysis**

Utility analysis - total utility and marginal utility; law of diminishing marginal utility; law of equi-marginal utility; consumers' equilibrium; law of demand; elasticity of demand; law of supply, elasticity of supply; demand and supply equilibrium.

3. **Production, Costs and Revenue Analysis**

Factors of production, meaning of production, laws of returns; returns to scale; cost concepts and cost curves; revenue concepts and revenue curves.

4. **Market Forms and Equilibrium of the Firm and Industry**

Market forms - meaning and characteristics; price and output determination and equilibrium of firm and industry under perfect competition, monopoly and monopolistic competition.

5. **Basic characteristics of Indian Economy**

Role of Agriculture, Industry & Service Sectors in the development of the Indian Economy; National income of India – Concept, significance, trends and measurement of national income.

6. **Select areas of Indian Economy**

Population – size and growth and impact of population on economic development; unemployment –nature, various measures to reduce it; foreign trade and India's balance of payments. Five Year Plans and economic development; fiscal policy and national budget.

7. **Money and Banking**

Concept of money – its functions; Commercial Banks – role and functions; quantity theory of money; credit creation; Reserve Bank of India and its functions and monetary policy.

8. **Economic Reforms and Liberalisation**

Major economic reforms since 1991; Globalisation and its impact on Indian Economy; concept of WTO-an overview.

Part B: Statistics (50 Marks)

9. **Descriptive Statistics:** Definition and functions of statistics, statistical techniques commonly used in business activities, law of statistics, limitations of statistics.

10. **Collection and Presentation of Statistical Data:** Primary and secondary data; Classification and tabulation of data; frequency distribution of data; diagrams and graphs.

11. **Measures of Central Tendency:** Mean, median and mode, geometric mean and harmonic mean.
12. **Measures of Dispersion:** Range, quartile deviation, mean deviation, standard deviation.
13. **Correlation Analysis:** Meaning, significance, nature and types of correlation; Karl Pearsons coefficient of correlation; rank correlation.
14. **Index numbers and Time Series Analysis:** Familiarisation with the concepts relating to index numbers and time series (Simple Numerical Problems).

Course-7
BCO-033: Financial Accounting

Objective

To familiarize and develop an understanding the skills of accounting principles for effective recording of business operations of an entity.

Contents

1. Introduction to Accounting
2. Recording of transactions
3. Preparation of bank reconciliation statement.
4. Rectification of errors.
5. Preparation of final accounts (non-corporate entities)
6. Accounting for depreciation
7. Accounting for bills of exchange
8. Accounts of non-profit organizations
9. Single entry accounts - preparation of accounts from incomplete records.
10. Accounting for consignments and joint ventures
11. Partnership accounts – simple problems.
12. Insurance claims.

Course-8
BCO-034: Elements of Business Laws and Management

Objectives

- (i) To give an exposure to the students of some of the important commercial laws, the knowledge of which is essential for an understanding of the legal implications of the general activities of a modern business organisation.
- (ii) To acquaint the students with the principles of management.

Contents

Part A: Elements of Business Laws (50 Marks)

1. **Law**
Meaning of law, its significance and relevance to modern civilized society; sources of law.
2. **Law Relating to Contract – An Overview**
Contract - meaning; essentials of a valid contract; nature of contract; performance of contract; termination and discharge of contract; indemnity and guarantee; bailment and pledge; law of agency.

3. **Law Relating to Sale of Goods – An Overview**

Essentials of a contract of sale; sale distinguished from agreement to sell, bailment, contract for work and labour and hire-purchase; conditions and warranties; transfer of title by non-owners; doctrine of caveat emptor; performance of the contract of sale; unpaid seller - his rights against the goods and the buyer.

4. **Law Relating to Negotiable Instruments – An Overview**

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques; payment and collection of cheques and demand drafts; presumption of law as to negotiable instruments.

5. **Law Relating to Partnership – An Overview**

Nature of partnership and certain similar organisations-co-ownership, Joint Hindu Family; partnership deed; rights and liabilities of partners including those of newly admitted partners, retiring and deceased partners; implied authority of partners and its scope; registration of firms; dissolution of firms and of the partnership.

6. **Elements of Company Law**

Meaning and nature of company; promotion and incorporation of a company; familiarisation with the concept of Board of directors, shareholders and company meetings; Company Secretary.

Part B: Elements of Management (50 Marks)

7. **Nature of Management and its Process**

Meaning, nature of management and its process; planning, organising, directing, coordination and controlling.

8. **Planning**

Policies and procedures; methods of planning; decision-making.

9. **Organising**

Structure; principles and theories of organisation; span of management; centralisation and de-centralisation; line and staff functions; delegation; functional organisation; formal and informal organisation; growth in organisation.

10. **Staffing**

Meaning, nature and functions of personnel management; selection, training and development; performance appraisal.

11. **Direction and Co-ordination**

Communication, motivation, morale and leadership; internal and external co-ordination; committees in management; management of change; organisation development (O.D.).

12. **Controlling**

Concepts and basic control process; essentials of a good control system; traditional and non-traditional control devices.

13. **Social Responsibility of Business.**

11. SYLLABUS OF EXECUTIVE PROGRAMME OFFERED BY ICSI

Course-9

BCO-035: General and Commercial Laws

Objective

To provide to the students basic understanding of some of the general and commercial laws which have a bearing on the conduct of the corporate affairs.

Contents

1. Constitution of India

Broad framework of the Constitution of India: fundamental rights, directive principles of state policy; ordinance making powers of the President and the Governors; legislative powers of the Union and the States; freedom of trade, commerce and intercourse; constitutional provisions relating to State monopoly; judiciary; writ jurisdiction of High Courts and the Supreme Court; different types of writs - *habeas corpus*, *mandamus*, *prohibition*, *quo warranto* and *certiorari*; Concept of delegated legislation.

2. Interpretation of Statutes

Need for interpretation of a statute; general principles of interpretation - internal and external aids to interpretation; primary and other rules.

3. An Overview of Law relating to Specific Relief; Arbitration and Conciliation; Torts; Limitation and Evidence.

4. Law Relating to Transfer of Property

Important definitions; movable and immovable property; properties which cannot be transferred; rule against perpetuities; *lis pendens*; provisions relating to sale, mortgage, charge, lease, gift and actionable claim.

5. Law Relating to Stamps

Methods of stamping; consequences of non-stamping and under-stamping; impounding of instruments; construction of instruments for determination of stamp duty payable; adjudication; allowance and refund; penal provisions.

6. Law Relating to Registration of Documents

Registrable documents - compulsory and optional; time and place of registration; consequences of non-registration; description of property; miscellaneous provisions.

7. Information Technology Law - An Overview

Important terms under Information technology legislation; digital signatures; electronic records; certifying authority; digital signature certificate; Cyber Regulation Appellate Tribunal; offences and penalties.

8. Code of Civil Procedure

Elementary knowledge of the structure of civil courts, their jurisdiction, basic understanding of certain terms - order, judgement and decree, stay of suits, *res judicata*, suits by companies, minors, basic understanding of summary proceedings, appeals, reference, review and revision.

9. Criminal Procedure Code

Offences; *mens rea*, cognizable and non-cognizable offences, bail, continuing offences, searches, limitation for taking cognizance of certain offences.

10. Law Relating to Right to Information

Salient features of the Right to Information (RTI) Act, 2005; Objective; Public Authorities & their obligations; Designation of Public Information Officers (PIO) and their Duties; Request for obtaining information; Exemption from disclosure; Who is excluded; Information Commissions (Central & State) and their powers; appellate authorities; penalties; jurisdiction of Courts; Role of Central/State Governments.

Course-10
BCO-036: Company Accounts, Cost and Management Accounting

Objective

- (i) To provide working knowledge of accounting principles and procedures for companies in accordance with the statutory requirements.
- (ii) To acquaint the students with cost and management accounting techniques and practices.

Part A: Company Accounts (50 Marks)

- 1. Accounting standards - relevance and significance; national and international accounting standards.
- 2. Accounting for share capital transactions - issue of shares at par, at premium and at discount; forfeiture and re-issue of shares; buy-back of shares; redemption of preference shares; rights issue.
- 3. Issue of debentures - accounting treatment and procedures; redemption of debentures; conversion of debentures into shares.
- 4. Underwriting of issues; acquisition of business; profits prior to incorporation; treatment of preliminary expenses.
- 5. Preparation and presentation of final accounts of joint stock companies as per company law requirements; bonus shares.
- 6. Holding and subsidiary companies - accounting treatment and disclosures; consolidation of accounts.
- 7. Valuation of shares and intangible assets.

Part B: Cost and Management Accounting (50 Marks)

- 8. Cost accounting – objectives of costing system; cost concepts and cost classification; management accounting – nature and scope; role of management accountant, tools and techniques of management accounting; distinction between financial accounting, cost accounting and management accounting.
- 9. Elements of cost:
 - (i) Material cost – purchase procedures, store keeping and inventory control, fixing of minimum, maximum and re-order levels, ABC analysis, pricing of receipts and issue of material and accounting thereof; accounting and control of wastage, spoilage and defectives.
 - (ii) Labour cost – classification of labour costs, payroll procedures, monetary and non-monetary incentive schemes; labour turnover and remedial measures; treatment of idle time and overtime.
 - (iii) Direct expenses – nature, collection and classification of direct expenses and its treatment.
 - (iv) Overheads – nature, classification, collection, allocation, apportionment, absorption and control of overheads.
- 10. Methods of costing - unit costing, contract costing.
- 11. Budgetary control – preparation of various types of budgets, advantages and limitations; budgetary control reports to management.
- 12. Marginal costing - application of marginal costing; cost-volume-profit relationship; break-even analysis, preparation of break-even charts; profit – volume graph; practical application of profit volume ratio.
- 13. Analysis and interpretation of financial statements - nature, objectives; latest trends in presenting financial data; importance and limitations; accounting ratios - classification, advantages and limitations.
- 14. Cash flow statements – classification of cash flows, preparation and usefulness.

Course-11
BCO-037: Tax Laws

Objective

- (i) To impart knowledge of the basic principles underlying the substantive provisions of income-tax, wealth tax, service tax and value added tax laws to the students.
- (ii) To equip students with application of principles and provisions of above tax laws in computation of income and taxation of a 'person' excluding companies under various heads of income and their assessment procedures.

Part – A (60 Marks)

The Income-tax Act

- 1. Definitions, concept of income, previous year, assessment year, residential status.
- 2. Distinction between capital and revenue receipts and expenditure.
- 3. Basis of charge and scope of total income (Incomes deemed to accrue or arise in India and deemed to be received in India).
- 4. Incomes which do not form part of total income.
- 5. Computation of total income under various heads, such as - salaries, income from house property, profit and gains of business or profession, capital gains, income from other sources.
- 6. Income of other persons included in assessee's total income; aggregation of income and set off or carry forward of losses; various deductions to be made in computing total income, rebates and reliefs; applicable rates of taxes and tax liability.
- 7. Taxation of every person excluding companies, viz., individuals including non-residents, Hindu Undivided Family, firms, association of persons, cooperative societies, trusts and charitable and religious institutions, etc.
- 8. Provisions concerning procedure for filing returns, signatures, e-filing, assessment and reassessment.
- 9. Tax deducted at source, collection, recovery and refund of tax; provisions of advance tax.
- 10. Charge of banking cash transaction tax, taxable banking transaction, value of taxable banking transaction, collection, recovery, return, assessment, rectification, interest on delayed payments, penalty, appeal, power to make rules.
- 11. Charge of fringe benefit tax, fringe benefits and deemed fringe benefits, valuation, payment and return of fringe benefits, assessment, issue of notice, advance tax in respect of fringe benefits.
- 12. Wealth Tax
Charge of wealth tax; assets; deemed assets and assets exempt from tax; valuation of assets; computation of net wealth, return of wealth and provisions concerning assessment.

Part B (20 Marks)

Service Tax

- 13. Background, Statutory provisions, taxable services, valuation, administrative mechanism and procedural aspects, rate and computation of tax.
- 14. Assessment, levy, collection and payment of service tax, exemptions, CENVAT credit for service tax, returns, appeals, revisions, advance rulings, role of Practising Company Secretaries.

Part C (20 Marks)

Value Added Tax

15. Legislative background, concept of VAT- white paper on VAT, Report of Empowered Committee of State Finance Ministers, constitutional provisions, relationship of VAT with inter-state commerce and works contract tax, liability under VAT; withdrawal of Central Sales Tax; Goods and Service Tax; .
16. Computation, procedural aspects including registration, filling of returns, rates of tax, assessment, credit and set-off, returns, refunds, audit, appeals, revision and appearances.
17. Appointment, jurisdiction and powers of authorities, certifications for professionals.
18. Concept of VAT on services, VAT in other countries, scope for Company Secretaries.

Course-12

BCO-038: Company Law

Objective

To develop an understanding of the regulation of companies and to provide thorough knowledge of the various provisions of the Company Law in India as well as Schedules and Rules made thereunder including their interpretation through case laws, departmental circulars, clarifications, notifications, etc.

Contents

1. Introduction

Nature and form of business enterprise; types of business enterprises; company – definition and nature.

Historical development of corporate concepts; emergence of principles of limited liability and development of Company Law in England and India.

Concept of corporate personality; corporate veil and its lifting.

Working and administration of Company Law.

2. Incorporation and its Consequences

Types of companies and their incorporation; memorandum and articles of association and their alteration; registered office; publication of name; commencement of business; contracts; deeds; common seal; effect of incorporation.

Re-registration and registration of unregistered joint-stock companies.

The doctrine of *ultra-vires*, constructive notice and indoor management.

Promoters - meaning and importance; position, duties and liabilities.

3. Financial Structure

Concept of capital and financing of companies, sources of capital; classes and types of shares; equity with differential rights; issue of shares at par, premium and discount; forfeiture and surrender of shares; bonus issues; rights issues; issue of sweat equity shares; employees stock option scheme; private placement.

Alteration of share capital; reduction of capital; buy-back of shares.

Debt capital - debentures, debenture stock, bonds; new developments in corporate debt financing; debenture trust deed and trustees; conversion of and redemption of debentures.

Securing of debts – creation, modification and satisfaction of charges.

Prospectus – definition; abridged prospectus; red-herring prospectus; shelf prospectus; information memorandum; contents, registration, misrepresentations and penalties.

Allotment and certificates - contracts to subscribe for shares, debentures and other securities; calls; share certificates and share warrants.

4. **Membership, Depositories and Transfer/Transmission**

Membership - modes of acquiring membership; rights and privileges of members, register of members; dematerialisation and rematerialisation of securities; transfer and transmission of securities in physical and depository modes; nomination.

5. **Management and Control of Companies**

Directors – appointment/re-appointment, qualifications, disqualifications, remuneration, vacation of office, retirement, resignation and removal; loans to directors; powers and duties; office or place of profit; role of directors; contracts in which directors are interested.

Managing and whole-time directors and manager.

Company secretary – appointment, role and responsibilities; company secretary as a principal officer.

Meetings of directors and committees - frequency, convening, and proceedings of Board /Committee meetings; tele and video-conferencing of Board/Committee(s); resolution by circulation; minutes and evidence.

General meetings - kinds of meetings; law, practice and procedure relating to convening and proceedings at general and other meetings – notice, quorum, proxy, voting including voting through electronic means, resolutions, circulation of members' resolution, etc.; postal ballot; recording, signing and inspection of minutes; role of chairman.

Distribution of powers of a company - division of powers between Board and general meetings; acts by directors in excess of authority; monitoring and management.

Sole Selling and Buying Agents - Meaning, appointment and reappointment, removal; powers of Central Government and rules framed for the purpose.

6. **Dividend**

Profit and ascertainment of divisible profits; declaration and payment of dividend; treatment of unpaid and unclaimed dividend; transfer of unpaid and unclaimed dividend to Investor Education and Protection Fund.

7. **Investments, Loans and Deposits**

Law relating to making investments in and granting loans to other bodies corporate and giving guarantees and providing security.

Invitation, acceptance, renewal, repayment, default and remedies.

8. **Accounts and Audit**

Books of account; financial statements; audit and auditor's report; powers of the Central Government to direct special audit; cost audit.

Auditors - appointment, resignation and removal; qualification and disqualification; rights, duties and liabilities.

9. **Board's Report and Disclosures** – preparation; disclosures; directors' responsibility statement; Compliance certificate – need and purpose; issue and signing by practising company secretary; disclosure and filing.

10. **Registers and Returns** – maintenance, authentication, presentation and inspection of statutory books/ registers prescribed under various provisions of the company law and filing of various forms/returns to Registrar of Companies; procedure and penalties for delayed filing, etc.

Annual Return - Nature and significance; contents; filling – preparation and disclosures; signing, certification and filing; maintenance, place of keeping and its inspection.

11. **Inspection and Investigation**

Inspection of documents, books of account, registers etc; powers of the inspector, seizure of books and documents, inspector's report; power of the Registrar of Companies, investigation into affairs of the company.

12. **Majority Rule and Minority Rights**

Law relating to majority powers and minority rights.

Shareholder remedies - actions by shareholders; statutory remedies; personal actions; prevention of oppression and mis-management.

13. **Compromises and Arrangements – an overview.**

14. **Societies, Co-operative Societies, Trusts, Producer Companies and Limited Liability Partnerships**

Concept, formation, membership, functioning and dissolution.

15. **Application of Company Law to Different Sectors such as Banking, Insurance, etc.**

16. **Offences and Penalties – an overview.**

17. **Striking off Name of Companies -Concept.**

18. **Winding up of Companies - Concept and modes.**

19. **An Introduction to E-governance**

Course-13

BCO-039: Economic and Labour Laws

Objective

To provide an understanding of –

- (i) certain economic laws; and
- (ii) important labour laws which have direct relevance to the functioning of companies.

Contents

Part A: Economic Laws (60 Marks)

1. **Industries Development and Regulation**

Objects and definitions - an overview of current Industrial Policy; regulatory mechanism under IDRA. The Micro, Small and Medium Enterprises Development Act, 2006.

2. **Foreign Trade Policy and Procedures**

Main features; served from India scheme; export promotion council; vishesh krishi and gram udyog yojana; focus market scheme; duty exemption and remission schemes; advance authorisation scheme and DFRC, DEPB, EPCG, etc; EOUs, EHTPs, STPs, BPTs and SEZs.

3. **Trade, Competition and Consumer Protection**

Concept of competition, development of competition law, overview of MRTP Act; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations, Competition Commission of India; Appearance before Commission, compliance of Competition Law.

Consumer protection in India, genesis of the law; objects; rights of consumers; nature and scope of remedies; appearance before Consumer Dispute Redressal Forums.

4. **Essential Commodities and Standards of Weights and Measures**

Objects; powers of Central Government, seizure and confiscation of essential commodities; summary trial; Standards of Weights and Measures Act, 1976.

5. **Management of Foreign Exchange Transactions**

Objectives and definitions under FEMA. Current account transactions, Capital account transactions, foreign direct investment in India and abroad, acquisition and transfer of immovable property; Establishment in India of branch, office etc; Export of goods and services; Realisation and repatriation of foreign exchange, authorised person, penalties and enforcement.

Foreign contributions and hospitality; Exemptions, powers of Central Government, adjudication and appeal; offences and penalties.

6. **Pollution Control and Environmental Protection**

Concept of sustainable development, Government policy regarding environment, law relating to Prevention and Control of Air Pollution and Water pollution, Environment (Protection) Law; Appearance before Environment Tribunal/Authority.

7. **Management of Intellectual Property Rights**

Concept and development of intellectual property law in India. Law and procedure relating to patents, trade marks and copyrights; Overview of laws relating to other related intellectual property rights;

Intellectual Property Appellate Board.

8. **Prevention of Money Laundering**

Genesis, concept and definitions, various transactions, etc. obligations of banks and financial institutions, RBI Guidelines on KYC.

Part - B: Labour Laws (40 Marks)

9. **Minimum Wages Act, 1948**

Object and scope; Minimum Wages Act, Advisory Board, Central Advisory Board; Authority and claims, compliances, offences and penalties.

10. **Payment of Bonus Act, 1965**

Object, application and major provisions; Exemption; compliances, offences and penalties.

11. **Payment of Gratuity Act, 1972**

Application and major provisions; Controlling Authority and the Appellate Authority, obligations and rights of employers and employees and compliances.

12. **Employees' Provident Funds and Miscellaneous Provisions Act, 1952**

Application and major provisions; Exemption and compliances.

13. **Employees' State Insurance Act, 1948**

Application and major provisions; Employees' State Insurance, Employees' State Insurance Corporation, Employees' Insurance Court; Exemptions and compliances.

14. **Workmen's Compensation Act, 1923**

Object, scope and major provisions including proceedings before the Commissioner, appeals, compliances, penalties, special provisions.

15. **Contract Labour (Regulation and Abolition) Act, 1970**

Application, scope and major provisions including Advisory boards, registration of establishments, appointment of licensing officer; Welfare and health; compliances; penalties and procedure and inspectors.

16. **Industrial Disputes Act, 1947**

Concept, objective, and significance, Authorities; procedure and powers; unfair labour practices, penalties.

17. **Industrial Employment (Standing Orders) Act, 1946**

Object, scope and major provisions of the Act and compliances.

18. **Factories Act, 1948**

Object, scope and major provisions; Authorities, compliances and penalties.

Course-14

BCO-040: Securities Laws and Compliances

Objective

To provide expert knowledge and understanding of securities laws and the regulatory framework concerning capital markets in India.

Contents

Part A: Securities Laws (60 Marks)

1. An Overview of Legal and Regulatory Framework

Capital market regulatory framework – Securities Contracts (Regulation) Act, 1956; SEBI Act, 1992; Depositories Act, 1996; authorities governing capital markets; objective, power and functions of SEBI; Securities Appellate Tribunal, appearance before SAT.

Profile of securities market; securities market reforms and regulatory measures to promote investor confidence; growth of money market in India – structure and institutional mechanism.

2. Capital Market Instruments and Rating

Capital market instruments - equity, debentures, preference shares, sweat equity, non-voting shares; new instruments of capital market - pure, hybrid and derivatives; money market instruments - treasury bills, commercial bills, commercial paper, participatory notes; rating and grading of instruments; concept, scope and significance; regulatory framework; rating agencies in India, rating methodologies.

3. Capital Market Intermediaries

Primary market and secondary market intermediaries - role and functions, merchant bankers, stock brokers, registrars to an issue, underwriters, bankers to issue, portfolio managers, debenture- trustees, foreign Institutional investors etc., self regulatory organisations, guidelines on anti money laundering; surveillance; holding of enquiry.

4. Secondary Market Institutions

Functions and significance of stock exchanges; regulatory framework; operations and trading mechanism of stock exchanges; Settlement of securities, surveillance mechanism at stock exchanges, straight through processing, demutualisation of stock exchanges.

5. Mutual Funds

Introduction, definitions, types, risks involved, setting up of mutual fund; concept of Trustee and Asset Management Company; regulatory framework.

6. Venture Capital

Concept of venture capital, regulatory framework, registration, investment conditions and restrictions, foreign venture capital investors, private capital funds.

7. Collective Investment Schemes

Regulatory framework governing collective investment schemes, restrictions on business activities, submission of information and documents, trustees and their obligations.

8. Buy-Back of Securities

Objectives of buy-back; available sources for buy-back of securities; conditions to be fulfilled and obligations for buy-back of securities of both listed and unlisted companies; pricing for buy back; modes of buy-back.

9. Depository System

Overview of depository system in India; Depositories Act; definitions, setting up of depository; role and functions of depository; depository participants; inspection and penalties; internal audit and concurrent audit of depository participants.

Part B: Issue Management and Compliances (40 Marks)

10. Issue of Capital

Listing of securities; SEBI Guidelines for Disclosure and Investor Protection (DIP), procedure for issue of various types of shares and debentures employee stock option scheme; and employee stock purchase scheme, delisting of securities.

11. Resource Mobilisation in International Capital Market

Listing of securities issued outside India - Foreign Currency Convertible Bonds, Global Depository Receipts, American Depository Receipts; External Commercial Borrowings, procedure for issue of various instruments.

12. Indian Depository Receipts

Indian Depository Receipts, procedure for making an issue of IDRs; conditions for issue of IDRs; listing of IDRs.

**SYLLABUS OF
MASTER OF COMMERCE
IN BUSINESS POLICY AND
CORPORATE GOVERNANCE
M.COM (BP & CG)**

12. SYLLABUS OF COURSES OFFERED BY IGNOU

Course-1

MCO-01: Organisation Theory and Behaviour

Block 1 : Organisation Theory

- Unit 1 Introduction to Organisation
- Unit 2 Organisation Theory
- Unit 3 Organisation Structure and Effectiveness

Block 2 : Organisational Behaviour and Individual Perspective-I

- Unit 4 Overview of OB
- Unit 5 Individual Behaviour and Learning
- Unit 6 Perception
- Unit 7 Attitudes and Values

Block 3 : Organisational Behaviour and Individual Perspective-II

- Unit 8 Personality and Emotions
- Unit 9 Stress Management
- Unit 10 Motivation
- Unit 11 Job Design and Job Satisfaction

Block 4 : Group Behaviour

- Unit 12 Group Formation and Structure
- Unit 13 Communication
- Unit 14 Conflict Management
- Unit 15 Team Building and Leadership
- Unit 16 Power and Politics

Block 5 : Organisational Culture and Development

- Unit 17 Organisational Culture and Climate
 - Unit 18 Organisational Change
 - Unit 19 Organisational Development
 - Unit 20 Emerging trends in OB
-

Course-2

MCO-03: Research Methodology and Statistical Analysis

Block 1 : Research Data Collection

- Unit 1 Introduction to Business Research
- Unit 2 Research Plan
- Unit 3 Collection of Data
- Unit 4 Sampling
- Unit 5 Measurement and Scaling Techniques

Block 2 : Processing and Presentation of Data

- Unit 6 Processing of Data
- Unit 7 Diagrammatic and Graphic Presentation
- Unit 8 Statistical Derivatives and Measures of Central Tendency
- Unit 9 Measures of Variation and Skewness

Block 3 : Relational and Trend Analysis

- Unit 10 Correlation and Simple Regression
- Unit 11 Time Series Analysis
- Unit 12 Index Numbers

Block 4 :Probability and Hypothesis Testing

- Unit 13 Probability and Probability Rules
- Unit 14 Probability Distributions
- Unit 15 Tests of Hypothesis-I
- Unit 16 Tests of Hypothesis-II
- Unit 17 Chi-Square Test

Block 5 :International and Reporting

- Unit 18 Interpretation of Statistical Data
 - Unit 19 Report Writing
-

Course-3**IBO-01: International Business Environment**

Block 1 : Concepts and Dimensions

- Unit 1 Introduction to International Business Environment
- Unit 2 Theories of International Trade
- Unit 3 Balance of Payments
- Unit 4 Instruments of Trade Policy

Block 2 : Globalization: Process and Forces

- Unit 5 Globalization: An Overview
- Unit 6 International Investment
- Unit 7 Transnational Corporations
- Unit 8 Technology Transfer

Block 3 : World Trading System and Institutions

- Unit 9 World Trade
- Unit 10 Multilateral Trading System
- Unit 11 Regional Economic Groupings
- Unit 12 International Commodity Agreement
- Unit 13 Multilateral Financial Institutions

Block 4 : Legal Environment

- Unit 14 Legal Framework of Foreign Trade
- Unit 15 The Proper Law of the Contract or the *Lex Causae*
- Unit 16 Settlement of International Trade Disputes

Block 5 : Contemporary Developments and Issues

- Unit17 International Trade and Environment
- Unit18 International Trade in Services
- Unit19 International Business Ethics
- Unit20 Electronic Commerce

- Audio:**
- 1) World Trade,
 - 2) Regional Economic Groupings,
 - 3) Settlement of International Business Disputes
-

Course-4**IBO-06: International Business Finance**

Block 1 : International Financial System

- Unit 1 International Monetary Agreements and Institutions
- Unit 2 International Financial Markets
- Unit 3 International Banking
- Unit 4 International Transactions and Balance of Payments

Block 2 : Foreign Exchange Risk Management

- Unit5 Foreign Exchange Markets
- Unit6 Determination and Forecasting of Exchange Rates
- Unit7 Currency Risk Management
- Unit8 Measuring and Managing Transaction Exposure
- Unit9 Measuring and Managing Translation and Economic Exposure

Block 3 : Investing in Foreign Operations

- Unit10 Corporate Strategy and Foreign Direct Investments
- Unit11 International Project Appraisal
- Unit12 Cost of Capital for Foreign Investments
- Unit13 Political Risk and Tax Aspects

Block 4 : Financing International Operations

- Unit14 Designing Global Capital Structure
- Unit15 International Cash Management
- Unit16 Foreign Trade Financing
- Unit17 Project Export Financing

- Audio:**
- 1) Forex Regulation in India
 - 2) Globalisation and new financing choices for international firms.

Course-4

MCO-05: Accounting for Managerial Decisions

Block 1 :Fundamentals of Accounting

- Unit 1 Accounting: An overview
- Unit 2 Basis Cost Concepts
- Unit 3 Financial Statements
- Unit 4 Understanding Financial Statements

Block 2 :Analysis of Financial Statements

- Unit 5 Techniques of Financial Analysis
- Unit 6 Statements of Changes in Financial Position
- Unit 7 Cash Flow Analysis

Block 3 :Budgeting and Budgetary Control

- Unit 8 Basic Concepts of Budgeting
- Unit 9 Preparation and Review of Budgets
- Unit 10 Approaches to Budgeting

Block 4 :Standard Costing

- Unit 11 Basic Concepts of Standard Costing
- Unit 12 Variance Analysis I
- Unit 13 Variance Analysis II
- Unit 14 Responsibility Accounting

Block 5 :Cost Volume Profit Analysis

- Unit 15 Marginal Costing
- Unit 16 Break Even Analysis
- Unit 17 Relevant Costs for Design Making
- Unit 18 Reporting to Management
- Unit 19 Recent Developments in Accounting

13. SYLLABUS OF PROFESSIONAL PROGRAMME OFFERED BY ICSI

Course-5

MCO-031: Company Secretarial Practice

Objective

To provide an in-depth understanding of the procedures under the Companies Act, Rules and Regulations made there under including understanding of international dimensions of company law.

Contents

1. E-governance (MCA – 21)

Important Features of MCA-21 – CIN, DIN, DSC, CFC, SRN, etc; E-forms and on-line filing and inspection of documents.

2. Company Formation and Conversion

Choice of form of business entity; conversion/ re-conversion of one form of business entity into another.

Procedure for incorporation of private/public companies, companies limited by guarantee and unlimited companies and their conversions/re-conversion/re-registration; obtaining certificate of commencement of business; obtaining certification of re-registration; commencement of new business and certification; filing of agreements with managerial personnel;

Formation of associations not for profit and non profit companies; procedure relating to foreign companies carrying on business in India.

3. Alteration of Memorandum and Articles

Procedure for alteration of various clauses of memorandum: name clause, situation of registered office clause, objects clause, capital clause and liability clause; procedure for alteration of articles; effect of alteration.

4. Issue and Allotment of Securities

Procedure for public issue, rights issue and bonus shares; procedure for issue of securities at par/premium/discount; procedure for calls on shares; Issue of sweat equity shares, employees stock option scheme, shares with differential voting rights; issue and redemption of preference shares; issue of shares on preferential basis/ private placement.

Return of allotment and effect of irregular allotment; issue of certificates; alteration of share capital; procedure for forfeiture of shares and re-issue of forfeited shares; cancellation of shares; surrender of shares; conversion and re-conversion of shares into stock.

Procedure for issue of debentures including creation of security and debenture redemption reserve; drafting of debenture trust deed; conversion of and redemption of debentures.

5. Membership and Transfer/Transmission

Procedure for induction of members; nomination of shares; variation of shareholders' rights; cessation of membership including dispute resolution.

Transfer/transmission/transposition; dematerialization/ rematerialisation of securities.

6. Directors and Managerial Personnel

Procedure for appointment, reappointment, resignation, removal and varying terms of appointment/ re-appointment of directors and managerial personnel.

Procedure for payment of remuneration to directors and managerial personnel and disclosures thereof; compensation for loss of office; waiver of recovery of remuneration; directors and officers liability insurance.

Procedure for making loans to directors, disclosure of interest by a director, holding of office or place of profit by a director/relative, etc. of a director.

Company Secretary – Appointment, resignation and removal of Company Secretary; role of the Company Secretary; functions and duties; relationship with chairman and directors; secretary as advisor to the chairman and the board.

Company Secretary in Practice – Functions; procedure for appointment, resignation and removal of company secretary in practice.

Auditors

Procedure for appointment/reappointment, resignation and removal of statutory auditors and branch auditors; appointment of cost auditors; special auditors; CAG audit.

7. Decision-making Forums and Meetings

Collective decision making forums- authority, accountability, delegation and responsibility.

Board Meetings: Convening and management of Board and Committee Meetings.

General Meetings: convening and management of statutory meeting, annual and extra-ordinary general meetings, class meetings; preparation of notices and agenda papers.

Procedure for passing of resolutions by postal ballot, conducting a poll and adjournment of a meeting.

Post-meeting formalities including preparation of minutes and dissemination of information and decisions including filing thereof.

8. Preparation & Presentation of Reports

Preparation of financial statements, auditors' report, directors' report and report on corporate governance.

9. Distribution of Profit

Procedure for ascertainment of divisible profits and declaration of dividend; payment of dividend; claiming of unclaimed/unpaid dividend; transfer of unpaid/unclaimed dividend to Investor Education and Protection Fund.

10. Charges

Procedure for creation/modification/satisfaction of charges and registration thereof; register of charges; inspection of charges.

11. Inter-corporate Loans, Investments, Guarantees and Security

Procedure for making inter-corporate loans, investments, giving of guarantees and providing of security.

12. Filing and Filing of Returns and Documents, etc.

Procedure for filling and filing of returns and documents:

(a) Annual filing, i.e., annual accounts, compliance certificate, annual return, etc.

(b) Event based filing.

13. Striking off Names of Companies – Law and Procedure.

14. Best Practices - Secretarial Standards

Concept, scope and advantages; Secretarial Standards issued by the ICSI; Compliance of secretarial standards for good governance.

15. Insider Trading

Concept and rationale behind prohibition of insider trading; SEBI's Insider Trading Regulations; major actions taken by SEBI so far; Role of Company Secretary in compliance requirements.

16. Global Developments in Company Law

Contemporary developments, distinguishing and evolving features of company law in other jurisdictions.

Course-6

MCO-032: Drafting, Appearances and Pleadings

Objective

To acquaint the students with fundamentals of drafting, pleadings and advocacy techniques.

Contents

1. General Principles of Drafting

General principles and rules of drafting of deeds and conveyance, basic components of deeds, endorsement and supplemental deeds, aids to clarity and accuracy, legal requirements and implications.

2. Drafting of Agreements

Drafting of various Agreements including collaboration agreements, arbitration; guarantees, counter guarantees; bank guarantee, hypothecation agreement, outsourcing agreements, service agreements, leave and license, etc.

3. Drafting of Various Deeds

Deed of sale of land, building, mortgage, licence, lease, assignment, trust, partnership, Power of Attorney, etc.

4. Drafting of Agreements under the Companies Act

Pre incorporation contracts; Memorandum and Articles of Association and other agreements.

5. Appearances and Pleadings

Appearance before tribunals/quasi judicial bodies such as CLB, SAT, NCLT, CCI TRAI, etc. and appellate authorities.

Drafting of petitions/applications; drafting of written statement, counter affidavit, reply and rejoinder.

Drafting of Affidavit in evidence; arguments on preliminary submissions, arguments on merits; legal pleadings and written submissions.

Drafting and filing of Appeals, writ petitions, special leave petition, revision and review applications, affidavits.

Dress code, etiquettes and court craft.

6. Compounding of Offences

Compounding of offences under the Companies Act, SEBI Act, FEMA etc. Consent Orders.

Course-7

MCO-033: Financial, Treasury and Forex Management

Objectives :

- (i) To provide conceptual clarity about the management tools and techniques used in financial planning, analysis, control and decision making.
- (ii) To provide knowledge of derivatives, forex and treasury management to enable the candidates to tackle practical situation with ease.

Contents:

1. Nature and Scope of Financial Management

Nature, significance, objectives and scope of financial management; risk-return and value of the firm; financial distress and insolvency; financial sector reforms and their impact on financial management; functions of finance executive in an organisation; financial management – recent developments.

2. **Capital Budgeting Decisions**

Planning and control of capital expenditure; capital budgeting process; techniques of capital budgeting—discounted and non-discounted cash flow methods, choice of methods; capital rationing; risk evaluation and sensitivity analysis, simulation for risk evaluation; linear programming and capital budgeting decisions.

3. **Capital Structure Decisions**

Meaning and significance of capital structure; capital structure vis-a-vis financial structure; capital structure planning and designing; optimal capital structure; determinants of capital structure; capital structure and valuation - theoretical analysis; EBIT – EPS analysis; cost of capital; factors affecting cost of capital, measurement of cost of capital, weighted average cost of capital, marginal cost of capital; risk and leverage; measures of leverage, leverage effects on shareholders returns.

4. **Sources of Finance**

Equity, non-voting preference shares; debentures and bonds; company deposits; term loans from financial institutions and banks; international finance and syndication of loans; euro-issues and external commercial borrowings; FCCB; internal funds as a source of finance; dividend policy and retention of profits; bonus shares; deferred payment arrangements; corporate taxation and its impact on corporate financing; financing cost escalation.

5. **Dividend Policy**

Introduction; types, determinants and constraints of dividend policy; different dividend theories — Walter's Model, Gordon's Model and Modigliani-Miller Hypothesis of dividend irrelevance; forms of dividend; dividend policy - practical considerations and legal constraints; corporate dividend practices in India; statutory framework.

6. **Working Capital Management and Control**

Working capital - meaning, types, determinants; assessment of working capital requirements - operating cycle concept and applications of quantitative techniques; management of working capital - cash, receivables, inventories; financing of working capital; banking norms and macro aspects of working capital management.

7. **Security Analysis and Portfolio Management**

Security analysis - fundamental approach, technical approach and efficient capital market theory; portfolio management - meaning, objectives; portfolio theory – traditional approach; modern approach - CAPM model.

8. **Financial Services**

Meaning, significance and scope of financial services; types of financial services – merchant banking, leasing and hire purchase, venture capital, mutual funds, factoring and forfeiting, securitisation of debt, loan syndication, custodial and corporate advisory services, credit rating.

9. **Project Planning and Control**

Project Planning and preparation of project report; project appraisal under normal, inflationary and deflationary conditions; project appraisal by financial institutions – lending policies and appraisal norms by financial institutions and banks; loan documentation and loan syndication, project review and control; social cost and benefit analysis of project.

10. **Derivatives and Commodity Exchanges**

Concept of derivatives; financial derivatives and commodity derivatives; types of derivatives - forward contracts, futures contracts, options; participants in futures and options market, Index based derivatives and security based derivatives; derivatives and exposure management, currency forwards, currency futures, currency options and currency swaps and interest rate risk management; derivative markets in India; commodity exchanges in India.

11. **Treasury Management**

Meaning, objectives, significance, functions and scope of treasury management; relationship between treasury management and financial management; role and responsibilities of chief finance executive; tools of treasury

management; internal treasury controls; environment for treasury management; role of information technology in treasury management; liquidity management, regulation, supervision and control of treasury operations, implications of treasury on international banking.

12. Forex Management

Nature, significance and scope of forex management; foreign exchange market and its structure; foreign exchange rates and its determination; exchange rate quotes; types of exchange rates; forex trading; currency futures and options; foreign exchange risk exposures and their management; exchange rate forecasting; risk in foreign exchange business.

13. Recent Developments in Financial, Treasury and Forex Management

14. Practical Problems and Case Studies.

Course-8

MCO-034: Corporate Restructuring and Insolvency

Objectives

To provide an in-depth understanding of all aspects of law and practical issues relating to corporate restructuring and insolvency.

Contents

Part A: Corporate Restructuring (70 Marks)

1. Introduction

Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario.

2. Strategies

Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, disinvestments and strategic alliances, demergers and hiving off.

3. Mergers and Amalgamations

Meaning and concept; legal, procedural, economic, accounting, taxation and financial aspects of mergers and amalgamations including stamp duty and allied matters; interest of small investors; merger aspects under competition law; jurisdiction of courts; filing of various forms; Amalgamation of banking companies and procedure related to Government companies; Cross border mergers.

4. Takeovers

Meaning and concept; types of takeovers; legal aspects - SEBI takeover regulations; procedural, economic, financial, accounting and taxation aspects; stamp duty and allied matters; payment of consideration; bail out takeovers and takeover of sick units; takeover defences; cross border takeovers.

5. Funding of Mergers and Takeovers

Financial alternatives; merits and demerits; funding through various types of financial instruments including equity and preference shares, options and securities with differential rights, swaps, stock options; ECBs, funding through financial institutions and banks; rehabilitation finance; management buyouts/leveraged buyouts.

6. Valuation of Shares and Business

Introduction; need and purpose; factors influencing valuation; methods of valuation of shares; corporate and business valuation.

7. Corporate Demergers and Reverse Mergers

Concept of demerger; modes of demerger - by agreement, under scheme of arrangement; demerger and voluntary winding up; legal and procedural aspects; tax aspects and reliefs; reverse mergers – procedural aspects and tax implications.

8. **Post Merger Re-organisation**

Factors in post merger reorganization: integration of businesses and operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.

9. **Financial Restructuring**

Reduction of capital; reorganisation of share capital

Buy-back of shares – concept and necessity; procedure for buy-back of shares by listed and unlisted companies.

10. **Legal Documentation.**

11. **Case Studies.**

Part B – Corporate Insolvency (30 Marks)

12. **Revival, Rehabilitation and Restructuring of Sick Companies**

Sick companies and their revival with special reference to the law and procedure relating to sick companies.

13. **Securitisation and Debt Recovery**

Securitisation Act:

Overview of the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; process; participants; Special Purpose Vehicle (SPV), Asset Reconstruction Companies (ARCs), Qualified Institutional Buyers (QIB).

Debt Recovery Act:

Overview of the Recovery of Debts Due to Banks and Financial Institutions Act, 1993; Tribunal, Procedure; compromises and arrangements with banks and creditors.

14. **Winding up**

Concept; modes of winding up; administrative machinery for winding up.

Winding up process and procedure; managing stakeholders and parties in liquidation; conducting meetings of shareholders/creditors etc.; dealing with contracts; managing estate; outsourcing responsibilities to professionals/service providers such as valuers, security agencies, etc; best practices in performing liquidation/administrator functions; accountability and liabilities; Role of liquidators and insolvency practitioners.

Consequences of winding up; winding up of unregistered companies; dissolution.

15. **Cross Border Insolvency.**

Course-9

MCO-035: Strategic Management, Alliances and International Trade

Objective:

To develop the basic understanding of the students about the concepts, techniques and processes relating to strategic management, alliances as well as International Trade and treaties including World Trade Organisation.

Contents:

Part A: Strategic Management (40 Marks)

1. **Nature and Scope of Strategic Management**

Concept; role, functions and processes of strategic management in globally, competitive and knowledge-based environment.

2. **Environmental Scanning and Internal Appraisal Analysis**
 - (a) Identification of external variables - economic, technological, legal, political, socio-cultural and, global; industry appraisal analysis and forecasting; synthesis of external factors;
 - (b) Internal scanning of the firm;
 - (c) Tools and techniques of strategic management –SWOT analysis, situational analysis; Gap analysis, impact analysis, value chain analysis; business process re-engineering.
3. **Planning and Formulation**
Formulation of Corporate vision, mission, goals and objectives; developing strategic alternatives, evaluations of alternatives, selection of best alternative; strategic planning vis-à-vis tactical planning; Strategic models for optimal decision-making.
4. **Implementation and Control**
Strategy implementation; developing programs, budgets and procedures; strategic control; managing strategic changes.
5. **Review**
Performance Evaluation - Criteria and Challenges
6. **Risk Management**
Meaning, objectives and significance; types of risks; measuring the trade off between risk and return; control and management of business risks.
7. **Management Information Systems**
Concept, elements and structure; approaches of MIS development; pre-requisites of an effective MIS, Enterprise Resource Planning (ERP).
8. **Internal Control Systems**
Meaning, definition, objectives, classification, scope and limitation of internal control; steps and techniques of internal control systems.

Part B: Strategic Alliances (20 Marks)

9. **Nature and Scope**
Meaning, types and stages; integrating alliances into corporate strategy; cross cultural alliances; implementation and management of strategic alliances.
10. **Foreign Collaborations and Joint Ventures**
Industrial Policy; Foreign Investment Policy; kinds and negotiation of collaboration and joint ventures, drafting of agreement, restrictive clauses; Indian joint ventures abroad – Indian experiences.

Part C: International Trade (40 Marks)

11. **International Trade and Treaties**
Concept and Theories of International Trade, Institutionalisation of international trade, establishment of World Trade Organisation; Economic Blocks and Trade Agreements such as ASEAN, EU, SAPTA, NAFTA etc.; India's Free Trade, Economic Cooperation and Partnership Agreements.
12. **Anti-dumping, Subsidies and Countervailing Duties**
WTO agreements on anti-dumping; safeguard measures; subsidies & countervailing duties; Regulatory Framework and procedure in India.
13. **Settlement of Disputes under WTO**
Rules, regulations and procedures relating to settlement of disputes under WTO.

Course-10
MCO-036: Advance Tax Laws and Practice

Objective

To provide —

- (i) knowledge of framework of taxation system in India.
- (ii) knowledge of various concepts and their application relating to tax laws with a view to integrating the relevance of these laws with financial planning and management decisions.
- (iii) an overview of international taxation.

Contents

Part A: Direct Taxation - Law and Practice (30 Marks)

1. General Framework of Direct Taxation in India

Different direct tax laws and their inter-relationship; importance of Income Tax Act and Annual Finance Act and related Constitutional provisions; harmonisation of tax regime.

2. Companies under Income-tax Laws

Classification and tax incidence; corporation tax as per Article 366; computation of taxable income and assessment of tax liability considering special provisions relating to companies.

3. Tax Planning

Concept of tax planning; Tax planning with reference to setting up a new business; locational aspects; nature of business; tax holiday, etc.

Tax planning with regard to specific management decisions such as mergers and takeovers; location of undertaking; introduction of voluntary retirement; tax planning with reference to financial management decisions such as borrowing or investment decisions; reorganisation or restructuring of capital decisions.

Tax planning with respect to corporate reorganization; tax planning with reference to employees' remuneration.

Tax planning vis-à-vis important provisions of wealth-tax including court rulings and legislative amendments.

4. Tax Management

Return and procedure for assessment; special procedure for assessment of search cases, e-commerce transactions, liability in special cases; collection and recovery of tax; refunds, appeals and revisions; penalties imposable, offences and prosecution.

Part B: Indirect Taxation – Law and Practice (50 Marks)

5. Introduction

Special features of indirect tax levies—all pervasive nature, contribution to Government revenues; constitutional provisions authorizing the levy and collection of duties of central excise, customs, service tax, central sales tax and VAT.

6. Central Excise Laws

Basis of chargeability of duties of central excise - goods, manufacture, classification and valuation of excisable goods, CENVAT; assessment procedure, exemption, payment, recovery and refunds of duties.

Clearance of excisable goods; Central Excise Bonds; maintenance of accounts and records and filing of returns.

Duties payable by small scale units. set-off of duties – concept, meaning and scheme; Central Excise Concessions on exports; search, seizure and investigation; offences and penalty.

Adjudication, Appeal and Revision, including appearance before CEGAT by Company Secretary as authorised representative; settlement of cases.

7. Customs Laws

Levy of and exemption from, customs duties – specific issues and case studies; assessment and payment duties; recovery and refund of customs duties.

Procedure for clearance of imported and exported goods; drawback of duties.

Transportation and warehousing

Confiscation of goods and conveyances and imposition of penalties; search, seizure and arrest, offences and prosecution provisions.

Adjudication, Appeal and Revision; Settlement of Cases.

8. Promissory Estoppel in Fiscal Laws – principles and applicability with reference to indirect taxes.

9. Tax Planning and Management — scope and management in customs, with specific reference to important issues in the respective areas.

Part C: International Taxation (20 Marks)

10. Basic Concepts of International Taxation

Residency issues; source of income; tax havens; unilateral relief and Double Tax Avoidance; transfer pricing; international merger and acquisitions; impact of tax on GATT 94, WTO, anti dumping processing; the subpart F Regime: definition of CFC, Subpart F Income and Operating Rules.

11. Advance Ruling and Tax Planning

Authority for advance rulings, its power and procedure; applicability of advance ruling; application for advance ruling and procedure on receipt of application.

Tax planning and special provisions relating to certain incomes of non-resident corporate assessee.

Double taxation avoidance agreements; general principles; provisions and tax implications thereof.

12. Taxation of Inbound Transactions

Taxation of passive investments; capital gains & losses; income taxation; property taxation; branch profit taxation

13. Taxation of Outbound Transactions

Foreign tax credit; foreign income exclusions; indirect foreign tax credit (deemed paid system vs. current pooling system); Controlled Foreign Corporations; PFIC's (Passive Foreign Investment Companies); cross border merger, acquisitions and transfers.

Course-11

MCO-037: Due Diligence and Corporate Compliance Management

Objective

- (i) To provide thorough understanding and appreciation of composite legal due diligence in regard to certain corporate activities.
- (ii) To provide expert knowledge about the Corporate Compliance Management

Contents

1. Due Diligence

Nature, objectives, significance and scope of due diligence; steps in the process of due diligence.

Areas of Due Diligence

- Initial Public Offer (IPO), Follow-on Public Offer (FPO), Rights issue, Employees Stock Option Plans (ESOPs), Preferential Allotment
- Issue of debt (both long term & short term) such as debentures, bonds, warrants etc.
- Takeovers and acquisitions
- Setting up of business units in India and abroad
- Setting up joint ventures
- Compliance of Listing Agreement
- Internal Audit of Depository Participants
- Issue of Global Depository Receipts
- Issue of Indian Depository Receipts
- Legal Due Diligence

2. **Compliance Management**

Concept and significance; systems approach to compliance management; process of establishment of compliance management system; compliance in letter and spirit.

3. **Secretarial Audit**

Need, objectives and scope; process; periodicity and format for secretarial audit report; check-list under various corporate laws; share transfer audit; compliance certificate.

4. **Search / Status Reports**

Importance, scope; verification of documents relating to charges; requirements of financial institutions and corporate lenders; preparation of report.

5. **Securities Management and Compliances**

Meaning, need and scope; mechanism for self-regulation; advantages to company, regulator and investors.

Course-12

MCO-038: Governance, Business Ethics and Sustainability

Objective

To provide knowledge on global development and best practices in the corporate world.

Contents

Part A: Corporate Governance (50 Marks)

1. Evolution, concept, principles and development.
2. Management structure for corporate governance; Board structure; building responsive boards - issue and challenges; effectiveness of Board, board committees and their functioning in particular audit committee, legal compliance committee and Stakeholders' relationship committee; appraisal of Board performance, transparency and disclosure; internal control system and risk management.
3. An analysis of legislative framework of corporate governance in various countries – such as UK, USA, India.
4. Corporate communication; art and craft of investors relations; shareholders activism, investor protection and changing role of Institutional Investors.

5. Corporate Social Responsibility and good corporate citizenship.
6. Various corporate governance forums - Common Wealth Association for Corporate Governance (CACG), Organization for Economic Cooperation Development (OECD), International Corporate Governance Network (ICGN), National Foundation for Corporate Governance (NFCG), etc.

Part B: Business Ethics (30 Marks)

7. Genesis, significance and scope; organization perspectives.
8. Ethical principles in business – codes and innovations.
9. Concept of the stakeholders' organization.
10. Activity analysis, business dilemma versus decision, characteristics of ethical dilemmas; the dilemma resolution process; business ethics as a strategic management tool; stakeholders' protection.
11. Challenges of business ethics and corporate leadership.

Part C: Corporate Sustainability (20 Marks)

12. Genesis, meaning, nature, objectives, significance and scope of corporate sustainability.
13. Sustainability reporting - frameworks and guidance; trends and drivers; business benefits of corporate sustainability reporting; leadership programmes and stakeholder engagement; corporate sustainability management systems.
14. Legal framework; conventions and treaties on environmental, health and safety and social security issues.
15. Principle of Absolute Liability - Case studies.
16. Contemporary developments.