

M.COM (CBCS) DEGREE SEMESTER SCHEME 2019 – 2021

Program Outcome (PO)

PO 1. In-depth understanding of conventional as well as contemporary areas in the discipline of Commerce.

PO 2. Ability to apply the knowledge of accounting, taxation, finance, investment, banking and other related subjects in finding solutions to business problems

PO 3. Understand the role of regulatory bodies in corporate and financial sectors

PO 4. Ability to discuss national as well as international trends of various economic parameters

PO 5. Use research-based knowledge and research methods to identify business / social problems, develop hypothesis, collect data, analyse and interpret data applying appropriate statistical measures to provide valid conclusions.

PO 6. Use of technology / e-resources in all functions of business

PO 7. Understand the impact of business decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

PO 8. Apply ethical principles in carrying out responsibilities attached to the position

PO 9. Communicate effectively using written / oral methods, write effective reports and design documentation, make effective presentations and give and receive clear instructions

PO 10. Demonstrate values of empathy, equity, responsiveness in the context of society and other fellow-beings

Program Specific Outcomes (PSO)

After Completing Masters in Commerce students are able to

Specialization: Accounting & Taxation and Banking & Finance

A. Accounting & Taxation

- PSO 1. In-depth knowledge of preparation of accounts, analysis of statements, reporting to management on the financial performance of the organization
- PSO 2. Understand the interrelationship between accounting, taxation and financial management and apply the knowledge in making effective business decisions
- PSO 3. Ability to prepare cost sheets, set standards, understand cost centres and advice on cost reduction and control
- PSO 4. Understand the need for accounting standards, application of accounting standards in preparation of accounts and annual report.
- PSO 5. Understand the process of auditing and the role of an auditor in ethical accounting and towards protecting the interests of stakeholders
- PSO 6. Prepare and file income tax returns, understand the relevance of tax exemptions towards tax planning
- PSO 7. Compute GST and income tax using the relevant provisions.

B. Finance & Banking:

- PSO 1. In-depth knowledge of financial institutions, financial markets, financial instruments and financial services.
- PSO 2. Understand the role of RBI in formulating monetary policy and comment on its impact on the economy
- PSO 3. Ability to advice individuals in financial planning and portfolio management
- PSO 4. Ability to distinguish between the various mutual fund schemes and provide advice on selection of an appropriate scheme
- PSO 5. Understand the functioning of banks, procedure for opening of bank accounts and application for loans
- PSO 6. Understand the different types of risks faced by banks with specific focus on NPAs and their impact on the financial performance of banks

**COURSE MATRIX
 I SEMESTER**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
1.1	Money & Economic Policy	4	3	30	70	100	4
1.2	International Business	4	3	30	70	100	4
1.3	Advanced Business Statistics	4	3	30	70	100	4
1.4	Advanced Financial Management	4	3	30	70	100	4
1.5	Human Resource Management	4	3	30	70	100	4
1.6	Information System & ERP	4	3	30	70	100	4
1.7	Soft Core Business Communication	3	3	30	70	100	2
	Total Credits						26

**COURSE MATRIX
 II SEMESTER**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
2.1	Banking and Insurance	4	3	30	70	100	4
2.2	Business Research Methods	4	3	30	70	100	4
2.3	Operations Research and Quantitative Techniques	4	3	30	70	100	4
2.4	Corporate Valuation & Restructuring	4	3	30	70	100	4
2.5	Strategic Management	4	3	30	70	100	4
2.6	Advanced E-Accounting	4	3	30	70	100	4
2.7	Soft Core Advanced E Commerce & M Commerce	3	3	30	70	100	2
	Total Credits						26

1.1 MONEY AND ECONOMIC POLICY

Objective:

To enable students to integrate macroeconomic analysis into business decisions

Unit 1: Introduction to Monetary System

Hours: 12

Money: Meaning, Definition, Functions. Role of money, Value of money, theories of Value of money; quantitative theory, Friedman's restatement of the quantitative theory – Keynes theory of money.

Monetary system: The Gold standard – paper currency standard – principles of note issue; systems of note issue – essentials of a sound currency system – paper gold or SDR

Unit 2: Introduction to Macro Economics

Hours: 12

Macro economics: Meaning, nature and scope; National income: concept and measurement; circular flow of income; multiplier, accelerator and marginal efficiency of capital; Keynesian income determination model. Consumption, Savings, investment, marginal propensity to consume, marginal propensity to save, multiplier, paradox of thrift, income and employment determination.

Unit 3: Monetary and Fiscal Policy

Hours: 12

Monetary Policy : Role of credit, financial intermediaries, level and structure of interest rates - interest and macroeconomic equilibrium, central bank, monetary management and policy.

Fiscal Policy: Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies.

Unit 4: Balance of Payment

Hours: 12

Balance of Payment: Balance of Trade, Meaning Equilibrium in BOP – Devaluation and Depreciation; Current and Capital account convertibility and recent development in foreign capital flows

Module 5: Business Cycle and Economic Growth

Hours: 12

Policies towards economic stability, business cycle, inflation and deflation, control measures, conflicts between growth and stability.

Economic growth, factors determining economic growth, growth models, capital output ratio, problems of growth

Course Outcomes:

- CO 1. Familiar with the basic concepts of Macro Economics.
- CO 2. Describe the concept of Inflation and its consequences in an economy.
- CO 3. Illustrate the calculation of national income.
- CO 4. Discuss the Union Budget with specific reference to macro-economic indicators

Books for Reference

Recent Edition Books

1. Baumol, William J; Economic Theory and Operations Analysis, Prentice-Hall, London,.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Stonier, W and Hauge D: A Text Book of Economic Theory. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
4. Dholkia, R.H. and A.L.Oza: Micro Economics for Management Students, Oxford University Press. New Delhi.
5. Lipton R.G.: An Introduction to Positive Economics. Gough, J. and S.Hills: Fundamentals of Managerial Economics, MacMillan London.

6. V.K. Bhatta, International Financial Management Anmol publication Pvt. Ltd. New Delhi.
7. Madhu Vij, Multinational Financial Management, Excel Books, New Delhi.
8. Cheol S. Eun & Bruce G. Resman, International Financial Management, Tata Mc Graw Hill, New Delhi.
9. K.K. Dewet, Modern Economic Theory, Shyam Lal Charitable Trust, Ramnagar, New Delhi.
10. Apte P.G: International Financial Management, TMH 6. Lavi Maurice: International Finance, Mc Graw Hill.

1.2 INTERNATIONAL BUSINESS

Objectives

- To familiarize the students with the concepts, functions and practices of international business.

Unit 1: Introduction to International Business

Hours: 12

Nature of International Business (IB), Drivers of IB, International Business and Domestic Business, Routes of globalization, players in International Business.

Theories: Theories of IB Mercantilisms, Theory of Absolute Advantage, Theory of Comparative Advantage, National Competitive Advantage,

Environment of IB: Political, Legal, Technological, Cultural, Economic factors.

Unit 2: World Trade Organisation and Regional Trading Blocks

Hours: 12

Integration: Levels of integration, Impact of Integration.

GATT and WTO: Functions, Structure, Agreements, Implications for India.

Regional Trading Blocks: EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements

Unit 3: International Strategic Management & Organisational Designs

Hours: 12

International Strategic Management: Nature, Process, Scanning global environment
Formulation of strategies, Implementation of strategies, Evaluation and Control.

Organisational Designs for IB: Factors affecting designs. Global product design. Global area design. Global functional design. International division structure

Unit 4: International Human Resource Management (IHRM) & International Operations Management

Hours: 12

Scope of IHRM, HR Planning, Selection of expatriates, Expat training. Expat remuneration. Expat failures and ways of avoiding. Repatriation, Employee relations.

International operations Management: Nature, Operations Management and Competitive advantages, Strategic issues, Sourcing v/s Vertical integration, Facilities location, Strategic

role of foreign plants, International logistics, Managing Service Operations, Managing Technology Transfers.

Unit 5: International Marketing & International Financial Management Hours: 12

International Marketing: Nature , Benefits from international marketing, Major activities, Market Assessment, Product Decisions, Promotion Decisions, Pricing Decisions, Distribution Decisions

International Financial Management: Nature, Scope, Current Assets Management, Managing Foreign Exchange Risks, International Taxation, International Financing Decision, International Financial Markets, International Financial Investment Decisions.

International Financial Accounting: National differences in Accounting, attempts to Harmonise differences [IFRS]. Financing Foreign Trade, India's Foreign Trade, Balance of Trade and Balance of Payments, Financing Export Trade and Import Trade.

Course Outcomes:

CO 1. Knowledge about EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements and their role in International Business.

CO 2. Ability to use various scanning techniques to scan the environment of host country.

CO 3. Understand the exposures involved in international business and IHRM

Books for Reference

Recent Edition Books

1. P. Subbar Rao, International Business, HPH.
2. Darrell Mahoriy, etal, *International Business*, Longman.
3. Subbasree S, International Business, HPH.
4. Francis International Business Environment, HPH.
5. Charles W.L. Hill, *International Business*, McGraw – Hill.
6. Czinkota, etal, *Global Business*, Dryden Press.
7. John D. Daniels, etal, *International Business*, Pearson Education.
8. Don Ball and Wendell McCulloch, *International Business*, McGraw – Hill.
9. A.V. Vedipurishwar, *The Global CEO*, Vision Books.
10. Aswathappa. K., *International Business*, Tata McGraw Hill

1.3 ADVANCED BUSINESS STATISTICS

Objectives

- To make students to understand the art of applying statistical techniques

Unit 1: Basic Statistics

Hours: 08

Classification, Tabulation, Graphical Representation, Measures of Central Tendency and Dispersion (Using Excel)

Unit 2: Correlation Analysis and Regression Analysis

Hours: 16

Correlation Analysis – Introduction – Significance of the Study of Correlation – Correlation and Causation – Types of Correlation, Karl Pearson's Coefficient of Correlation, Correlation of grouped data - Probable Error and its significance – Spearman's Rank Correlation (Using Excel)

Regression Analysis – Introduction – Uses of Regression Analysis – Difference between Correlation and Regression Analysis – Regression Lines – Regression Equations – Regression Equation of Y on X, Regression Equation of X on Y – Graphing Regression Lines – Regression Equations in Case of Correlation Table – Standard Error of Estimate (Using Excel)

Unit 3: Probability and Expected Value

Hours: 12

Introduction – Probability Defined – Classical or a priori Probability – Shortcomings of the Classical Approach – Relative Frequency Theory of Probability – Subjective Approach to Probability – Axiomatic Approach to Probability - Importance of the Concept of Probability – Calculation of Probability – Theorems of Probability – Addition Theorem – Multiplication Theorem – Conditional Probability – Bayes' Theorem – Mathematical Expectation – Random Variable and Probability Distribution – Miscellaneous Illustrations – Elementary Set Theory – Counting Rules

Unit 4: Theoretical Distributions

Hours: 12

Introduction – Binomial Distribution – Obtaining Coefficients of the Binomial – Understanding Pascal's Triangle – Properties of the Binomial Distribution – Constants of the Binomial Distribution – Importance of the Binomial Distribution – Fitting a Binomial

Distribution – The Multinomial Distribution – Negative Binomial Distribution – Poisson Distribution – Constants of the Poisson Distribution – Role of the Poisson Distribution – Fitting a Poisson Distribution – Poisson Distribution as an Approximation of the Binomial Distribution – Normal Distribution – Graph of Normal Distribution – Relation between Binomial, Poisson and Normal Distribution – Importance of the Normal Distribution – Properties of the Normal Distribution – Conditions for Normality – Area under the Normal Curve – Significance of the Normal Distribution – Fitting a Normal Curve

Unit 5: Tests of Significance Using Excel Hours: 12

Chi-Square Test – Conditions for applying Chi-Square Test, Uses of Chi-Square Test

Student's t-Distribution – Properties of t-Distribution, Applications of t-Distribution

F Test – Assumptions of F Test, Applications of F test - Analysis of Variance – Assumptions of ANOVA, Techniques of ANOVA

Statistical Quality Control (SQC)

Meaning and scope -Control limits, specification limits, tolerance limits -Process control and product control – X, R, p and C charts. Acceptance sampling plans: Concept, description and working of single sampling plans. Producer's risk, consumer's risk, AQL, LTPD, AOQ, AOQL, ATI

Course Outcomes:

CO 1. Development of logical reasoning ability in students.

CO 2. Knowledge about the applicability of various parametric and non-parametric tests. Ability to use SPSS to solve statistical problems.

CO 3. Ability to make decisions under uncertain business situations.

Books for Reference

Recent Edition Books

1. Fundamentals of mathematical Statistics By Gupta and Kapoor -S. Chand)
2. Schaum's outline of Probability By Seymour Lipschutz
3. Fundamentals of applied Statistics By Gupta and Kapoor- S. Chand
4. Fundamentals of Statistics by Gupta S.C.
5. Quantitative Techniques for business By A.B. Rao (Jaico Publication)

1.4 ADVANCED FINANCIAL MANAGEMENT

Objective

- To impart the knowledge in advanced techniques of financial management.

Unit 1: Introduction to Financial Management

Hours: 12

Introduction – Finance Functions – Financing decisions – Capital structure theories – net income approach, Net operating income approach – The Traditional approach – Modigliani – Miller Approach – capital structure planning and policy – elements of capital structure EBIT – EPS approach, Valuation approach, cash flow approach.

Unit 2: Investment Decisions

Hours: 12

Investment Decisions – Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV – IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – Investment decision under inflation – Investment Analysis under inflation. Complex investment decisions – projects unit, different project lives, investment timing and duration – Replacement of an existing asset – Investment decisions under capital rationing

Unit 3: Risk Analysis

Hours: 12

Risk Analysis in Capital Budgeting – Nature of Risk/statistical techniques for Risk analysis – Risk analysis in practice – sensitivity analysis – Scenario analysis- simulation analysis - Decision trees for sequential investment decisions – utility theory and capital budgeting.

Unit 4: Corporate Restructuring

Hours: 12

Corporate Restructuring – Mergers and Acquisitions, Corporate Restructuring – Valuation under M&A: DCF approach Financing a merger – significance of PE Ratio and EPS analysis – Accounting for M&As – Leveraged buyouts.

Unit 5: Derivatives

Hours: 12

Derivatives for managing financial risk, Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives. A Survey of software packages for Financial Decisions making

Course Outcomes:

CO 1. Skill to manage financial resources of a company.

CO 2. Knowledge about the various sources of finance available to businessmen these days.

CO 3. Understand the concept of wealth maximisation and apply it for decision making in areas of investment, capital structure, working capital management etc.

CO 4. Ability to select an investment proposal by analysing the compounded and discounted value of money invested.

Books for Reference

Recent Edition Books

1. Dr. M. Muniraju, Advanced Financial Management, HPH.
2. Pawan Jhavak, Advanced Financial Management, HPH
3. Sudrasan Redd, Financial Management, HPH.
4. Weston :& Brigham, *Essentials of Managerial Finance*, The Dryden Press.
5. James Vanhorne, *Fundamentals of Financial Management*, Prentice Hall Inc.
6. John Hampton, *Financial Decision Making – concepts, problems & cases*, Prentice Hall of India.
7. Schall & Haley, *Financial Management*, McGraw Hill, New york.
8. Brealey & Myres, *Principles of Corporate Finance*, McGraw Hill, New York.
9. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.
10. Khan & Jain, *Financial Management*, Tata McGraw Hill.
11. I.M. Pandey, *Financial Management*, Viaks Publishing House.
12. S.C. Kuchal, *Financial Management*, Chaitanya Publishers, Allahabad.
13. Chakraborty & others, *Financial Management and Control*, Mcmillan India Ltd.

1.5 HUMAN RESOURCE MANAGEMENT

Objective

- To introduce students to the concepts of human resource management relevant to the corporate world

Unit 1: Introduction to Human Resource Management

Hours: 12

Introduction: Nature, Philosophy, Need, Objectives and Evolution of Human Resources Management; HRM - Functions; HRD Concept; HRD Strategy; HR Responsibilities; Environmental Factors of HRM: Environmental Factors, Challenges to HRM.

Unit 2: Concepts and Process of Human Resource Planning

Hours: 12

Human Resource Planning: Importance, Process, Barriers; Strategic Planning; Human Resource Information Systems (HRIS); Forecasting Demands: Forecasting Supply; Man Power Forecasting.

Unit 3: Job Analysis: Recruitment and Selection

Hours: 12

Job Analysis: 6 Steps, Job Description vs. Job Specification, Methods of Collecting Job Analysis Information - Role of Recruitment and Selection: Situational Factors in Recruitment, Recruitment Policy, External and Internal Sources of Recruiting and its Merits and Demerits, Selection Process and its Types, Structured Interview Guide.

Unit 4: Training, Development and Performance Appraisal

Hours: 12

Orientation; Training and Development; the Steps in Training Process; Career and Succession Planning: Career - Stages, Career Development, Career Management Succession Planning; Case

Introduction; Methods of Performance Appraisal; 360 Degree Feedback; Problems in Performance Appraisal - Potential Appraisal: Steps of Potential Appraisal; **Case Study:**

Performance Appraisal Systems in Indian Banks

Unit 5: Emerging Trends in HRM

Hours: 12

Outsourcing and its HR Dimensions; Human Resource Planning and Downsizing: Voluntary Redundancy and Ways of Downsizing Processing; Importance of Bench Marking; Case Study: Bench Marking VRS Practices and Compensation Management.

Course Outcomes:

- CO 1. Knowledge on various practices followed by HR managers.
- CO 2. Information about recent trends and innovations in HRM.
- CO 3. Ability to carry out the recruitment process in an organisation
- CO 4. Ability to organise training programs, performance appraisals, conduct exit interviews

Books for Reference

Recent Edition Books

1. Tripathi – Personnel Management, Sultan Chand & Sons, New Delhi, 2000
2. Dr. S.S. Khanka – Human Resource Management, S. Chand & Company Ltd. 2003
3. L.M. Prasad, Human Resource Management, Sultan Chand & Sons, New Delhi, 2005
4. P. Subba Rao, Human Resource Management, Himalaya Publishing House, 2011
5. Seems Sanghi, Human Resource Management, Vikas Publishing House Pvt. Ltd. 2014
6. Gary Dessler. A Framework for Human Resource Management, Pearson Education
7. Bohlander and Snell, Principles of Human Resource Management, Cengage Learning
8. Ivancevich, John M. Human Resource Management, McGraw Hill
9. Robert L. Mathis and John H. Jackson. Human Resource Management, Cengage Learning
10. Neeru Kapoor, Human Resource Management, Taxmann Publication
11. V.S.P. Rao, Human Resource Management-Text & Cases V.S.P, Publisher: Excel Books, New Delhi.
12. Ramaswamy E., Managing Human Resources, Publisher: Oxford University Press, New Delhi
13. Aswathappa, Human Resource Management, Tata McGraw Hill Publishing Company, New Delhi, 1999

1.6 INFORMATION SYSTEM AND ERP

Objectives

- To familiarize student with aspect of business information systems and relevant information technology.

Unit 1: Introduction to Information System

Hours: 12

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

Unit 2: Introduction to ERP:

Hours: 12

Evolution- Growth- Benefits and limitations of ERP, Phases of ERP- Sales, Marketing, Distribution, Manufacturing, Finance, Personnel, Purchase and Inventory, Planning & Control, Materials Requirement Planning [Bills of Materials, Manufacturing Resource Planning, Distribution Requirement Planning, JIT & Kanban - Make to Order (MTO), Make to Stock(MTS) -Assemble to Order(ATO), Engineer-to-Order (ETO)], ERP Vs MRP

Unit 3: ERP Related Techniques

Hours: 12

Business Process Reengineering (BPR), Data ware housing- Data Mining- Online Analytical Processing (OLAP), Supply Chain Management, ERP Models - Finance, Plant and Maintenance, Quality Management, Materials Management, ERP Implementation life cycle [Pre-evaluation screening, Package Evaluation, Project Planning Phase, GAP Analysis, Reengineering, Configuration, Team Training, Testing& Going Live].

Unit 4: Data Base Management System

Hours: 12

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

Unit 5: Spread Sheet Software

Hours: 12

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

Course Outcomes:

CO 1. Identify current and emerging MIS topics and their related materials.

CO 2. Apply and integrate MIS knowledge sets, skills, and tools to a real-world complex problem.

CO 3. Identify ERP system for specific business processes. Contrast and compare the different database models.

Books for Reference

Recent Edition Books

1. O' Brien James-A Management Information Systems, Tata Mc Graw Hill, New Delhi.
2. Laudon and Laudon-Management Information Systems, Prentice flail of India, New Delhi.
3. Gordan B Davis — Management Information Systems, Mc Graw Hill.
4. S. Sadgopan: ERP A Managerial Perspetive, Tata McGraw Hill.
5. Alexis leon: Enterprise Resource Planning, Tata Mc Graw Hill.

1.7 BUSINESS COMMUNICATION

Objective:

- To impart required skills to manage business communication.

Unit 1: Introduction to Business Communication

Hours: 12

Business Communication – meaning – need – process – methods – written, verbal, non-verbal, visual, telecommunications; types of business communications – internal and external, upward and downward, lateral; barriers to communication-physical, psychological, linguistic,

Unit 2 : Written Communication

Hours: 12

Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment – resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports.

Unit 3: Non-verbal communication:

Hours: 12

Body language: kinesics, space –time - paralanguage , Effective listening: Principles of effective listening; factors affecting listening, Interviewing skills: appearing in interviews; conducting interviews.

Unit 4: Self – development and Communication:

Hours: 12

Personality Development: Concept of personality; Concept of self; Perception; Personality types Development of Positive Attitudes, SWOC analysis.

Unit 5: Business Games and exercises:

Hours: 12

Business games, Group discussions; Mock interviews; Seminars; effective Listening exercises; report writing. Public speaking: preparing and delivering effective public speeches.

Logical Reasoning: Introduction - Inductive and deductive reasoning

Course Outcomes:

- CO 1. Use intra-personal and interpersonal skills towards efficient functioning in teams
- CO 2. Ability to draft business correspondences
- CO 3. Writing reports, business e-mails, making presentations

Books for Reference

Recent Edition Books

1. Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
2. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
3. Randall E. Magors: Business Communication, Harper and Row, New York.
4. Balasubramanyam: Business Communications: Vikas Publishing House, Delhi.
5. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
6. Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
7. Allan Pease, Body Language, Sudha Publications, New Delhi.
8. Taylor, Shirley: Model Business Letters. Pearson Education Asia, New Delhi

2.1 BANKING AND INSURANCE

Objective

- To give students insight into the operations of banking and insurance

Unit 1: Banking Regulations

Hours: 12

Evolution of Banking-Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, Financial services), Banking Regulations, BASEL Norms, Banking Products – Fee based and fund based, Bank Management : Liquidity Management, Investment Management , Loan Management, Liability Management, Credit Management, Risk Management

Unit 2: Emerging Trends in Banking

Hours: 12

Emerging Trends in Banking- Financial sector reforms, Universal Banking, Micro Financing, Consolidation of Indian banks: Bancassurance in India, Basel norms and its impact on Indian banking Sector. Monetary Policy: Objectives, Monetary supply and control of inflation, Interest Rate Policy and its implication, Branch licensing Policy.

Unit 3: Introduction to Insurance

Hours: 12

Basics of Insurance -Indemnity, Insurable interest, Materiality of facts, Uberimmae Fidae and implications, Duty of Disclosure, Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Principles governing marketing of insurance products. Insurance Regulation and Role of IRDA

Unit 4: Risk Management

Hours: 16

Management Techniques & Process: Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: under writing TPA basic assessment, claim management of claim settlement.

Unit 5: Underwriting

Hours: 08

Underwriting Policy: Objectives and Approach, Role of Actuaries and Compliance Officer

Course Outcomes:

CO 1. Understand the operations and working of insurance companies in India.

CO 2. Assess the significance of online banking.

CO 3. Knowledge of functions and significance of RBI in India.

CO 4. Knowledge regarding different models of bank assurance in India.

CO 5. Knowledge of different techniques of risk management.

Books for Reference

Recent Edition Books

1. Mishra M.N., Insurance Principle & Practice, Sultan Chand & Company Ltd.,
2. Ganguly Anand, Insurance Management, New Age International Publishers,
3. Vaughan & Vaughan, Fundamentals of risk & Insurance, John Wiley & Sons,
4. Srivastava D.C., Srivastava Shashank, Indian Insurance Industry Transition & Prospects, New Century Publications,
5. Kakkar, Bisen, Insurance & Risk Management, New Age Publication,
6. Sheldon H.P:Practice and Law of Banking.
7. Dr. P. Periyaswamy: Principles and Practice of Insurance
8. Bedi. H.L:Theory and Practice of Banking.
9. Maheshwari. S.N.Banking Law and Practice.
10. Shekar. K.C:Banking Theory Law and Practice.
11. Pannandikar & Mithami':Banking in India.
12. Radhaswamy & Vasudevan:Text Book of Banking.
13. IRDA website.
14. Websites of LIC, GIC etc.

2.2 BUSINESS RESEARCH METHODS

Objective

- To familiarize students with concepts, tools and techniques of the methodology of business research.

Unit 1: Introduction to Research

Hours: 12

Research: Meaning, Purpose, Scientific method, types of research; scope of business research. Review of literature: need, purpose, notes taking.

Unit 2: Research Design

Hours: 14

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

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

Unit 3: Data Collection and Data Processing

Hours: 16

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

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

Unit 4: Data Analysis

Hours: 12

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

Unit 5: Report Writing

Hours: 06

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

Course Outcomes:

- CO 1. Knowledge of different types of research
- CO 2. Construction of research design, formulation of hypothesis and testing of hypothesis.
- CO 3. Knowledge of the Quantitative and Qualitative Methods of research.
- CO 4. Ability to present research paper at conferences and publish the paper
- CO 5. Detailed knowledge about report writing and drafting the report.

Books for Reference

Recent Edition Books

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

2.3 OPERATIONS RESEARCH AND QUANTITATIVE TECHNIQUES

Objective

- To impart knowledge in concepts and tools of OR and QT

Unit 1: Probability

Hours: 12

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

Unit 2: Linear Programming

Hours: 12

Linear programming, problem formulation, graphical method and simplex method of solution, description of software packages for solving LLP, product mix problems, other managerial applications.

Unit 3: Transportation and Assignment Models

Hours: 12

Introduction, Transportation Method, Methods for finding Initial Solution: North-West Corner Method, Least Cost method, Vogel's Approximation Method; Test for Optimality: MODI Method; Assignment Algorithm, Variations of the Assignment Problem

Unit 4: Network analysis & Inventory Models

Hours: 12

Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Software packages (Description only)

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

Unit 5: Decision Making

Hours: 12

Decision making under uncertainty, different decision criteria, decision trees. Simulation, model building, the process, problems with special reference inventory and financial managements. Critical evaluation of software.

Course Outcomes:

CO 1. Ability to solve Linear Programming Problems

CO 2. Understand mathematical models used in Operations Research

Co 3. Apply techniques constructively to make effective business decisions

Books for Reference

Recent Edition Books

1. Sridara Bhatt, Operation Research & Quantitative Techniques, HPH.
2. Srivastava V. K. etal – *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd
3. Aruna M Operation Research & Quantitative Techniques, HPH.
4. Anand Sharm, Operation Research & Quantitative Techniques, HPH.
5. Richard, I.Levin and Charles A.Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd
6. Budnik, Frank S Dennis Mcleaavey, Richard Mojena – *Principles of Operation Research* - AIT BS New Delhi.
7. Sharma J K – *Operation Research- theory and applications*-Mc Millan,New Delhi
8. Kalavathy S. – *Operation Research* – Vikas Pub Co
9. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall.
10. Naray J K, *Operation Research, theory and applications* – Mc Millan, New Dehi.
11. Taha Hamdy, *Operations Research*, Prentice Hall of India
12. Tulasian: *Quantitative Techniques*: Pearson Ed.
13. Vohr.N.D. *Quantitative Techniques in Management*, TMH.
14. Stevenson W.D, *Introduction to Management Science*, TMH.

2.4 CORPORATE VALUATION & RESTRUCTURING

Objective

- To provide knowledge on valuation of business enterprises and various forms of corporate restructuring

Unit 1: Introduction and Fundamental Tools of Finance

Hours: 10

Meaning of Financial Management – Goals of Financial Management – Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity, Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering

Unit 2: Corporate Valuation - 1

Hours: 5

Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method

Unit 3: Corporate Valuation - 2

Hours: 15

Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method.

Unit 4: Advanced Issues in Valuation and Value Based Management

Hours: 20

Valuation of High Growth Companies, Valuation of Cyclical Companies, Valuation of Banks, Valuation of Insurance Companies. Cross-border Valuation, Valuation in Emerging Markets, Valuation of Private Companies - Valuation of Intangible Assets.

Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCH Approach. Performance Measurement and Analysis, Balanced Scorecard.

Unit 5: Corporate Restructuring

Hours: 10

Corporate Restructuring – Financial Restructuring, Asset Restructuring, Mergers and Acquisitions, Feasibility of Mergers and Acquisitions, Financing a merger, Determining Exchange Ratio – Range and Terms.

Course Outcomes:

- CO 1. Understand the role and strength of corporate restructuring for growth
- CO 2. Skill in analysing the need for corporate restructuring
- CO 3. Understand the various methods of corporate valuation
- CO 4. Understand the process of corporate restructuring

Books for Reference

Recent Edition Books

1. Bender, Ruth and Ward, Keith, "Corporate Financial Strategy", Butterworth Heinemann.
2. Damodaran, Aswath, "Damodaran on Valuation", John Wiley.
3. Damodaran, Aswath, "The Dark Side of Valuation", John Wiley.
4. Chandra, Prasanna, "Corporate Valuation and Value Creation", Mc Graw Hill.
5. Allen, David, "An Introduction to Strategic Financial Management – The Key to Long Term Profitability", The Chartered Institute of Management Accountants, Kogan Page.
6. Allen, David, "Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy", The Chartered Institute of Management Accountants, Kogan Page.
7. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.
8. Penman, H. Stephen, "Financial Statement Analysis and Security Valuation", Tata McGraw –Hill Publishing Company Limited.

9. Grinblatt, Mark and Titaman, Sheridan, "Financial Markets and Corporate Strategy", Tata McGraw Hill.
10. Chandra, Prasanna, "Financial Management", Tata McGraw Hill Publishing Limited.
11. Hawawini, Gabriel and viallet, Claude; "Finance for Non-finance Managers", South Western CENGAGE Learning.
12. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
13. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.
14. Marshall, John and Bansal, Vipul, "Financial Engineering – A Complete Guide to Financial Innovation".
15. Copeland, Tom, Koller, Tim and Murrin, Jack, "Valuation – Measuring and Managing the Value of Companies", McKinsey Quarterly, Wiley Finance.

2.5 STRATEGIC MANAGEMENT

Objective

- To give them fair understanding of strategy formulation, implementation, monitoring and evaluation.

Unit 1: Introduction to Strategic Management

Hours: 10

Concept of Strategy: Defining Strategy , Levels of strategy operations ,Strategic Decision Making and Approaches to Strategic Decision making, Mission and Purpose, Objectives and Goals, Strategic Business Units, Corporate Planning Process

Unit 2: Environment Analysis and Diagnosis

Hours: 10

Environment Analysis and Diagnosis : Concept of Environment and its components, Environment Scanning and Appraisal, Organizational Appraisal, Strategic Analysis and Diagnosis, SWOT analysis

Unit 3: Strategy Formulation and Choice of Alternatives

Hours: 14

Strategy Formulation and Choice of Alternatives : Strategies – Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies, Process of Strategic Choice – Industry, competitor and SWOT analysis; Synergy and Dysergy, GAP Analysis; Porter's Five forces Model of competition; Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Group Model , Distinctive competitiveness; Selection of matrix, Factors affecting Strategic Choice : Cost, Leadership, Differentiation focus, value chain analysis, bench-marking, service blue printing.

Unit 4: Strategy Implementation

Hours: 14

Strategy Implementation :Inter-relationship between formulation and implementation; Issues in Strategy Implementation, Resource Allocation, Budgets, Organization structure, Matching structure and strategy, Behavioural Issues – Leadership styles, Corporate culture and values power, Social Responsibilities – Ethics, Building capable organization; Functional Issues – Financial, Marketing, Operations and Personnel Plans and Policies.

Unit 5: Strategy and Structure

Hours: 12

Strategy and Structure: Structural Considerations, Structure for strategies, Organizational design and change Strategy Evaluation: Importance, Symptoms of malfunctioning of strategy, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

Strategies for competing in globalizing markets, New Business Models and strategic for Internet Economy. Tailoring strategy to fit specific industry and company situation, strategy and competitive advantage in diversified agencies, Evaluating the strategies of diversified agencies

Course Outcomes:

CO 1. Knowledge of the strategic management process.

CO 2. Understand the techniques to scan an environment and the role of environment scanning in hurdle less strategic management of an organization.

CO 3. Understand the equal importance of strategy formulation and strategy implementation.

CO 4. Clarity about the strategies followed by different companies in the corporate world.

Books for Reference

Recent Edition Books

1. Managing Business Enterprise : Strategies, Structures and Systems – S.K. Bhattacharya and N.Venkatraman – VHP
2. Business Policy – Kaxmi Azhar – Tata McGraw Hill
3. Strategic Management 12th edition - Thompson and Strickland – Tata McGraw Hill
4. Strategic Management – David Fred R. – PHI
5. Implementing Strategic Management – H.Igor Ansoff – PHI
6. Strategic Management in Action – Coulter Mary K. – PHI
7. Cases in Strategic Management – S.B.Budhiraj and M.B.Athreya – Tata McGraw Hill.
8. The Competitive Advantage of Nations - Macmillian
9. Strategic Management – R.Srinivasan.
10. Strategic Management – Alpna Trehan (Dreamtech Press)

2.6 ADVANCED E-ACCOUNTING

Objective

To build a base in Accounting with clear focus on equipping them with industry relevant knowledge in Accounting and Controls.

Unit 1: Basic Accounting

Hours: 12

Introduction: Accounting System Review, Accounting Equations, Accounting Rules, Grouping of Accounts, Recording of transactions, Posting entries to the T Account & preparation of the Trial Balance, Accounting Error Rectification.

Unit 2: E-Costing

Hours: 12

Understanding Costs: Direct Vs Indirect Costs, Cost of Goods Sold, Accounting for closing inventory, Capital Vs Revenue Expenditure, Fixed Vs Variable Costs.

Unit 3: E-Final Accounts

Hours: 12

Preparation of Final Accounts: Preparation of P/L Account and Balance Sheet for service entities, merchandising entities, manufacturing entities.

Unit 4: E-Financial Analysis

Hours: 12

Financial Statement Analysis: Ratio Analysis – Profitability, Liquidity, Turnover, Solvency - Working Capital Cycle, Cash Flow Statement

Unit 5: E-Business Process

Hours: 12

Business Processes: Purchase process, sales process, real life simulation of business transactions, Taxation

Course Outcomes:

- CO 1. Knowledge on sourcing documents and accounting records in digital form
- CO 2. Apply online and internet technologies to the business accounting function.
- CO 3. Prepare accounts using e-accounting software
- CO 4. Prepare reports using e-accounting software

Books for Reference

1. Financial Accounting – A Managerial Perspective by Narayanswamy R.
2. Study Material from Sound Basics

2.7 ADVANCED E-COMMERCE & M COMMERCE

Objective

- This course will provide an analytical and technical framework to understand the emerging world of e-commerce and mobile commerce.

Unit 1: Web Security for E-Commerce

Hours: 12

Threats in E-commerce, Encryption overview, Elements of an encryption system, Secret key encryption, Public-key encryption, Digital signatures, Digital Certificates, Types of Cryptographies, Secure Sockets Layer (SSL), Smart Cards and its applications. Electronic Data Interchange- Evolution, uses, Benefits, Working of EDI, EDI Standards, EDI Components, EDI Services, ANSI X12 and EDIFACT

Unit 2: Cyber Law

Hours: 12

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

Unit 3: Electronic Payment Systems

Hours: 12

Overview of Electronic Payment Systems, Cybercash, Smart Cards, Electronic Banking - types, Electronic Fund Transfers - Digital Token-based Electronic Payment Systems, E-cash, e-Cheque, Payment Systems on internet- Risk of Electronic Payment Systems. Secure Electronic Transactions (SET) Protocol

Unit 4: Mobile Commerce

Hours: 12

M-Commerce - Introduction, Infrastructure Of M-Commerce, Types of Mobile Commerce Services, Technologies Of Wireless Business [Benefits And Limitations], Mobile Marketing & Advertisement, Non-Internet Applications/Services in M-Commerce, Wireless/Wired Commerce Comparisons, Framework For The Study Of Mobile Commerce, NTT Docomo's I-Mode, Wireless Devices For Mobile Commerce, Mobile Location Based Services, Wireless

Personal And Local Area Network, Mobile Communications Networks [2G, 3G and 4G technology].

Unit 5: Mobile Commerce

Hours: 12

The Ecology of Mobile Commerce, Wireless Application Protocol, Mobile Business Services, Mobile Portals, Factors Influencing Adoption of Mobile Gaming Services, M-Commerce in Automotive Industry, M-Commerce Business Models

Course Outcomes:

CO 1. Understand the basic concepts and technologies used in the field of E-Commerce.

CO 2. Knowledge of the different types of Cyber Law

CO 3. Understand the processes of Electronic Payment Systems;

CO 4. Awareness on the ethical, social, and security issues of Mobile Commerce.

Books for Reference

Recent Edition Books

1. Dave Chaffey, "E-Business and E-Commerce Management", Third Edition, 2009, Pearson Education
2. C.S.V Murthy, E - Commerce, HPH
3. Dr. R.G. Saha, E- Commerce HPH
4. C.S. Raydu, E-Business of E-Commerce, HPH
5. Brian E. Mennecke, Troy J. Strader, "Mobile Commerce: Technology, Theory and Applications", Idea Group Inc., IRM press, 2003.
6. P. J. Louis, " M - Commerce Crash Course", McGraw - Hill Companies February 2001
7. Suman M, E- Business & Accounting, VBH
8. Gopal Krishna D. Electronic Commerce, HPH>
9. Paul May, "Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business" Cambridge University Press March 2001.

10. Michael P. Papazoglou, Peter M.A. Ribbers, 'e - business organizational and Technical foundation', Wiley India 2009
11. Dr. Pandey, Saurabh Shukla E-commerce and Mobile commerce Technologies, Sultanchand, 2011
12. M-Commerce: Technologies, Services, and Business Models By Norman Sadeh, Wiley Publications.
13. Mobile Commerce: Technology, Theory, and Applications - Idea Group Incorporation, UK
14. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless, By Paul May, Cambridge University Press

3.1 BUSINESS ETHICS

Objective

To make students internalize ethical values and practices

Course Outcomes:

CO 1. Knowledge of the various theories of business ethics and the principles outlined in them

CO 2. Identify ethical issues in business – Marketing, Finance, HR, Accounting etc.

CO 3. Knowledge of the concept of Corporate Social Responsibility, and its relevance to ethical business activity.

CO 4. Understand the ethical obligations and ethical ideals present in the relationship between employers and employees.

CO 5. Identify the activities of different firms in the area of CSR

Unit 1: Ethics in Business

Hours: 12

Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business.

Unit 2: Ethical Theories and Corporate Social Responsibility

Hours: 12

Cognitivism and non-cognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.

Unit 3: Ethics in Marketing:

Hours: 12

Ethical dilemmas in marketing- unethical marketing practices ethical and social issues in advertising- common deceptive marketing practices- role of consumerism.

Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers tax evasion- corporate crimes.

Unit 4: Ethics in Human Resources Management:

Hours: 12

Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices

Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.

Unit 5: Corporate Governance

Hours: 12

Concept of corporate governance –importance-corporate governance and agency theory- Benefits of good corporate governance - present scenario in India. Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, - Corporate citizenship (concept) Changes in corporate governance issues as per new Companies Act 2013

Books for Reference

Recent Edition Books

1. S.K. Chakraborty: *Foundations of Managerial Work Contributions from Indian Thought*, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theophane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
5. Beauchamp Tom L: *Ethical Theory and Business*, Prentice Hall.
6. Behramkack N: *Essays on Ethics in Business and the Professions*, Prentice Hall.
7. Blanchard, Kenneth: *The Power of Ethical Management*, EM of Co.
8. Borchert, Donald M: *Exploring Ethics*, Macmillan Pub. Co.
9. Bowie, Norman E: *Business Ethics*, Prentice Hall.
10. Brady, F. Neil: *Ethical Managing*, Macmillan Pub. Co. Page 12 of 43

11. Buckholz, Rogene A: *Fundamental concepts and problems in business Ethics*, Prentice Hall.
12. Cavanagh, Gerald F: *Ethical Dilemmas in the Modern Corporation*, PrenticeHall.
13. Cederblam, Jerry: *Ethics at Work*, Wadsworth Publishing Co.
14. Desjardins, Joseph R: *Contemporary Issues in Business Ethics*, WadsworthPublishing Company.

ELECTIVE: FINANCE AND BANKING

3.2 COMMODITY MARKET

Objective

- To expose students to the world of commodity markets

Course Outcomes:

CO 1. Understand the concepts in commodities, derivatives and derivative transactions

CO 2. Ability to distinguish between hedging, speculation and arbitrage

CO 3. Understand the difference between commodity market and stock market

Unit 1: Commodity Markets and Exchanges

Hours: 10

Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform – Structure, Exchange membership, Capital requirements, commodities traded on National Exchanges, instruments available for trading and Electronic Spot Exchanges.

Unit 2: Quality Assurance

Hours: 08

Quality Assurance, Concepts of Quality in Commodities, Methods of Quality Assurance grading and Standardization: Meaning of grading and Standardization, purpose of grading, advantages of grading, inspection and quality control, Indian standards.

Unit 3: Commodity Derivatives

Hours: 12

Commodity Derivatives: Evolution of Commodity, Derivatives, Evolution of Commodity, Derivatives in India, Types of Derivatives, Other Classifications of Derivatives, Pricing Derivatives, Derivative Markets and Participants, Economic Importance of Commodity Derivatives Markets.

Unit 4: Warehousing Trading and Settlement

Hours: 18

Warehousing and Warehouse Receipts, Storage, practices in India, Risks in Storage, Structures, Essentials of storage structures, cost of storage/carry, returns of storage cost, warehousing, types of warehouses, Central warehousing corporation (CWC) FCI, functioning, growth, capacity and utilization. Trading on 'Commodity Exchanges: the Exchange platform, Exchange Membership, Commodity Brokerage, trading systems, participants in Commodity Markets, Role of speculators, Trading mechanism – Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal provisions, Market Positions, Order Types, Access to Commodity Exchanges, Volume and Open Interest.

Clearing and Settlement on Commodity Exchanges, Clearing House Operations and Risk Management, procedures, Delivery related issues like delivery centers, Deliverable varieties, Issues related to monitoring and surveillance by exchanges and regulator, Margining Method and the settlement process.

Unit 5: Regulatory Framework

Hours: 12

FCR Act 1952, FMC and Regulatory structure of commodities Derivatives markets in India (Objective, Functions, Power and responsibilities, Scope of Regulation), Essential Commodities Act and role of central and state Governments, Intermediaries, Investor Grievances and arbitration, Commodities Board in India – Coffee Board of India, Tea Board of India, Spice Board of India, Rubber Board of India, Tobacco Board of India.

Books for Reference

Recent Edition Books

1. Guide To Indian Commodity Market (Paperback, Ankit Gala and Jitendra Gala Buzzing stock Publishing House 2012
2. A Market for Four Thousand Commodities, Paperback, Railway Journal Electric Railway, 2013
3. Understanding Indian Commodity Market, Hanish Kumar Sinha, Paperback, 2014,
4. Trading Commodities and Financial Futures: A Step-by-Step Guide to Mastering- The Markets 4th Edition, Kindle Edition, 2018
5. A trader's first book on commodities Futures and options trading, 2018
6. Strategies for Striking It Rich in Commodity Trading, Ashu Dutt, E-book, 2018

3.3 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective

- To develop necessary skills in students to design and revise a portfolio of securities

Course Outcomes:

CO 1. Classification of investment on the basis of risk-return analysis

CO 2. Design / construct investment portfolio for individuals on the basis of their age, income profile, risk-taking ability

CO 3. Analyse the movement in the price of stocks and study the trend in the stock market

CO 4. Understand the need for regular portfolio assessment and management to maximise earnings

Unit 1: Introduction to Investment Management

Hours: 16

Investment management, nature and scope, investment avenues –Risk - Systematic risk, Unsystematic risk – Risk and return analysis – Risk measurement (Standard Deviation, Beta, covariance, correlation coefficient) – Stock return and valuation – Dividend Discount Models – Constant Growth Models – Two-stage Growth Model - Fixed income securities – bonds, preference shares – sources of risk, valuation, duration of bonds – theory of interest rates – yield curve

Unit 2: Fundamental & Technical Analysis

Hours : 14

Analysis of variable income securities - fundamental analysis – analysis of economy, Industry analysis, company analysis – financial and non-financial - Technical Analysis – Dow's theory, charts

Unit 3: Portfolio Theory and Portfolio Management

Hours: 14

Introduction to Portfolio Management: Meaning of portfolio management, Portfolio construction, Portfolio Objectives, Portfolio management process - **Portfolio theory:** Markowitz Model (Mean-Variance Analysis), Sharpe's single index model – Sharpe's Optimal Portfolio, Capital Asset Pricing Model, Arbitrage pricing theory – Bond Portfolio management strategies – Equity Portfolio management strategies– Portfolio revision – rebalancing plans, Portfolio evaluation - Sharpe's index, Treynor's measure and Jensen's measure.

Unit 4: Efficient Market Hypothesis

Hours: 08

Basic Concepts - Random walk theory – Forms of efficient market theories – Market inefficiencies – Efficient markets and the investor

Unit 5: Mutual Funds

Hours: 08

Entities in a Mutual Fund Operation – Open-ended Schemes Versus Closed-ended Schemes – Equity Schemes – Hybrid Schemes – Debt Schemes – Other Mutual Fund Products – Mutual Fund Evaluation – Costs of investing in a Mutual Fund

Books for Reference

Recent Edition Books

1. Donald E. Fischer and Ronald J. Jordan: *Security Analysis and Portfolio Management*, PearsonEd.
2. J. C. Fancis: *Investment Analysis and Management*
3. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, Newyork
4. Pandian Puneethavathy, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
5. Fuller &Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
6. Strong R.A, *Portfolio Management Handbook*. South western college Publishing.
7. A. Brahmiah& P. SubbaRao, *Financial Futures and Options*, HPH.
8. Singh Preeti, *Investment Management*, HPH
9. Kahn: *Technical Analysis – Plain and simple* - Pearson Ed.
10. Ranganthan: *Investment Analysis and Portfolio Management*.
11. Chandra Prasanna: *Investment Analysis and Portfolio Management – Tata McGrawHill*.

3.4 RETAIL BANKING

Objectives

- To enable the students familiarizing with operational aspects of retail banking products and developing suitable strategies to broaden the retail client base.

Course Outcomes:

CO 1. Knowledge of operational aspects of retail banking products and strategies

CO 2. Ability to understand customer requirements for loans and advances

CO 3. Understand the recent trends in retail banking

Unit 1: Introduction to Retail Banking

Hours: 12

Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.

Unit 2: Retail Asset Products

Hours: 12

Important Retail asset products: Home loans, Auto/vehicle loans ,Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other products/Remittances/Funds Transfer

Unit 3: Retail Strategies

Hours: 12

Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking

Unit 4: Trends in Retailing

Hours: 12

New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

Unit 5: Recovery of Retail Loans

Hours: 12

Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFESI Act, DRT Act, use of Lok-Adalat forum, Recovery Agents-RBI guidelines (Case Studies are compulsory)

Books for Reference

Recent Edition Books

1. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.
2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai
3. Khan, MY, Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Uppal,, RK, & Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi
5. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi
6. Guruswamy, S., Banking in the New Millennium, New Century Publications, New Delhi
7. Indian Institute of Banking & Finance, Retail Banking, Mumbai

3.5 RISK MANAGEMENT IN BANKS

Objective

- Make students understand risk management in Indian Banks

Course Outcomes:

CO 1. Provide an overview of basic risk management procedures in banks.

CO 2. Understand the complexity of risk management issues and risk mitigation strategies

Unit 1: Introduction and Overview

Hours: 10

Risk Definition – BIS – Basel committee – Basel I, II and III Norms; Risk Process – Risk Organization – Key Risks – Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Legal Risk, Interest Rate Risk and Currency Risk – Concept of ALM for banks.

Unit 2: Credit Risk

Hours: 12

Definition – Framework for Risk Management – BRI Guidelines for Risk Management – Risk Rating and Risk Pricing – Methods for Estimating Capital Requirements – Credit Risk – Standardized Approach and Advanced Approach – Credit Rating / Scoring – Credit Bureaus – Stress Test and Sensitivity Analysis – Internal Capital Adequacy Assessment Process (ICAAP) – Structured Products.

Unit 3: Operational Risk

Hours: 12

Definition – RBI Guidelines for Operational Risk – Types of Operational Risk – Causes for Operational Risk – Sound Principles of Operational Risk Management (SPOR) – Identification, Measurement, Control / Mitigation of Operational Risks; Organizational Set Up and Policy Requirements; Strategic Approach and Key Responsibilities of ORM; Capital Allocation for Operational Risk, Methodology and Qualifying Criteria for banks for the adoption of the methods; Computation of Capital Charge for Operational Risk.

Unit 4: Market Risk

Hours: 12

Definition – Liquidity Risk – Interest Rate Risk – Foreign Exchange Risk – ALM Organization – ALCO– Simulation, Gap, Duration Analysis, Linear and Other Statistical Methods of Control; Price Risk (Equity) – Commodity Risk – Treatment of Market Risk under Basel – Standardized Duration Method – Internal Measurement Approach – Var.

Unit 5: Risk Measurement, Control and Risk Management

Hours: 14

Risk Calculation – Risk Exposure Analysis – Risk Management / Mitigation Policy – Risk Immunization Policy / Strategy for fixing exposure limits – Risk Management Policy and Procedure – Risk adjusted return on Capital – Prudential Norms – Income recognition and Asset Classification (IRAC) Norms – Capital Adequacy Norms – Hedging – Forwards – Futures – Options Arbitrage Opportunities – Regulatory Prescriptions of Risk Management – Exposure Norms – Systems Audit – Risk Organisation and Policy.

Books for Reference

Recent Edition Books

1. Foundations of Banking Risk: An Overview of Banking, Banking Risks and Risk – Based Banking Regulation by GARP (Global Association of Risk Professionals).
2. Moorad Choudhary, Bank Asset and Liability Management: Strategy, Trading, Analysis, Wiley Publishing
3. John C. Hull, Risk Management and Financial Institutions, Pearson, 2009
4. Indian Institute of Banking, AMP, Finance (IIBF), Risk Management, Macmillan Publishers India, 2018
5. Risk Measurement Models to Capital Allocation Policies, Wiley, ISBN: 978-0-470-02978 IIBF Material.

ELECTIVE: ACCOUNTING AND TAXATION

3.2 DIRECT TAXES AND PLANNING

Objective

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

Course Outcomes:

CO 1. Ability to identify the difference between Tax Evasion, Tax Planning and Tax Avoidance.

CO 2. Understand the use of various deductions, rebates and reliefs to reduce the corporate taxable income and tax liability.

CO 3. Ability to make managerial decisions keeping in view the Income Tax Rules. Knowledge of Double Taxation Avoidance Agreement.

Unit 1: Introduction

Hours: 12

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

Unit 2: Taxation of Companies

Hours: 12

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

Unit 3: Computation of taxable income of companies

Hours: 12

Set off and carry forward of losses, deductions under Section 80.

Unit 4: Tax Planning

Hours: 12

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

Unit 5: Assessment

Hours: 12

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

Books for Reference

Recent Edition Books

1. Vinod K. Singhanian, *Direct Tax Law and Practice*, Taxman.
2. Agrarwal P.K, *Tax Planning for Companies*, Hind Law Publishers, New Delhi.
3. Dr. H.C. Mehrotra and Dr. S.P. Goyal, *Income Tax Law and Practices*, Sahitya Bhavan, Agra.
4. SukumarBhattachary, *Tax Planning in India*.
5. SharatBargava: *Direct Taxes*.
6. B.B. Lal & N. Vashist – *Direct Taxes*, - Pearson – New Delhi.
7. Girish Ahuja and Dr. Ravigupta – *Direct Taxes Law and practices*-Bharaths.
8. Dr. Manohar – *Direct Taxes*, - Snow white.

3.3 STRATEGIC COST MANAGEMENT – I

Objective

- To expose the students to the internal environment of business and to enable them to formulate strategies relating to cost.

Course Outcomes:

CO 1. Understand the various costing systems in strategic decision making.

CO 2. Use of activity-based costing and pricing, target costing, etc. in special situations

CO 3. Analyse and evaluate cost management strategies of companies

Unit1: Costing Strategy

Hours: 12

Influence of different cost elements on business enterprise, Importance of analyzing cost elements, cost control and cost reduction: meaning, process, methods and techniques of cost control and cost reduction, cost management: areas of cost management, difference between cost management and cost accounting, role of cost accounting in strategic planning and management control.

Unit 2: Strategic Cost and Performance Evaluation

Hours: 12

Integration of strategic cost management with performance evaluation, Strategic cost management issues in different elements of cost; material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, business process re-engineering, benchmarking.

Unit 3: Activity Based Costing System

Hours: 12

Introduction to traditional methods of overhead absorption, problems of overhead absorption system under Traditional System, introduction to ABC, Kaplan and Coopers approach to ABC, cost drivers and cost activities, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System, problems on comparison between traditional system and ABC system.

Unit 4: Life Cycle Costing

Hours: 12

Meaning of LCC, factors affecting Life cycle costing, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing: Meaning, categories of project life cycle costs, optimization of project life cycle costs.

Unit 5: Just in Time and Kaizen Costing

Hours: 12

JIT – features, methodology in implementation of JIT, Benefits of JIT. Kaizen Costing: concept, procedure for implementation, evaluation, benefits of Kaizen costing. Lean Cost Management: Meaning, definition, factors, applications, procedure to implementation, comparison with traditional management system, Modern production management techniques, benefits and drawbacks of Lean Cost Management.

Books for Reference

Recent Edition Books

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.

10. Brown & Haward, Mac Donald , Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing

3.4 Corporate Reporting Practices and IND AS

Objective

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

Course Outcomes:

CO 1. Understand the conceptual framework for Financial Reporting under Indian Accounting Standards

CO 2. Knowledge on recent developments in the area of financial reporting

CO 3. Ability to solve financial reporting issues in special cases

Unit1: Introduction to Accounting Standards

Hours: 5

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

Unit2: Standard Setting Process and types of Standards

Hours: 8

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

Unit3: International Accounting Standards

Hours: 12

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

Unit4: Disclosure of accounting policies

Hours: 20

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

Unit 5: Contemporary Issues in Accounting

Hours: 15

Corporate social responsibility accounting - social accounting and social auditing - state of art of social accounting - objectives and standards of social reporting - empirical studies of

social measurement and reporting - environmental accounting, reporting and audit – CSR in Indian Context.

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

Books for Reference

Recent Edition Books

1. Accounting Standards issued by IAS, FASB, ASB.
2. L.S.Porwal, Accounting Theory - An Introduction, TATA McGraw Hill.
3. Jawaharlal, Accounting Theory, Himalaya Publishing House, Bombay.
4. Ronal Leach and Edward Stamp: British Accounting Standards, Woodhead, Faulkner Ltd., Cambridge.
5. Accounting Standards issued by ICAI
6. T.P Ghosh, Accounting Standards and Corporate Accounting Practices, Taxman publications.
7. Sidney Davidson & Roman Lweil, Handbook of Modern Accounting, Mc Graw Hill Book Company.

3.5 COST AND MANAGEMENT AUDIT

Objective

- To familiarize students to Cost Audit, Management Audit and Internal Financial Control as per Companies Act 2013

Course Outcomes:

CO 1. Knowledge of basic cost information, appropriate computation on the basis of cost centre, system based cost data support for decision making processes.

CO 2. Ability to ensure uniformity and maintain cost records as per Generally Accepted Cost Accounting Principles.

CO 3. Tabulate the cost information and construct the system thus evolved for gainful operation and use in the framing of strategy for measuring productivity, profitability, etc.

CO 4. Prepare cost audit report in compliance with statutory obligations.

CO 5. Understand the usefulness of cost audit and its interpretation by stakeholders.

Unit 1: Cost Audit

Hours: 18

Nature, Scope, Utility and Advantages of Cost Audit – Companies (Cost Records & Audit Rules 2014 – Professional Ethics, Misconduct, Offences and Penalties – Cost Accounting Standards by (ACMA) – Cost Auditing and Assurance Standards (by ACMA) – Format of Cost Audit Report – XBRL – Salient Features

Unit 2: Management Audit

Hours: 10

Management Reporting issues under Cost Audit – Management Audit – Meaning, Nature, Scope etc. – Energy Audit – Efficiency Audit – Propriety Audit and Systems Audit – Evaluation of Corporate Image – Corporate Development Audit – Impact of environmental pollution

Unit 3: Internal Audit, Operational Audit and other related issues Hours: 15

Concept of Internal Audit – Provisions of Internal Audit under Companies Act 2013 – Audit Planning, Audit Programme, Audit working papers – Receivables Audit – Audit of services and local bodies

Unit 4: Internal Financial Control (IFC)

Hours: 08

Internal Financial Control as per Section 134 of Companies Act, 2013 – Policies and procedures adopted by the company for ensuring: Orderly and efficient conduct of its business – Adherence to Company's Policies – Safeguarding of its assets, prevention and detection of frauds and errors; Accuracy and completeness of the accounting records and timely preparation of Reliable financial information and Auditor's responsibility to evaluate Financial Reporting Control.

Unit 5: Digital Auditing

Hours: 09

Importance; Internal Audit of Purchases, Sales and Inventory

Books for Reference

Recent Edition Books

1. Cost and Management Audit, Ravi M. Kishore, Taxmann Publications
2. Cost and Management Audit, A.R. Ramanathan, Tata McGraw Publications
3. Cost and Management Audit, Sri Mohammad Asthaf Anathan, Law Book Shop
4. Cost and Management Audit, Dr. Arun Kumar and CA Deepak Bora, Suchitra Prakash Ltd.
5. Cost and Management Audit, Dr. Saxena Vashist, Sultan Chand & Sons, New Delhi
6. Cost and Management Audit, Study Materials by Institute of Cost Accountants of India, Kolkata
7. Cost and Management Audit, Internal Financial Control over Financial Reporting (ICFR) Guidelines issued by the Institute of Chartered Accountants of India, New Delhi.

OPEN ELECTIVE: WRITE IT RIGHT

Objectives:

- To enable learners to undertake various types of writing tasks through practical exercises.
- To make learners conscious of the subskills involved in writing, with a view to helping them to write more effectively.
- To equip learners to organize, edit and proof read what they write.

Course Outcomes:

- CO 1. Knowledge on various types of writing tasks through practical exercises.
- CO 2. Enhanced skills for effective writing.

Unit 1:

14 Hours

- The Logic of Effective Writing.
- The correct use of articles and prepositions
- Punctuation: Commas, colons and semi-colons
- Sentence structure
- Avoidable errors –confusing words, homophones, ambiguity, redundancy

Unit 2:

14 Hours

- Pre writing: choosing correct format, generating ideas, organizing material
- Letter and email: Applying for a course; Applying for a job
- Paragraph writing: Different types of paragraphs, topic sentence, linkers.
- Essay writing: Structure, paragraph control

Unit 3:

12 Hours

- Editing and proofreading: Identifying and correcting errors, reviewing a first draft , polishing and reorganizing.

Books for Reference:

Recent Edition Books

1. Write It Right: A Handbook for Students by John Peck and Martin Coyle, published by Palgrave Macmillan in New York and Hampshire, 2005.
2. Odyssey-A Guide to Better Writing by William J Kelly and Deborah Lawton, published by Allyn and Bacon.

4.1 COMPANY LAW

Objective

- To familiarize students to Company Law, 2013

Course Outcomes:

CO 1. Knowledge of the existing company law and administration.

CO 2. Understand the different facets like formation of company, appointment, administration, meetings and winding up of company (Companies Act 2013)

Unit 1: Company Formation and Conversion

Hours: 12

Choice of Form of Business Entity; Conversion/ Re-conversion of One Form of Business Entity into Another - Incorporation of Private Companies, Public Companies, Companies Limited by Guarantee and Unlimited Companies and their Conversions/Re-conversion/Re-registration - Formation of Nidhi Companies, Producer Companies and Mutual Benefit Funds - Commencement of Business and New Business; Pre Incorporation Agreements and Contracts - Formation of Non Profit Companies - Procedure Relating to Foreign Companies Carrying on Business in India-Alteration of Various Clauses of Memorandum: - Effects of Alteration of Articles

Unit 2: Procedure for Issue of Certificates

Hours: 12

Part A: Shares

Public Issue, Rights Issue and Bonus Shares, Issue of Shares at Par/Premium/Discount; Issue of Shares on Preferential /Private Placement Basis - Allotment, Calls on Shares and Issue of Certificates - Issue of Sweat Equity Shares, Employees Stock Option Scheme (ESOPs), Employees Stock Purchase Scheme (ESPS), Shares with Differential Voting Rights - Issue and Redemption of Preference Shares-Alteration of Share Capital Forfeiture of Shares and Reissue of Forfeited Shares; Increase, Consolidation, Conversion and Re-conversion into Stock, Subdivision and Cancellation and Surrender of Shares - Buy Back of Shares - Reduction of Share Capital

Part B: Debt Instruments

Issue of Debentures and Bonds, Creation Security and Debenture Redemption Reserve- Drafting of Debenture Trust Deed, Redemption of Debentures, Conversion of Debentures into Shares - Deposits

Unit 3: Procedure relating to Membership, Transfer and Transmission Hours: 12

Induction of Members, Nomination of Shares, Variation of Shareholders' Rights, Cessation of Membership including Dispute Resolution - Transfer/Transmission/Transposition - Admission of Securities in Electronic Mode - Dematerialization/ Rematerialisation of Securities - Compliances relating to Insider Trading and Takeover

Unit 4: Directors and Managerial Personnel Hours: 12

Directors and Managerial Personnel Appointment, Reappointment, Resignation, Removal and Varying Terms of Appointment/Re-appointment – Payment of Remuneration to Directors and Managerial Personnel and Disclosures thereof; Compensation for Loss of Office - Waiver of Recovery of Remuneration – Making Loans to Directors, Disclosure of Interest by a Director, Holding of Office or Place of Profit by a Director / Relative - Company Secretary - Appointment, Resignation and Removal - Company Secretary in Practice - Appointment, Resignation and Removal - Auditors-Procedure for Appointment/Re-appointment, Resignation and Removal of Statutory Auditors and Branch Auditors; Appointment of Cost Auditors - Special Auditors; CAG audit.

Unit 5: Meetings Hours: 12

Collective Decision Making Forums-Authority, Accountability, Delegation and Responsibility - Board Meetings - Convening and Management of Meetings of Board and Committees; Preparation of Notices and Agenda Papers - General Meetings - Convening and Management of Statutory Meeting, Annual and Extra-Ordinary General Meetings, Class Meetings; Creditors' Meetings; Preparation of Notices and Agenda Papers;

Procedure for Passing of Resolutions by Postal Ballot; Voting through Electronic Means; Conducting a Poll and Adjournment of a Meeting - Post-Meeting Formalities - Preparation of Minutes and Dissemination of Information and Decisions – Preparation of Financial Statements, Auditor's Report, Director's Report and Report on Corporate Governance

Books for Reference/Recent Edition Books

1. Company Law and Secretarial Practice 2015 by Agarwal &Kothari
2. Company Law and Practice Paperback – 2016 by Ratan Nolakha
3. Advanced Company Law & Practice Paper Back – 2017by Tejpal Sheth
4. Advanced Company Law & Practice 2018 by Pandab

nature and measurement – Forward Rate Agreements (FRA's) interest rate options, caps, floors and collars, cap and floors –options on interest rate futures, some recent innovations – financial swaps.

Books for Reference

Recent Edition Books

1. Shapiro Alan. C., *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Apte P.G, *International Financial Management*, Tata McGraw Hill, New Delhi.
3. Mcrae T.N and D.P Walkar, *Foreign Exchange Management*, Prentice Hall.
4. Evilt H.E, *Manual of Foreign Exchange*.
5. Holgate H.C.F, *Exchange Arithmetic*.
6. Rajwade A.V., *Foreign Exchange Risk Management*, Prentice Hall of India.

4.3 CAPITAL MARKET

Objective

- To provide students in depth knowledge of Capital Market

Course Outcomes:

CO 1. Understand the concept and structure of financial services and capital market.

CO 2. Knowledge of SEBI, Foreign capital, listing regulation.

CO 3. Knowledge of Capital Market and Depository System prevalent in capital markets.

CO 4. Understand the Trading, Clearing and Settlement procedures followed at stock exchanges.

CO 5. Clarity about the calculation methodology of Indices.

Unit 1: Introduction to Capital Market and Investment Institutions Hours: 12

Introduction: Basics of Capital Market - Need – Evolution – Components -

Investment Institutions : National Level Institutions – State Level Institutions – Qualified Institutional Buyers, Foreign Portfolio Investor – Private Equity – Angel Fund – High Net Worth Individuals – Venture Capital- Pension Fund – Alternative Investment Funds

Unit 2: Capital Market Instruments and Intermediaries Hours: 12

Capital Market Instruments: Equity shares -Shares with Differential Voting Rights – Preference Shares – Debentures -Bonds- Foreign Currency Convertible Bonds– Foreign Currency Exchangeable Bonds – Indian Depository Receipts – Derivatives – Warrant

Capital Market Intermediaries: Merchant Bankers-Registrar to an Issue- Shares Transfer Agent- Underwriters-Banker to the Issue –Trustees -Depositories

Unit 3: Primary Market Hours: 10

Meaning –Objectives – Aspects : Different kinds of issue of securities, Types of offer documents Issue requirements ,Steps in Public Issue ,Book Building, ASBA, Green Shoe Option,Anchor Investor, Private Placement(includes QIP)Disinvestment, Rights Issue and Exit Offer

Unit 4: Secondary Market Hours: 14

Introduction to Secondary Market-Development of Stock Market in India –Stock Market Organisation in India –Demutualization of Stock Exchanges-Share Trading in Secondary Market-Stock market and its operations - Stock Market Indices: Meaning- Usefulness – Computation –(Sensex & Nifty)

Risk Management in Secondary Market: Trading rules and regulations, Circuit Breakers, Trading and Settlement, National Securities Clearing Corporation of India, Market Making System, Securities Lending and Borrowing, Straight through Process, Margin Trading and Indian Debt Market

Unit 5: Securities and Exchange Board of India

Hours: 12

SEBI Act, 1992 Securities Appellate Tribunal, Appeals, Appearance before SAT, Objective, Power and Functions of SEBI

Investor Protection Investor's Rights and Responsibilities, types of grievances and dealing authority, Investor Education and Protection Fund (IEPF) under SEBI Regulations and Companies Act, 2013, Financial Education, Investor Grievance Redressal Mechanism at SEBI etc.

Books for Reference

Recent Edition Books

1. Capital Markets and Securities Laws Readings, E. Gordon
2. Capital Market in India, Himalaya Publishing House, Ramdoot, K. Natarajan, Dr. Bhalerao Marg, Girgaon, Mumbai – 400 004
3. Sanjeev Aggarwal: Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi – 110 034
4. V.L. Iyer: SEBI Practice Manual, Taxman Allied Service (P) Ltd., 59/32, New Rohtak Road, New Delhi – 110 005
5. M.Y. Khan, Indian Financial Systems; Tata McGraw Hill, 4/12, Asaf Ali Road, New Delhi – 110 002.
6. S. Suryanarayanan, SEBI Law, Practice & Procedure; Commercial Law Publishers (India) V. Varadarajan Pvt. Ltd., 151, Rajindra Market, Opp. Tis Hazari Court, Delhi – 110 054
7. Mamta Bhargava, Compliances and Procedures under SEBI Law; Shreeji Publishers, 8/294, Sunder Vihar, New Delhi – 110 877

8. Taxmann SEBI Manual
9. Asim Kumar Mishra, Venture Capital Financing in India, Shipra Publications, 115A, Vikas Marg, Shakarpur, Delhi – 110 092
10. Shashi K. Gupta, Financial Institutions and Markets, Kalyani Publishers, 4863/2B, Bharat Nishja Aggarwal Ram Road, 24, Daryaganj, New Delhi – 110 002
11. Neeti Gupta, Capital Markets and Securities Laws Simplified, Lawpoint Publication, 6C, R.N. Mukherjee Road, Kolkata – 700 001.
12. SEBI Annual Report, SEBI, Mumbai – 2
13. Indian Securities, NSE Yearly Publication Market – A Review

4.4 CORPORATE BANKING

Objective

- To familiarize the students with the various services provided in Corporate Banking

Course Outcomes:

CO 1. Identify and list out the various services provided in Corporate Banking

CO 2. Knowledge of banks structure in terms of its capital, debt and capital debt restructuring

CO 3. Knowledge of a range of banking services and specialised lending options

Unit 1: Corporate Banking

Hours: 12

Meaning and importance, various services provided viz., cash management, salary payment, debt management, factoring and forfaiting, trusteeship, custodial services, business advisory, off shore services, trade services forex management, etc.

Unit 2: Corporate Deposits

Hours: 12

Importance of institutional deposits vis-a-vis retail deposits;

Corporate Finance-Working capital finance, fund and non-fund based limits and

Import -export finance, corporate debt restructuring.

Unit 3: Investment Banking

Hours: 12

Meaning and scope of investment banking, evolution, overview of current state of investment banking in India; Merchant Banking –Advisory services for equity/debt issues, management, placement and distribution of equity/debt; Mergers and Acquisitions, Divestitures-Identification, Structuring, Negotiation and Execution, arranging finances, etc.

Unit 4: Corporate advisory services

Hours: 12

Capital restructuring, Project advisory, Private equity and Venture capital, loan syndication, etc.

Unit 5: Project and Infrastructure Finance

Hours: 12

Characteristics of Project Finance-Technology selection, Assessment of technical collaborator-Market Analysis, Financial Analysis; Common risks in projects-Risk mitigation

methodologies in projects; Project Planning-Network techniques for project implementation; Infrastructure financing cash flow deal agreement with parties involved-SPV-Monitoring and follow-up of the project.

Books for Reference

Recent Edition Books

1. Uppal R, Indian Banking in the globalised world, New Century Publications, New Delhi
2. Indian Institute of Banking & Finance, Corporate Banking, Mumbai
3. Avadhani, International Finance, Himalaya Publishing House, Mumbai
4. Madhu Vij, Multinational Financial Management, Excel Publications, New Delhi
5. Apte, PG, International Financial Management, Macmillan Publishers, Mumbai

ELECTIVE: ACCOUNTING AND TAXATION

4.2 INDIRECT TAXES

Objective

- To enable the students to understand the concept of GST, and Customs Act its framework and constitutional amendments.

Course Outcomes:

CO 1. Understand the various terms related to Goods and Service Tax (GST)

CO 2. Ability to determine the time, place and value of supply.

CO 3. Knowledge about the contents and format of various documents like tax invoice, bill of supply, debit note, credit note etc.

CO 4. Computation of the amount of CGST, SGST and IGST payable after considering the eligible input tax credit.

Unit 1: GST in India – An Introduction

Hours: 4

Direct and Indirect Taxes – Genesis of GST in India – Concept of GST – Need for GST in India – Benefit of GST – Goods and Services Tax (GST) Law as contained in the Central Goods and Services Tax (CGST) Act, 2017 and Integrated Goods and Services Tax (IGST) Act, 2017 – Constitutional Provisions.

Unit 2: Supply Under GST

Hours: 8

Introduction – Relevant Definitions – Concept of Supply [Section 7 of CGST Act] – Composite and Mixed Supplies [Section 8] Place of supply – inter-State supply, intra-State supply, TIME AND VALUE OF SUPPLY – Time of Supply – Relevant Definitions – Time of Supply of Goods [Section 12] – Time of Supply of Services [Section 13] Value of Supply – Relevant Definitions – Value of Supply [Section 15] problems on time and value supply.

Unit 3: Exemptions and Charge of GST

Hours: 14

Introduction – Relevant Definitions – Extent & Commencement of CGST Act/SGST Act/UTGST Act – Levy & Collection of CGST [Section 9 of the CGST Act] – Composition Levy [Section 10 of the CGST Act] – Extent and Commencement of IGST [Section 1 of IGST Act] Levy & Collection of CGST and IGST [Section 5 of the IGST Act]

Unit 4: Input Tax Credit

Hours: 12

Introduction – Relevant Definitions – Eligibility and Conditions for taking Input Tax Credit [Section 16] Appointment of Credit & Blocked Credits [Section 17] – Credit in Special Circumstances [Section 18] How ITC is availed & utilized – problems on ITC

Unit 5: Proceedings Under GST

Hours: 10

All procedures including registration, tax invoice, credit and debit notes, electronic way bill, accounts and records, returns (GSTRs), payment of tax including reverse charge, refund, job work – Provisions relating to electronic commerce – Liability to pay in certain cases – Administration of GST;

Unit 6: Customs Act, 1962

Hours: 12

Customs Act 1962: Details of procedure in relation to the levy, collection and exemption from customs duties – documents to be prepared and presented to customs authorities, valuation of goods, clearance of imported and exported goods procedure. Detailed procedure in relation to transportation and warehousing – relevant rules and Regulations - Drawback of customs duties paid, preparation and submission of drawback claim forms - Adjudication and appeals before the customs authorities and the appellate Tribunal.

Books for Reference

Recent Edition Books

1. Deloitte: GST Era Beckons, Wolters Kluwer.
2. Madhukar N. Hiregange: Goods and Services Tax, Wolters Kluwer.
3. All About GST: V.S. Datey – Taxman's.
4. Guide to GST: CA. Rajat Mohan
5. Goods & Services Tax – Indian Journey: N.K. Gupta & Sunnania Batia, Bharat's Publication
6. Goods & Services Tax: CA. Rajat Mohan
7. Goods & Services Tax: Dr. Sanjiv Agarwal & CA. Sanjeev Malhotra.
8. GST – Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM,
9. Understanding GST: Kamal Garg, Barat's Publication.
10. Indirect Taxes Laws: Dr. Vandana Bangar & Dr. Yogindra Bangar

4.3 STRATEGIC COST MANAGEMENT – II

Objective

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

Course Outcomes:

CO 1. In-depth knowledge of practical aspects of Pricing Strategies in Decision Making, Transfer Pricing, & Budgeting and Budgetary control followed in large organizations having different processes.

CO 2. Understand the methods of strategically managing costs and methods of pricing.

CO 3. Ability to formulate strategies relating to cost and pricing.

Unit 1: Pricing Strategies in Decision Making

Hours: 12

Pricing strategies: Pricing policy, process, Role and methods: cost plus pricing, Marginal cost pricing, pricing for target rate of return, added value method of pricing, differential cost pricing going rate pricing, opportunity cost pricing, standard cost pricing, customary pricing, pricing strategy for Export oriented products, methods of export pricing, pricing strategies for new products, management accountant role in product pricing.

Unit 2: Transfer Pricing

Hours: 12

Transfer Pricing – meaning, necessity, Objectives, applications, Methods (Cost Based, Market Price Based and Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Guiding Principles in the fixation of transfer prices, Transfer Price in different situations. International transfer pricing: meaning, factors affecting international transfer pricing.

Unit 3: Learning Curve Theory

Hours: 12

Introduction, meaning and definition of learning curve, phases in learning curve, applications of learning curve, factors affecting learning curve, comparison between learning curve and experience curve.

Unit 4: Cost of Quality and TQM

Hours: 12

Definition, classification of quality costs, cost of Conformance, Prevention costs, appraisal costs, cost of Non-conformance, optimization of quality cost, TQM Core concepts of TQM, Benefits of TQM. TQM –basics, stages, principles, control, corrective actions, PRAISE- steps, problems, implementation Cost of quality report Continuous process improvement.

Unit 5: Balanced Scorecard and Benchmarking

Hours: 12

BSC: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, perspectives of B.SC and implementation of Balanced score Card, case studies on BSC.

Benchmarking – Concepts, Benchmarking process, Impact on Indian Industry, Types of Benchmarking

Books for Reference

Recent Edition Books

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

4.4. Indian Accounting Standards

Objective

To familiarize with recent developments in the area of financial reporting and to gain ability to solve financial reporting problems in special cases.

Course Outcomes:

CO 1. Knowledge of IFRS converged Indian Accounting Standards (Ind AS) and issues in relation to Ind AS;

CO 2. Understand the background and provisions of accounting standards which govern and guide the accounting process and preparation of financial statements.

CO 3. Identify the accounting standards used by different companies in their financial statements.

Unit 1: Evolution and Convergence of International Financial Reporting

Standards (IFRS) in India:

Hours: 12

GAAP in India and Hierarchy of GAAP in India, International Financial Reporting Standards, First time adoption (IFRS 1) – Convergence with IFRS – Stage-wise Approach, Advantages of converting to IFRS, Significant Criticisms of IFRS, Key Business issues that will need to be addressed for successful implementation of IFRS, challenges and opportunities faced by India in the implementation of IFRS - An overview of IND ASs: list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA) - Comparison of IFRS with Ind AS.

Unit 2: Accounting and Reporting for Business Combinations (As per Ind AS) Hours: 12

Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, purchase consideration and settlement; Accounting in books of vendor/transferor company, Accounting for investment in subsidiary, Accounting for holding companies (including chain holdings, multiple holdings), Corporate Financial Restructuring (including intercompany holdings), Reconstruction schemes, De-merger.

Unit 3: Group Financial Statements/ Consolidated Financial Statements Hours: 12

Consolidation of foreign-Holding company, Subsidiary Company and Associate Company including multiple subsidiaries, Concept of a group, Purposes of consolidated financial statements, consolidation procedures-Minority interest, Goodwill, Treatment pre-acquisition profit and concept of Fair value at the time of acquisition

Unit 4: Consolidated Income Statements Hours: 12

Balance Sheet and cash Flow Statements for Group companies, Impact of group financial statements at the point of acquisition, Treatment of investment in associates in consolidated financial statements, compare and contrast acquisition and equity methods of accounting, Treatment of investment in Joint ventures in consolidated financial statements

Unit 5: Accounting for Industry based standards: Hours: 12

Agriculture –Insurance Contracts-Exploration for and Evaluation of Mineral Resources-Regulatory Deferral Accounts.

Books for Reference

Recent Edition Books

1. IFRS for India, Dr. A.L. Saini, Snow White Publications
2. Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
3. IFRS explained – A guide to International financial reporting standards by BPP learning Media
4. IFRS for finance executives by Ghosh T.P, Taxman Allied Services Private Limited
5. IFRS concepts and applications by Kamal Garg, Bharath Law House Private Limited
6. IFRS: A Quick Reference Guide by Robert J. Kirk, Elsevier Ltd.
7. First lesson to International Financial ReportingStandards beginners guide by MP Vijay Kumar, prime knowledge services.
8. A student's guide to international financial reporting standards by Clare Finch, Kalpan Publishing.

III. COURSE LEARNING OUTCOME

- Industry Academia Interface
- Equip students for placement
- Develop quality initiatives
- Ensure excellence

IV. EXAMINATION PATTERN

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

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

Sl.No.	Course	Duration	No.of papers per semester	Maximum Marks of Per Semester	No. of Credits
1	M.Com	I	6 + 1	700	26
2	M.Com	II	6 + 1	700	26
-3	M.Com	III	5 + 1 + Internship Evn & Viva	700	24
4	M.Com	IV	4 Papers + Dissertation + Viva -Voce	400 150 50	24

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

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

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practicals it will be 1 ½ (one and half) hours.

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

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

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

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

1.6 In case of theory papers the various components of internal assessment will be as follows:

- a) Assignment – 10 Marks
- b) Attendance – 5 Marks
- c) Internal Test – 15 Marks

(The test shall be for 1 ½ hour duration carrying 40 marks. The marks scored by the candidate shall be later reduced to 20 marks).

1. 7. Question Paper Pattern:

Section - A: Question:1.a -g	5 x 2	10
Section - B Question 2-6	3x15	45
Section - C: Question 7 Compulsory	1x15	15
	Total	70

1.8 Dissertation:

Each student will choose business research project / live business problem in a business organization or industry, and prepare a dissertation report. The student will formulate it as a research / consultancy problem, work under the guidance of a faculty member on it during the II & III semesters, prepare a report based on his / her work under the guidance of a faculty member and submit at the end of each semester. This will be evaluated for 150 marks. Project Dissertation guidance for a faculty member will involve a workload of 5 hours per week in a semester. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 50 marks by BOE.